

#1

COMPLETE

**Collector:** Web Link 1 (Web Link)  
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Page 1: Background (5%)

**Q1**

Please provide the name and title of the nominee.

Name	<b>Allison Tuke</b>
Title	<b>Director, Monitoring Operations</b>
Company	<b>Paladin Technologies Inc.</b>
Email	<b>atuke@paladintechnologies.com</b>
Phone	<b>2503891350</b>

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**Q2**

How long has this nominee been employed by your organization?

7.5 years

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**Q3**

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

She started as Operations Manager and moved into the Director's position

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**Q4**

How long has the nominee served in his/her current position?

3+ years

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Page 2: Experience and Education (10%)

**Q5**

What is the nominee's experience and current areas of responsibility?

She has over 30 years industry experiences from being an operator to her current role. In her current position she oversees the complete operations of our three monitoring stations, including all technical and staffing requirements.

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**Q6**

What is the nominee's industry education, job-specific education and training, and industry certifications?

She is a big contributor of current training material publicized by Canasa and TMA. She has been involved or actively managing many workshops that helped shaping the industry e.g. ULC policies and regulations. She constantly attends all training opportunities provided by the industry, is TMA certified and attending all industry events.

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Page 3: Hiring and Training Staff (15%)

**Q7**

What attributes does the nominee seek in new employees during the hiring process?

The willingness to learn, adaptability, team spirit and can do attitude.

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**Q8**

What is the nominee's role in the training process of operators?

She constantly reviews the training material, makes sure it still applies to rules and expectations, checks in with the new operators to make sure the training material was easy and effective.

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**Q9**

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

We have an established performance review and management system and she makes sure that we stay on schedule and target. Individual performances will be recognized in real time and coached for potential career paths where she sees fit.

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Page 4: Day-to-Day Management of the Monitoring Center (25%)

**Q10**

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

Before she did all of the above but now she structured a support team around herself that are taking some of the tasks of her plate to allow for being in a more supportive role and to enable others to grow in the organization and to take on more responsibilities.

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Page 5: Leadership (25%)

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

When the pandemic started, she led by example being in the station every day to support the team during these uncertain times making sure our customers and dealers were not impacted by resource challenges due to staffing shortage. She implemented a support program to comfort the teams and created a save work environment so operators felt comfortable to work. Due to her efforts we had zero impact on our performance and were able to maintain the full team.

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**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

Whenever our organization take on a new key client, meaning a customer with multiples of accounts, she is involved to consult on best practices and to improve the customer experiences. Our dealers and some of our customers are in direct contact with her to ask for advise.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

She interacts and provides insides and/or constructive feedback to ambulance services, cities and municipalities in regards to false alarm programs, high alarm customers and/or dispatch escalations.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

She works closely with our marketing team to promote the organization for awareness but also for hiring purposes.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Paladin just set up our third monitoring station and all technical aspects were managed, reviewed and implemented under her supervision and direct actions.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

The "best practice" she introduced is that we are constantly reviewing everything everyday for practicality and efficiency. She implemented real-time data visibility to allow the supervisors to make staffing decisions and performance oversight.

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**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Canasa and TMA. She attends all meeting, actively involved in workshops and was on many committees and part of the board.

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**Q18**

In which community outreach programs is the nominee involved?

Paladin has an intensive program supporting all kinds of community programs and support initiatives. This is all managed on the corporate level and Allison and her team are always providing support through contribution and information to make these initiatives successful.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

She made sure that we stay current on technologies e.g. integration to new platforms, enabled dealers to use self-serv via a portal and implemented a quality assurance team that constantly reviews our performances and customer interaction to provide feedback to our training teams and supervisors.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Allison is well respected by her team and nobody has any issues going to her with any problem or concern, and I think that shows a great leader. She admits mistakes, provides fair feedback and has no problem to help out where ever she is needed. During a time where it's getting harder to find employees, she still was able to improve our performance by optimizing operations and motivating the teams and on top of all of this, over the last 18 month she build our third station from scratch, overseeing every aspect of it until it was finalized and ULC certified. As her manager, I think the is the best Operations Manager any organization can wish for!

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**Q21**

**Respondent skipped this question**

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#2

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Time Spent:** 02:29:29  
**IP Address:** 172.59.197.254

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Page 1: Background (5%)

**Q1**

Please provide the name and title of the nominee.

Name	<b>Alfred Sims</b>
Title	<b>Monitoring Manager</b>
Company	<b>Stealth Monitoring</b>
Email	<b>asims@stealthmonitoring.com</b>
Phone	<b>410-295-0960 Ext. 1</b>

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**Q2**

How long has this nominee been employed by your organization?

7-years, 5-months

**Q3**

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Alfred initially worked as a Remote Surveillance Professional in the Level 1 Operator position. He spent the next year perfecting his skills in following protocols, Standard Operating Procedures (SOPs), Live Monitoring, and Event-Based Monitoring. Upon completion of the necessary shifts and on-the-job training, Alfred took the Monitoring Skill Test and scored 99%. This achievement led to his promotion to Senior Remote Surveillance Professional at the Level 2 Operator position. As a Senior Operator, Alfred not only processed alarms in his queue but also provided guidance and training to a diverse team of operators. After serving as a Senior Operator for a year, Alfred's leadership skills were recognized, and he was promoted to Supervisor. He served in this position for three years and was then promoted to Monitoring Manager due to his exemplary command and control of the Monitoring Center.

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**Q4**

How long has the nominee served in his/her current position?

10 months

Page 2: Experience and Education (10%)

**Q5**

What is the nominee's experience and current areas of responsibility?

Alfred is the Monitoring Manager who oversees the day-to-day operations of a team consisting of 36 Detection Specialists, Escalation Specialists, and Supervisors. He is responsible for providing monitoring operational oversight to teams located in two different countries with a total of 45 and 150 employees.

Along with this, Alfred manages the inventory and condition of all Monitoring center equipment, schedules his Monitoring Team, conducts Performance Reviews for employees, and assigns and manages their KPIs. He also works closely with the company's internal IT Operations Manager and third-party vendors in resolving hardware/software issues pertaining to the Monitoring Center equipment.

Alfred actively participates in the deployment and setup of various monitoring systems, including positioning of cameras, assigning client logins, updating servers, and testing of the talkdown systems. He ensures that all work is completed according to the company's standards, properly, and in a timely manner.

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**Q6**

What is the nominee's industry education, job-specific education and training, and industry certifications?

Alfred is a Licensed Security Technician in both Maryland and Texas. He has completed training in management basics, workplace attitude and behavior, and coaching.

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Page 3: Hiring and Training Staff (15%)

**Q7**

What attributes does the nominee seek in new employees during the hiring process?

Alfred looks for certain qualities in potential employees during the hiring process. These include transferable technical skills such as knowledge of Microsoft 365, PC usage, typing skills, prior monitoring experience, and a security background. Additionally, Alfred values important soft skills such as teamwork, the ability to work in a diverse environment, reliability, integrity, good communication skills, and customer service excellence.

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**Q8**

What is the nominee's role in the training process of operators?

Alfred's role in the training process is to provide training to all new team members on how to use the Monitoring Application Platform. He introduces the Employee Handbook and goes over all of its sections. Alfred provides a training curriculum that includes standard operational procedures/protocols for performing the job, standard principles, and core values. He ensures that the operator understands and knows how to do the job and what is expected at the end of the training. Throughout the training and onboarding process, Alfred provides testing and material review. He has a 100% pass rate.

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**Q9**

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Alfred and his team establish challenging and realistic goals and Key Performance Indicators (KPIs) for all members. Monthly 1:1 check-ins are conducted, and coaching is provided when needed. Annual evaluations are performed, and bonuses are awarded based on Operator KPIs. Operators are recognized as Operator of The Quarter through a peer-based voting system. Additionally, when an operator makes an arrest or dispatches for a fire, their name and picture are placed on the Arrest/Fire Board. For top performers, their names are forwarded to the Executive Chair to be recognized during the monthly town hall in front of the entire company. One of the key factors contributing to Alfred's team retention is having a set schedule. The set schedule allows Operators to plan personal activities around their work commitments, contributing to their quality of life.

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Page 4: Day-to-Day Management of the Monitoring Center (25%)

## Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

- Scheduling, emergency staffing and peak signal activity.. Alfred has created a schedule that ensures off-shift operators can be utilized in case of an emergency. Moreover, there is a Monitoring Center Reserve Force, comprising former members who have worked in the monitoring center. The schedule is designed to stagger the shifts, allowing operators to be present during peak hours and different time zones.

- Establishing and achieving budget.

Alfred uses Smart Scheduling to maintain his budget. Overtime is closely monitored to ensure desired margins. Correct staffing is maintained through workforce management.

- Attaining and measuring customer satisfaction levels.

Alfred maintains a direct partnership with all Account Managers and Customer Success Managers to ensure direct communication with clients. Additionally, customer feedback surveys are sent out annually to gather feedback on how the company is doing. In most cases, Alfred is in a better position to handle customer issues as he is situated in the monitoring center where he can de-escalate situations.

- Complaint and conflict resolution.

Alfred is responsible for providing his team with regular updates on any incidents that have resulted in client dissatisfaction. He makes sure that this information is shared through a channel and discussed during nightly briefings. Additionally, Alfred works closely with account managers to resolve conflicts and complaints and implements a step-by-step process to ensure a satisfactory resolution. He also encourages his team to provide feedback on how the Monitoring Center can be improved to prevent similar incidents in the future.

- Identifying and follow up on missed signals.

Alfred will investigate and identify responsible parties. Then, find opportunities for improvement to prevent future risks.

- Employee discipline and remedial training.

Alfred holds one-on-one meetings with team members who have infractions and then implements corrective actions based on the situation and company policy.

- Establishing quality standards.

During the initial onboarding of new team members, Alfred explains the Monitoring Center standards and provides a clear explanation of what is expected from them. Alfred not only sets the tone but also holds his team accountable and leads by example.

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Page 5: Leadership (25%)

## Q11

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

Sometimes, clients call the monitoring center and get upset about a particular situation, which can lead to them using profanity with the operators. In one case, a client made a derogatory comment about the operator's origin and told them to go back to their country. This was very offensive and disrespectful. However, Alfred has trained his staff to always remain respectful and allow him and the Customer Success Managers to handle such situations.



**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

? Alfred assists customers in using their monitoring systems, such as the NVR system, and helps them retrieve video for on-site situations. Additionally, to prioritize customer satisfaction, if a customer calls into the monitoring center and requests an extension of their monitoring hours, even if their contract does not state so, Alfred will have his team extend the hours to accommodate the client's needs until the situation is resolved.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

Alfred is available to answer any questions from police jurisdictions that serve clients whenever there are arrests and affidavits. He has also attended court on behalf of the company whenever necessary. In case he is unavailable to attend, he ensures that representation is provided. Moreover, Alfred is the company's main contact for all VIP visits to the monitoring center, which has resulted in increased revenue from additional clients.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Alfred wears his Stealth gear while he's out in town. If he sees someone who matches the professional attributes of a Stealth team member, he hands them his business card. Additionally, Alfred personally contacts potential applicants through our recruiting page.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Alfred works with our technology team and is currently working on implementing AI into our monitoring platform. His primary focus is to decrease the number of signals that are received at the monitoring center. He has trained his team to identify sites that generate unwanted alarms and has provided them with guidelines on where to post this information. This will enable the team to apply additional calibrations and improve the overall efficiency of the monitoring process.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

Alfred has implemented a best practice at the Monitoring Center called "Confirming & Verifying." This involves ensuring that all employees understand the difference between confirming and verifying. Additionally, the team follows the principle of "When in doubt, dispatch it out." This means that Alfred would rather dispatch on uncertain activity than risk missing an incident by not dispatching at all.

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**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

None at this time.

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**Q18**

In which community outreach programs is the nominee involved?

Alfred is currently in the early stages of becoming an associate of the Maryland Business Roundtable.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Alfred made an important improvement to the services offered to clients. Some clients had requested the ability to directly call the Monitoring Center instead of going through the phone messaging system. Alfred made this possible by making it a standard operating procedure and providing training to all team members on customer service and phone etiquette. With the team now trained, clients can call directly into the Monitoring Center, resulting in a better client experience.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Alfred should win the TMA Monitoring Center Manager of the Year award, just like the other talented nominees. However, what makes Alfred stand out is his unmatched dedication to his team. He is not only their manager but also their mentor. During the holiday season, he spent his time in the Monitoring Center with his team, leading by example. He even provided food for the entire team. As a retired 30-year military veteran, I can confidently say that even though Alfred has not served any time in the military, I would take him into battle with me in any situation. He is that good! Alfred is dedicated to his job and team while keeping his focus on the clients. Our clients can rest easy at night because of Alfred's leadership and customer-focused approach. Alfred led his team to an unprecedented record number of police dispatches at over 9,000. In addition, there have been over 2,000 deflections, 340 police arrests, and 22 EMS/Fire police dispatches. Alfred's team maintains a 99.3% effectiveness rate. If Alfred is fortunate enough to receive this prestigious award, he will represent The Monitoring Association with the highest regard.

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**Q21**

Respondent skipped this question

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

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# #3

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, February 06, 2024 1:13:34 PM  
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**Time Spent:** 00:15:44  
**IP Address:** 206.108.31.34

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Page 1: Background (5%)

## Q1

Please provide the name and title of the nominee.

Name	<b>Erik Chalifour</b>
Title	<b>Manager - Agency &amp; Monitoring Support</b>
Company	<b>TELUS Smart Security &amp; Automation</b>
Email	<b>Erik.Chalifour@telus.com</b>
Phone	<b>514-554-2189</b>

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## Q2

How long has this nominee been employed by your organization?

Erik has been employed by the organization since September 13, 2010.

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## Q3

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Erik's journey within the organization has been marked by a progressive and diverse set of roles, showcasing his development and contributions over the years. He initiated his career with a solid foundation in Mobile Patrol, gaining practical experience and insights into this specific facet of security. Building on this, Erik transitioned into roles as both a monitoring agent and billing agent, where he demonstrated a comprehensive understanding of the operational and financial aspects of security services. Expanding his expertise further, he took on responsibilities in technical support and retention, showcasing his proficiency in addressing technical issues and ensuring customer satisfaction. As his career continued to evolve, Erik assumed the role of a supervisor for monitoring agents, demonstrating leadership by overseeing the performance and activities of monitoring teams. Currently, Erik holds the position of "Manager - Agency & Monitoring Support." In this managerial role, he leads teams responsible for crucial functions such as vendor management, handling customer complaints, and providing support during outages. This progression reflects Erik's growth from hands-on operational roles to leadership positions, exemplifying his ability to navigate diverse responsibilities within the organization.

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## Q4

How long has the nominee served in his/her current position?

Erik has served in his current role since April 2022

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Page 2: Experience and Education (10%)

**Q5**

What is the nominee's experience and current areas of responsibility?

Erik boasts a diverse background within the security industry, marked by a wide array of experiences and responsibilities. Currently, he holds a pivotal role in Vendor Management for Emergency Services, External Monitoring, and Mobile Response. In this capacity, Erik serves as a liaison between TELUS and external partners, including emergency services, guard companies, and external monitoring stations. His responsibilities encompass enforcing Master Service Agreements (MSA), ensuring service delivery, and collaborating with providers to develop innovative solutions for both monitoring stations and customers.

Another significant part of Erik's responsibilities involves leading a team dedicated to False Alarm Reduction. This team, under his supervision, employs methods such as manual review, customer contact, and automation to mitigate false alarms. In 2023 this program reduced over 60K false alarm dispatches. Additionally, Erik oversees our Event Response Program. After the initial monitoring interaction with the customer, this program offers an exceptional level of after care for customers who have had a confirmed fire, burglary, or medical incident. A member of this specialized team contacts the customer to verify safety and offer support above and beyond the industry standard. In the event of a fire, we arrange and pay for hotel accommodations and provide gift cards to cover basic necessities. For customers who have suffered property loss, or are the victims of a crime, we provide complimentary virtual counseling sessions through our partnership with TELUS Health. We send gift baskets/flowers to customers, brightening their day following a medical incident or intrusion. In 2023 over 2400 customers received special post-incident care from this program.

During outages that impact alarm volumes or the monitoring station, Erik plays a crucial role in Supporting Outages. His assistance takes various forms, including supporting alarm volumes, facilitating communication through teams, and relaying information externally.

Erik is also entrusted with the responsibilities of processing Alarm Permits and Fines. This involves handling all alarm permits for applicable cities on behalf of customers and addressing alarm fines on behalf of cities to prevent escalations to the monitoring stations.

Furthermore, Erik manages Vendor Invoices, ensuring the smooth processing of financial transactions with external partners. In the realm of customer relations, his team takes charge of addressing all monitoring escalated complaints, underscoring Erik's active involvement in resolving customer concerns.

In summary, Erik's extensive experience and current portfolio of responsibilities underscore a versatile and comprehensive skill set. His expertise spans technical aspects of security, vendor management, customer support, and operational oversight, showcasing his multifaceted contributions to the organization.

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## Q6

What is the nominee's industry education, job-specific education and training, and industry certifications?

Erik has the following industry education, job-specific education, and industry certifications:

**TMA Certified:** Erik has received certification from TMA (The Monitoring Association), indicating specialized training and expertise in monitoring services within the security industry.

**First Aid Certified:** Erik holds certification in first aid, demonstrating knowledge and skills in providing immediate medical assistance in emergency situations.

**Mobile Patrol Training:** Erik has undergone training specific to mobile patrol, indicating expertise in this particular aspect of security operations.

**WHMIS (Workplace Hazardous Materials Information System):** Erik has received training in WHMIS, which is essential for understanding and managing hazardous materials in the workplace.

**Private Security License (QC):** Erik possesses a Private Security License in Quebec, confirming his legal authorization to work in the private security sector within the province.

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Page 3: Hiring and Training Staff (15%)

## Q7

What attributes does the nominee seek in new employees during the hiring process?

During the hiring process, Erik looks for candidates who possess a range of attributes. Efficiency attributes such as a sense of urgency, multitasking abilities, adaptability, teamwork, and problem-solving skills are highly valued. Additionally, personal attributes like empathy, strong communication skills, and cultural sensitivity are also sought after. These attributes contribute to a productive and harmonious work environment, allowing employees to effectively prioritize tasks, collaborate with others, and navigate challenges.

## Q8

What is the nominee's role in the training process of operators?

Erik plays a crucial role in the training process of operators. His responsibilities include identifying skills and knowledge gaps among employees, assessing their current performance to determine areas that require additional training, and setting training objectives. Based on the specific skills and knowledge needed for his team members, Erik selects or recommends appropriate training programs. He also encourages employee participation and monitors their progress throughout the training process. After the training is completed, Erik evaluates its effectiveness and identifies areas for improvement to ensure continuous development and growth within the team.

**Q9**

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Erik oversees employee development and retention of the monitoring center workforce through various strategies and initiatives. Firstly, he conducts monthly "one on one" meetings with team members to provide an overview of their overall performance and address any concerns or areas for improvement. Quarterly goals setting sessions are held to establish both personal and business goals for employees. Additionally, quarterly touchpoint sessions are conducted to update the Employee Development Plan, which outlines career goals, strengths, weaknesses, and areas for development.

To identify and acknowledge top operators, Erik utilizes several methods. Annual performance evaluations are conducted to assess individual performance and provide feedback. Mentorship and coaching programs are implemented to support and guide top performers. Development Opportunity Programs such as BADP (Business Analyst Development Program), LDP (Leadership Development Program), and SME (Subject Matter Expert) are offered to provide growth opportunities.

Erik also conducts exit interviews with departing employees to gather insights, understand reasons for leaving, and identify areas for improvement. Regular assessments are made to evaluate the effectiveness of employee development and retention strategies. Additionally, Erik actively promotes and participates in recognition programs to acknowledge and appreciate the contributions of top operators.

By implementing these strategies, Erik ensures that employee development and retention are prioritized, and top performers are recognized and supported in their career growth within the monitoring center workforce.

## Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

- Scheduling, emergency staffing and peak signal activity.

Erik plays a crucial role in directing and influencing the operation of the monitoring center, particularly in relation to scheduling, emergency staffing, and peak signal activity. Here's how Erik accomplishes this:

1. Collaboration with the Forecasting team: Erik regularly collaborates with the Forecasting team during weekly touchpoints. This collaboration involves reviewing historical data and adjusting forecasting accordingly. By analyzing past trends and patterns, Erik can identify future trends and anticipate potential fluctuations in signal activity.

2. Adjusting schedules: To ensure optimal staffing levels and meet the expected service level, Erik evaluates the actual performance and volume of signals at 15-minute intervals. By comparing this data with the scheduled shifts, Erik can identify any gaps or overlaps and make necessary adjustments to the schedules. This helps in maintaining adequate staffing levels to handle the workload efficiently.

3. Collaboration with the Real-Time Management team: Erik works closely with the Real-Time Management team to review daily reports. These reports provide real-time insights into the current operational status of the monitoring center. Based on the information gathered, Erik can propose real-time adjustments to the staffing and scheduling as needed. This ensures that the center can effectively respond to any unexpected changes or emergencies that may arise.

- Establishing and achieving a budget.

Erik plays a key role in directing and influencing the operation of the monitoring center in relation to establishing and achieving a budget. Here's how Erik accomplishes this:

1. Collaboration with Finance partners: Erik collaborates with the Finance partners during monthly touchpoints. This collaboration involves reviewing financial data, forecasts, and trends. By working closely with the Finance team, Erik can gain insights into the budgetary requirements and make appropriate adjustments to operating expenses (OPEX) and capital expenses (CAPEX) based on the forecasted needs of the monitoring center.

2. Controlling overtime costs: Erik oversees and controls overtime costs within the monitoring center. By closely monitoring staffing levels and workload, Erik ensures that overtime is managed effectively and kept within budgetary limits. This helps in optimizing resource allocation and minimizing unnecessary expenses.

3. Vendor contractual agreements: Erik is responsible for overseeing and negotiating all vendor contractual agreements. By carefully evaluating vendor proposals and negotiating favorable terms, Erik can ensure that the monitoring center receives the best value for the services provided by vendors. This helps in controlling costs and maximizing the budget allocation.

4. Pay for performance model: Erik has implemented a pay for performance model that incentivizes both the monitoring center and vendors to achieve optimal results. This model yields benefits not only for the monitoring center but also for the vendors, leading to cost savings. For example, the implementation of this model has resulted in a saving of \$230k in the current year.

- Attaining and measuring customer satisfaction levels.

Erik plays a vital role in directing and influencing the operation to attain and measure customer satisfaction levels. Here's how Erik accomplishes this:

1. Voice of Customer Surveys: Erik utilizes Voice of Customer Surveys, with a particular focus on high-priority signals, to gather

feedback directly from customers. These surveys provide valuable insights into customer satisfaction levels and help identify areas that require improvement. By analyzing the survey responses, Erik can gain a better understanding of customer needs and expectations.

2. Reviewing monthly results: Erik regularly reviews the monthly results of customer satisfaction metrics. By analyzing these results, Erik can assess the overall satisfaction levels and identify any trends or patterns. This analysis helps in understanding the areas where the monitoring center is excelling and areas that need improvement.

3. Collaboration with the Supervisors' team: Erik collaborates closely with the Supervisors' team to identify areas of improvement based on the survey results and monthly performance metrics. Through discussions and brainstorming sessions, Erik and the Supervisors' team can identify specific areas that need attention and develop strategies to address them.

4. Implementing solutions and new processes: Once areas of improvement are identified, Erik works with the Supervisors' team to implement solutions or new processes/work methods. This may involve training programs, quality improvement initiatives, or changes in operational procedures. By implementing these changes, Erik ensures that the monitoring center is continuously improving and meeting customer expectations.

- Complaint and conflict resolution.

Erik supports a team who handles complaint and conflict resolution. Erik is involved in the following initiatives:

1. Reviewing customer complaints and disputes: Erik reviews customer complaints and disputes to gain insights into the specific issues and concerns raised by customers. By understanding the nature of the complaints, Erik can identify areas that require improvement and take appropriate actions to address them.

2. Monthly dashboard review: Erik regularly reviews the monthly dashboard, which provides an overview of complaint and conflict resolution metrics. This review helps Erik to assess the effectiveness of the current processes and identify any trends or patterns in customer complaints. It allows Erik to make data-driven decisions and prioritize areas for improvement.

3. Improving communication processes: Erik focuses on improving the communication between the monitoring center team and customers. By regularly reviewing and improving the existing processes, Erik ensures that there are clear channels of communication and that customer concerns are addressed promptly and effectively. This may involve streamlining communication methods, enhancing response times, or implementing customer feedback mechanisms.

4. Implementing new Standard Operating Procedures (SOPs): Erik proposes and implements new Standard Operating Procedures based on the results of Voice of Customer Surveys and customer complaints. By incorporating customer feedback into the SOPs, Erik ensures that the monitoring center is aligned with customer expectations and can effectively resolve conflicts and complaints.

5. Challenging the status quo: Erik encourages a culture of continuous improvement and challenges the status quo. By questioning existing processes and seeking innovative solutions, Erik fosters an environment where new ideas and approaches can be explored to enhance complaint and conflict resolution. This mindset allows for ongoing improvement and ensures that the monitoring center remains responsive to customer needs.

- Identifying and following up on missed signals

Erik directs and influences the operation in identifying and following up on missed signals. He ensures that standard operating procedures (SOP) and automation processes are in place to promptly identify and reach out to customers experiencing missed signals. These procedures and automation tools enable the monitoring center to efficiently track and respond to missed signals in a timely manner. Erik utilizes daily reporting to stay informed about any unresolved missed signals. By reviewing these reports, he can identify customers who have not had their missed signals resolved and take appropriate action. Erik assigns team members to reach out to customers with unresolved missed signals. Based on the daily reporting, he identifies the team members best suited to address the specific issues and assigns them to follow up with the customers. The assigned team members then reach out to the customers to address and fix the problem. They may provide over-the-phone technical support to troubleshoot and resolve the issue, or they may



schedule a service call with a technician to visit the customer's location and resolve the problem on-site. Through these efforts, Erik effectively directs and influences the operation of the monitoring center in identifying and following up on missed signals, ensuring that customers receive prompt attention and resolution for their issues.

### - Employee discipline and remedial training

Erik handles employee discipline and remedial training with a comprehensive Coaching Program that is designed to provide effective guidance and support. This program includes the 5E Program, which engages team members in the coaching process by exploring options, explaining the pros and cons, and executing agreed action plans. By involving employees in decision-making and action planning, Erik ensures their active participation and commitment to improvement.

To further enhance the coaching process, Erik utilizes SMART Goals Action Plans. These plans set specific, measurable, achievable, relevant, and time-bound goals for employees undergoing remedial training. By setting clear objectives and timelines, Erik helps employees track their progress and stay focused on their improvement journey.

In urgent situations, Erik employs Power Coaching, a supplemental coaching method that provides intensive and immediate support. This approach allows for targeted coaching sessions to address critical performance issues promptly and effectively.

By implementing these coaching programs and methods, Erik creates a supportive environment where employees receive the necessary guidance and opportunities for growth. This approach not only addresses employee discipline and remedial training but also fosters a culture of continuous improvement and development within the monitoring center.

### - Establishing quality standards

Erik places a strong emphasis on ensuring quality standards are met within his team. He employs several strategies and tools to achieve this goal.

One of the key methods Erik utilizes is Voice of Customer Surveys. These surveys provide valuable feedback directly from customers, allowing Erik to gauge their satisfaction levels and identify areas for improvement. By analyzing the survey results, Erik can gain insights into the specific aspects of the monitoring center's performance that need attention and take appropriate actions to address them. This customer-centric approach ensures that the team is meeting the expectations and needs of the customers.

Another method Erik employs is Quality Call Evaluations. These evaluations involve monitoring and assessing the quality of calls handled by team members. By listening to recorded calls or conducting live monitoring, Erik can evaluate the adherence to quality standards, such as professionalism, accuracy, and customer service skills. This enables him to provide feedback and coaching to team members, helping them improve their performance and maintain consistent quality in their interactions with customers.

Additionally, Erik utilizes scorecards to measure and track the performance of his team members. These scorecards outline specific metrics and criteria that are important for maintaining quality standards. By regularly reviewing the scorecards, Erik can identify areas of strength and areas that require improvement. This data-driven approach allows him to provide targeted training and support to team members, ensuring that they have the necessary skills and knowledge to meet the quality standards set by the monitoring center.

By employing these strategies, Erik can continuously monitor and improve the quality of service provided by his team, ultimately enhancing customer satisfaction and maintaining high standards within the monitoring center.

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

During a recent major outage caused by Alarm.com, Erik demonstrated exceptional leadership and maintained quality service levels in the monitoring center. As he was on standby, Erik quickly logged back in after his workday to coordinate with team members from various internal departments. He took immediate action by activating the emergency call list, drafting and distributing temporary procedures and work methods, and overseeing customer notification on the IVR (Interactive Voice Response) system.

Erik's extensive experience in the industry and technical knowledge played a crucial role in guiding the team members through the outage. He provided specific and clear action plans, equipped them with call scripts and frequently asked questions (FAQs), and ensured they were prepared to address customer inquiries and provide reassurance. Despite the challenging circumstances, Erik remained calm and effective, leading the team with confidence and expertise.

Throughout the night-long outage, Erik tirelessly worked alongside the team, ensuring that all necessary steps were taken to restore service and maintain quality standards. His dedication and commitment to resolving the situation were evident as he was the last one to leave.

By taking swift action, providing clear guidance, and remaining composed during the outage, Erik exemplified strong leadership and upheld quality service levels in the monitoring center. His ability to navigate difficult situations and support the team contributed to the successful resolution of the outage and the continued satisfaction of customers.

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## Q12

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

Erik demonstrates exemplary leadership with customers, including end users and dealers, in addressing a critical issue that impacted over 35,000 customer accounts. The problem arose from invalid information provided by 'Vendor A', preventing the ability to register alarm permits and potentially hindering the dispatch of emergency services. Upon receiving reports from both external and internal teams about irregularities in account data, Erik took immediate ownership of the investigation. He delved into the issue both internally and externally, ultimately discovering an improperly UAT'd patch from months ago that had gone unnoticed until then. Despite Vendor A initially dismissing the matter, Erik persisted. He spent days gathering account information, collaborated with the vendor's team to formulate a resolution, and worked tirelessly to apply the patch, even involving external partners to ensure a comprehensive fix. Erik's dedicated efforts, all accomplished within a week, not only resolved the technical issue but also underscored his commitment to preserving customer security and satisfaction, showcasing strong leadership in customer relations.

Another example was through his proactive and hands-on approach in resolving a critical issue with "Vendor B" and their associated tools. The challenge at hand involved Vendor B's inability to listen to calls since the inception of their partnership in 2021, resulting in an inability to monitor the quality of their services and hold them accountable. When informed about Vendor B's prolonged struggle to resolve this issue, Erik, known for his hands-on and solution-oriented management style, took immediate action.

Erik initiated direct communication with Vendor B to understand the root cause of the problem. Through multiple discussions, he identified that the issue lay in the lack of proper steps and configurations to open the tool, coupled with incorrectly set-up security profiles. Demonstrating leadership, Erik conducted numerous meetings and troubleshooting sessions, facilitating discussions between both groups. He ensured profiles were recreated, reassigned, and thoroughly tested with all users.

Upon confirmation that all profiles were in good order, Erik went the extra mile by overseeing the completion of training documents and configurations for Vendor B. His commitment didn't end there; he followed up in the subsequent weeks to address any additional issues that Vendor B might have encountered following the fix. Through Erik's swift and decisive actions, what had been a longstanding battle for this vendor was resolved within a remarkably short timeframe. This instance showcases Erik's dedication to problem-solving, effective communication, and leadership in customer relations, ensuring the successful resolution of a longstanding issue with tangible and positive outcomes.

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## Q13

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

In responding to the alarm line delays experienced with Toronto and Mississauga Police, Erik exemplified effective leadership through a series of strategic actions. Taking a proactive stance, Erik initiated engagement with alarm coordinators from both jurisdictions promptly upon identifying the issue, demonstrating a commitment to quick problem-solving. Through clear communication, Erik articulated the challenges faced by monitoring agents and acknowledged the resource constraints on the authorities' side, setting the stage for collaborative problem-solving. Notably, Erik advocated for a higher priority for alarm lines in Toronto, successfully negotiating a faster response time. Furthermore, in addressing Mississauga's constraints, Erik displayed innovation by proposing the creation of a dedicated dispatch number for Panic & Duress signals, showcasing a leader who thinks creatively to find tailored solutions. These actions not only resolved immediate issues but also contributed to building and maintaining positive relationships with both jurisdictions. Erik's leadership extends beyond short-term problem-solving, as evidenced by discussions with Toronto about potential future collaborations, emphasizing a forward-thinking approach to long-term strategic partnerships. Overall, Erik's leadership in this scenario is characterized by proactive engagement, effective communication, collaborative problem-solving, negotiation skills, innovative thinking, relationship-building, and a focus on long-term planning for mutual benefit. This is one example that showcases his relationship with responding authorities.

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#### Q14

What is the nominee's role in increasing the company's exposure to the public?

Erik plays a significant role in increasing our exposure to the public. He recently participated as a speaker on a panel at a local security event, promoting the monitoring and security industry, and the importance of guard response. As a Subject Matter Expert, Erik was able to answer questions and provide valuable insights to the public attending the event.

By participating in such panels and events, Erik helps to raise awareness about TELUS Security and our services. His expertise and knowledge in the industry allow him to effectively communicate the value and significance of the monitoring and security industry to the public. This exposure helps to enhance the company's reputation and visibility among potential customers and stakeholders.

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#### Q15

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Erik explores new technology within the monitoring center through curiosity and collaboration. He actively seeks partnerships with our technology teams to gain knowledge about the latest available technologies, particularly in the field of AI/BOT. By working closely with this team, Erik deepens his understanding of these technologies and explores how they can be integrated into the monitoring center's operations.

One example of Erik's exploration of new technology is his initiative to integrate an AI/BOT into the vendor invoices validation process. By leveraging AI technology, Erik aims to automate the manual and time-consuming task of validating vendor invoices line by line. This integration will free up his team members to focus on more complex and customer-centric tasks, ultimately improving efficiency and productivity within the monitoring center.

In addition to exploring new technology, Erik understands the importance of effectively communicating technological developments within the company to operators. To ensure a smooth transition and adoption of the AI/BOT integration, Erik has developed a robust change management plan. This plan includes clear and consistent communications to operators, one-on-one meetings to address individual concerns and provide support, practice labs to familiarize operators with the new technology, and a frequently asked questions (FAQ) resource to address common queries.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

Erik has introduced several best practices to the monitoring center, particularly during his time as a Supervisor. One notable practice is his approach to coaching, where he provided individual goals to his team members on a monthly basis. These goals were focused on continuous improvement, such as improving call performance metrics, reducing absenteeism, and minimizing after-call time. By setting small but achievable challenges, Erik motivated his team members to strive for constant improvement.

Furthermore, Erik encouraged his team members to pursue new roles or positions within the department or the organization as they demonstrated readiness and growth. This approach fostered a culture of personal and professional development, motivating team members to aim for higher responsibilities and career advancement. As a result, Erik's team experienced positive attrition, with many team members remaining employed within the organization in different roles. This not only retained experienced and knowledgeable employees but also contributed to the overall growth and success of the monitoring center.

By implementing these best practices, Erik created a supportive and growth-oriented environment within the monitoring center. His focus on individual goals, continuous improvement, and career development helped to enhance employee engagement, retention, and overall performance.

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Page 6: Industry and Community Outreach (10%)

**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Erik is a participant in the BSP (Bureau de la Sécurité Privée), CANASA (Canadian Security Association), and TMA (The Monitoring Association). These associations are prominent in the alarm industry and response agency sectors. Erik actively engages with these associations, attends their events, and stays updated on industry trends and best practices. Erik's involvement in these associations demonstrates a commitment to professional development and staying connected with industry peers and experts.

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## Q18

In which community outreach programs is the nominee involved?

Erik is actively involved in various community outreach programs throughout the year. In the first quarter, he participated in TELUS' Food Bank Drive, contributing to a collective effort involving 140+ team members in 7 food bank events nationwide. Erik played a role in driving participation from his team in activities such as preparing meals, raising funds, and donating pantry items.

Moving to the second quarter, Erik engaged in the "Spring Cleaning with a Meaning" initiative, where 422 participants, including Erik, contributed household goods to local charities across seven locations. The distribution included individual drop-offs and specific city-based efforts in Montreal, Calgary, Ottawa, Burnaby, and Victoria.

In the third quarter, Erik supported our School Supply Drive, collaborating with the Boys and Girls Club (BGC) of Canada for their Back 2 School campaign. A total of 103 team members across multiple cities, including Montreal, Calgary, Edmonton, Vancouver, and Ottawa, actively donated school supplies or provided cash donations to support the campaign, amounting to a total value of \$1,420.

Erik introduced an initiative to his team in the fourth quarter this year, raising funds for the TELUS Friendly Future Foundation. This foundation supports youth across Canada with a focus on health, education, innovation, technology, and community strength. Contributing to the TELUS social purpose comes naturally to Erik, and he participates in giving back initiatives as well as driving participation to contribute to the success of the initiative.

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Page 7: Additional Information (10%)

## Q19

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Erik has made significant improvements to the company's monitoring center offerings for subscribers. One notable improvement is the partnership with RSPNDR to offer a new service for Guard response. This collaboration has resulted in higher quality services and self-serve options for customers. Subscribers now have the ability to receive updates on guard arrival via a dedicated SMS link, receive incident reports via SMS, and access live pictures from the site. These enhancements provide subscribers with real-time information and increased convenience, enhancing their overall experience with the monitoring center.

Additionally, Erik implemented a Guard Response Sales incentive program for all employees. This program recognizes and rewards team members for their outstanding efforts in promoting Guard Response services. Through this program, employees are incentivized on a per-sale basis, ensuring that their hard work and dedication are fairly compensated. The program includes incentives for new sales as well as one-time responses to accommodate the specific needs of customers. This initiative not only motivates employees to actively promote Guard Response services but also ensures that customers are aware of and have access to this valuable offering.

By partnering with RSPNDR to offer new services and implementing a sales incentive program, Erik has improved the company's monitoring center offerings to subscribers. These enhancements provide subscribers with enhanced features and options, while also motivating and rewarding employees for their efforts in promoting and delivering high-quality services.

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## Q20

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Erik deserves to win the TMA Monitoring Center Manager of the Year award due to his exceptional leadership and numerous contributions to the monitoring center. Throughout his journey within the organization, Erik has consistently demonstrated a commitment to growth and development. Starting with a foundation in Mobile Patrol, he gained practical experience and insights into the security industry. As he progressed through roles as a monitoring agent, billing agent, and technical support and retention, Erik showcased a comprehensive understanding of operational and financial aspects, further enhancing his expertise.

One of Erik's notable achievements is the introduction of individual monthly goals for his team members. By setting specific targets for improvement, such as call performance metrics, absenteeism reduction, and after-call time minimization, Erik motivated his team to strive for continuous improvement. This approach fostered a culture of personal and professional development, resulting in positive attrition and the retention of experienced and knowledgeable employees within the organization.

Another notable achievement is his ability to realize significant cost savings of \$230,000 through adept contract negotiations with vendors, demonstrating his financial acumen and strategic approach to resource management. Additionally, Erik implemented a Pay for Performance model with vendors, going beyond conventional practices to establish a performance-driven framework that incentivizes excellence.

Erik's leadership extends beyond his team. He actively participates in industry associations such as BSP, CANASA, and TMA, staying connected with industry peers and experts. This involvement allows him to stay updated on industry trends and best practices, which he can then implement within the monitoring center to enhance service offerings.

Furthermore, Erik is deeply committed to community outreach. His participation in programs like TELUS Days of Giving demonstrates his dedication to social purpose and giving back to the community. By engaging in these initiatives, Erik not only strengthens the company's impact but also fosters a sense of purpose and engagement among employees.

In challenging situations, Erik has consistently displayed exceptional leadership. During outages he swiftly coordinates team members, activates emergency protocols, and provides clear guidance to ensure service restoration and maintain quality standards. His ability to remain calm and effective under pressure, coupled with his technical knowledge and expertise, enabled the team to navigate the situation successfully.

Moreover, Erik has made significant contributions to the monitoring center's offerings for subscribers. Through partnerships with RSPNDR, he has enhanced services such as Guard response, providing higher quality options and self-serve features for customers. Subscribers can now receive updates on guard arrival, incident reports, and access live pictures from the site, improving their overall experience.

Additionally, Erik implemented a Guard Response Sales incentive program, recognizing and rewarding team members for promoting Guard Response services. This program incentivizes excellence and ensures that customers are aware of and have access to valuable offerings.

In summary, Erik's progressive development, introduction of individual goals, involvement in industry associations, commitment to community outreach, exceptional leadership in challenging situations, and improvements to subscriber offerings make him a deserving candidate for the TMA Monitoring Center Manager of the Year award. His contributions have had a significant impact on the monitoring center, the organization, and the community as a whole.

#5

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, February 13, 2024 3:15:55 PM  
**Last Modified:** Monday, February 26, 2024 10:46:12 AM  
**Time Spent:** Over a week  
**IP Address:** 198.17.112.250

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Page 1: Background (5%)

**Q1**

Please provide the name and title of the nominee.

Name	<b>Adriana Chavez</b>
Title	<b>Senior Monitoring Center Manager</b>
Company	<b>Affiliated Monitoring</b>
Email	<b>adriana.chavez@affiliated.com</b>
Phone	<b>800-434-4000</b>

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**Q2**

How long has this nominee been employed by your organization?

Including service with a predecessor organization, 23 years.

**Q3**

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Adrianna has been with us for 23 years and started with one of Affiliated's predecessor organizations in 2000 as a cleaning service helper, and then joined as a monitoring center dispatcher on our evening shift in March of 2001. Her performance was exemplary, and she was quickly promoted to training assistant and then mentor in 2001. She worked to develop new training tools and documentation for monitoring specialists and was again promoted to evening shift supervisor in 2003. Over the next few years, she was promoted multiple times, first to day shift supervisor, then lead monitoring center supervisor, and finally central station manager in May of 2009. As her responsibilities continued to grow and her positive impact on the organization was realized, she became a senior manager in 2012. Adriana is a talented team leader with a unique warmth that helps her to make people feel like they belong and are part of the Affiliated family.

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**Q4**

How long has the nominee served in his/her current position?

Over 11 years.

Page 2: Experience and Education (10%)



**Q5**

What is the nominee's experience and current areas of responsibility?

Adriana is responsible for both the day-to-day leadership as well as the development and evolution of our Monitoring Centers. Based out of our Houston facility, Adriana is responsible for not only the daily minutiae of running a monitoring center, but is regularly tasked with developing new protocols, procedures, and employee policies. She also works closely with our workforce management team to ensure maximum performance and value from our monitoring specialists.

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**Q6**

What is the nominee's industry education, job-specific education and training, and industry certifications?

Adriana is a member of the National Fire Protection Association, the Houston Gulf Coast Alarm Association, and has held a variety of state and local alarm licenses. Adriana is also FDNY operator certified.

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Page 3: Hiring and Training Staff (15%)

**Q7**

What attributes does the nominee seek in new employees during the hiring process?

Although we have dedicated staffing and HR resources, Adriana actively participates in the interview process of our monitoring specialists. She is always on the lookout for applicants who demonstrate a willingness to learn, and she has a knack for picking out candidates who ultimately go on to be successful monitoring specialists. In addition to her willingness to learn, she looks for candidates who have a customer service background and are able to demonstrate what good customer service sounds and feels like during the interview process.

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**Q8**

What is the nominee's role in the training process of operators?

Again, while we have dedicated learning & development resources, Adriana works closely with our Senior Learning & Development manager. All documentation or procedural changes must be approved by a committee, of which Adriana is a member. Adriana will also regularly participate in 'on-the-job' training, spending time with new hires and helping them to get acclimated to the Affiliated world.

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## Q9

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Affiliated employs a metrics-driven management process that employs regular and detailed feedback from shift leaders. This feedback is shared with Adriana, and she uses it to further three key goals: employee retention, employee satisfaction, and employee development.

Adriana participates in our career progression program, selecting candidates to obtain additional skills or certifications towards promotions to positions such as team leads, supervisors, trainers, and other support positions in the Monitoring Center.

She also regularly participates in performance reviews, during which she verifies that every employee has a documented career plan on file. In this career plan, there is a plan of action on what the company and organization will do to help the employee continue their professional development. This could include training, mentoring, being placed on project teams, and more.

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## Page 4: Day-to-Day Management of the Monitoring Center (25%)

### Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

As one of the most senior leaders in the Monitoring center, Adriana has been central to our efforts to move from a conventional 'shift-based' scheduling model to a more flexible and productive system with no pre-set shifts, managed by our workforce management team. The workforce management team is made up of HR and operational professionals, and allows us to maximize the productivity and performance of our monitoring specialists. Adriana championed the implementation of workforce management and continues to help our team maximize the benefits provided from the program.

For example, Adriana works closely with the WFM team to minimize the number of excess staff on shift, while at the same time providing scheduling flexibility for our monitoring specialists. This allows us to give our monitoring specialists greater flexibility in scheduling while gaining a very finely tuned ability to raise and lower staffing levels, in increments as small as ten minutes, as required to meet our constantly changing levels of traffic. These same tools allow us to shift resources between our monitoring centers as external circumstances may dictate, making us incredibly responsive to situations that could result in significantly increased signal traffic.

Adriana is also involved with our mentorship program, which has helped to improve overall operator performance. This mentorship program provides a specialist-centric way to help our team work through conflicts on their own, only involving managers in rare cases. Our mentors also have had great success, often with Adriana's guidance and support, at identifying specialists in danger of not meeting their performance targets, and working with them to improve.

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## Page 5: Leadership (25%)

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

Adriana is the definition of an intrepid leader, leading our team even in the most difficult circumstances. Being located in Houston, our monitoring center has experienced occasional severe weather, including Hurricane Ike in 2008 and Hurricane Harvey in 2017. During Hurricane Harvey, Adriana led the monitoring team at our monitoring center for five days straight, all while her home was severely flooded and her family displaced. Despite difficult conditions surrounding the monitoring center, she coordinated ground transportation, meals, and scheduling to make sure that not only was every signal handled properly, but that our monitoring performance metrics continued to meet our self-imposed requirements.

Adriana again demonstrated her mettle during the COVID-19 pandemic. She led the monitoring team through an almost overnight switch to remote monitoring, and then led our 'return to the office' program. To our end users, it was as if nothing had changed at Affiliated – but the truth was that we had successfully navigated a dramatic company-wide (and industry-wide) change with no impact to alarm response and operator performance – something we would not have been able to achieve without Adriana's leadership and skill.

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**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

Adriana never hesitates to work directly with our top customers and important end users. With 20+ years of experience in the Monitoring center, Adriana is a uniquely experienced resources who has seen most issues before and is able to take the customer's perspective on a problem as needed. She is also patient, and able to demonstrate excellent customer service to her team even when working with the most difficult customers.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

As a leader at Affiliated and a member of the Houston Gulf Coast Alarm Association, Adriana is dedicated to the reduction of false alarm dispatches.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Adriana regularly participates in the sales process, capably representing Affiliated's monitoring team during meetings with dealer partners. She is also a regular attendee of industry events focused on the evolution of the state of the art in monitoring.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Aside from Adriana's work in helping Affiliated to implement its workforce management program, she has been instrumental in our recent migration to the next generation of our automation platform (MAS EX). Throughout the lengthy process Adriana played an important role and helped us make the best possible choices along the way by representing the interests and efforts of the monitoring team.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

Workforce management, recurring employee engagement, and staff professional development plans have all be championed by Adriana and have contributed to the continued success of Affiliated.

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Page 6: Industry and Community Outreach (10%)

**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Adriana is a member of the National Fire Protection Association, the Houston Gulf Coast Alarm Association, and has held a variety of state and local alarm licenses. Adriana is also FDNY operator certified. Adriana makes it a point to keep up to date with industry developments and is an avid reader of TMA Dispatch.

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**Q18**

In which community outreach programs is the nominee involved?

Aside from participation with the many programs driven by Affiliated, Adriana also participates in a variety of outreach and charity programs run from her church.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Adriana's innate leadership skills, combined with her consistently high standards, are a great example of leading by example – she asks nothing from her team that she can't or won't do herself, and is not afraid to 'get her hands dirty' when circumstances dictate. Her managers and monitoring specialists see this every day and are that much more dedicated to their work – which translates to the best possible monitoring experience for our dealers and end users.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

For more than twenty years, Adriana has been an integral part of our monitoring team and has consistently exceeded expectations. She personifies what hard work and dedication can achieve, starting at the first rung and climbing her way to professional success. She is a shining example to all who work with her of the possibilities offered by Affiliated and the value in investing one's career with our company.

Outside of Affiliated, Adriana is a member of the leadership team at her church and has three children, aged 18, 11, and 3. While she is devoted to her family and church, there is a near endless list of examples of Adriana going above and beyond, often in trying circumstances, to make sure that her team and the businesses performed at 110%. Even in the toughest of conditions, Adriana is always at the helm, making sure the Affiliated ship sails smoothly through the worst.

**Q21**

**Respondent skipped this question**

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

#6

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, February 26, 2024 5:02:59 PM  
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**Time Spent:** 00:29:50  
**IP Address:** 216.224.214.250

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Page 1: Background (5%)

**Q1**

Please provide the name and title of the nominee.

Name	<b>Chevonne Jaksa</b>
Title	<b>Unit Manager, EDO Specialty Monitoring</b>
Company	<b>ADT</b>
Email	<b>cjaks@adt.com</b>
Phone	<b>(972) 871-3902</b>

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**Q2**

How long has this nominee been employed by your organization?

14 years

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**Q3**

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

From earliest position to most recent:  
Customer Technical Support Agent  
Quality Assurance Analyst  
Support Lead, EDO Specialty  
Team Manager, EDO Specialty Monitoring/Custom Homes/CTS  
Unit Manager, EDO Specialty Monitoring

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**Q4**

How long has the nominee served in his/her current position?

2 years

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Page 2: Experience and Education (10%)

## Q5

What is the nominee's experience and current areas of responsibility?

14 years

Chevonne is ADT's Unit Manager of EDO Specialty Monitoring. This role is the senior leader that oversees ADT's monitoring team's most important projects and customers. This group handles VIP customers and projects. Chevonne oversees 7 Team Managers and eighty-five monitoring agents.

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## Q6

What is the nominee's industry education, job-specific education and training, and industry certifications?

Industry education: Chevonne has completed multiple ADT-designed and developed training on the monitoring and security industry in her time as an ADT continually participates in and completes ADT Training.

Job-specific education: AS, Criminal Justice, Everest College

Job-specific training: Chevonne completed the prestigious McKinsey & Co. Management Accelerator Program. This program is designed to enhance leadership mindsets and behaviors, sharpen executive problem-solving skills, and help develop an organizational mindset to execute business strategies.

Industry certifications: Chevonne is well-equipped to handle various responsibilities in the monitoring industry, having received several licenses. She holds an Executive Licensing Manager for DPSST (Irving) and Oregon.

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## Page 3: Hiring and Training Staff (15%)

## Q7

What attributes does the nominee seek in new employees during the hiring process?

During the hiring process, Chevonne values several key attributes in potential employees. First and foremost, the ability to connect with others and exhibit strong empathy skills. Chevonne looks for candidates to possess well-developed soft skills, critical-thinking abilities, and a keen attention to detail, especially when handling special instructions. Deductive reasoning also a valuable trait, emphasizing the importance of logical problem-solving. Chevonne looks for individuals who can navigate the evolving landscape of AVS-01 alarm scoring by looking for a new employee's capacity to assess and apply best learned principles across a diverse range of situations.

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## Q8

What is the nominee's role in the training process of operators?

Chevonne actively contributes to the training process of operators through:

- Participating in assigning operators to coaches.
  - Interacting directly with agents during the training phase.
  - Ensuring leaders actively engage with coaches.
  - Conducting regular engagement meetings and maintaining an open-door policy for ongoing support.
  - Recognizing and celebrating achievements and successes as part of a positive training environment.
-

## Q9

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Employee development: Chevonne leverages multiple strategies for employee development. She initiates a Customer Experience Workshop that provides agents with opportunities to build their customer experience skills. These workshops typically span four-weeks, during which agents review their own calls and discuss potential areas for improvement. Agents actively participate in discussions and engage in project-based learning to help contribute ideas to improve customer experience. Chevonne also has her coaches conduct thorough call reviews, where insights and learnings are then utilized in team meetings or personalized development plans. This comprehensive approach promotes a culture of continuous learning and development within the monitoring center workforce.

Retention of the monitoring center workforce: Acknowledging the hard work and achievements of agents plays a crucial role in Chevonne's retention strategy. Chevonne provides prompt attention to agent concerns and ensure agents feel valued and supported. Here are some of the ways Chevonne achieves one of the lowest turnover rates in ADT.

Focus Groups: Chevonne utilizes focus groups to listen to team members' concerns and feedback, which leads to the development of action plans aimed at improving the workplace environment and operations.

Engagement Activities: Chevonne actively participates in fun and engaging activities to foster a positive and enjoyable work culture. Chevonne co-facilitates weekly book club sessions with the Monitoring Leadership Book Club, which was created for development of our high potential leaders.

Low Turnover Rate: Chevonne's efforts have contributed to achieving one of the lowest turnover rates in the industry at 18%, which demonstrates her ability to create a strong, cohesive team.

Focus on Psychological Safety: Chevonne cultivates close relationships among team members and promotes an atmosphere of psychological safety, where employees feel secure and empowered to share ideas and concerns.

How he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.): Chevonne employs key performance indicators to evaluate the effectiveness of operators, considering their performance in their current roles as a primary indicator. Chevonne also looks for intangibles and discretionary effort by acknowledging operators who show a willingness to contribute beyond their defined responsibilities.

She also looks for operators who contribute to a positive team culture, emphasizing the importance of collaboration and mutual support. For top operators, Chevonne utilizes formal processes such as employee reviews to acknowledge operators for recognition or promotional opportunities. Special recognition may include awards, public praise, or other personalized forms of acknowledgment.



## Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

Scheduling, emergency staffing and peak signal activity: Chevonne plays a pivotal role in impacting the operation of the monitoring center across various facets. In terms of scheduling, Chevonne is proactive in working with available staff. During times of emergency staffing requirements and peak signal activity, Chevonne initiates outreach efforts and ensures effective coordination with senior leadership. This involves real-time resource allocation and direct communication with team members to address immediate needs. Chevonne also collaborates closely with our Workforce Management Team. This partnership ensures a thorough assessment of staffing needs and facilitates the implementation of strategies to ensure adequate personnel are available to address peak signal activities and emergency situations promptly. Through these coordinated efforts, Chevonne effectively directs and influences the monitoring center's operations, promoting a responsive and well-prepared team. Chevonne consistently meets Alarm Acknowledgement Goals for the organization, ensuring that customers are protected and secure even during periods of high demand.

Establishing and achieving budget: Chevonne actively engages in budget planning by assessing operational needs and effectively meeting staffing levels and proactive efficiency improvements through technology adoption and streamlined processes. Chevonne ensures that the monitoring center is utilizing staff as needed and using OT when necessary, utilizing VTO (Voluntary Time Off) during times of good staffing and low alarm/call volume. She also is at the forefront of process and technology adoption, helping pilot new technology and process for the monitoring center.

Attaining and measuring customer satisfaction levels: Chevonne measures monitoring center success via customer satisfaction scores (ASAT) through the Medallia Platform. To measure and attain customer satisfaction, Chevonne reviews customer comments and reviews the recorded calls. She also celebrates team members and leaders for successful alarm feedback and provides coaching if there are concerns to ensure all customers have a positive customer experience on each alarm event. During 2023, Chevonne's team achieved a Net Agent Satisfaction Score of 70% with 82% promoter percentage.

Complaint and conflict resolution: Chevonne provides customers and team members with resolution for their concerns as part of her daily operations. Based on concerns received directly from our customers or supporting groups, Chevonne will research the scenario and provide solutions. Chevonne regularly makes recommendations for process change.

Identifying and follow up on missed signals: Chevonne identifies and follows up on missed signals through a multifaceted strategy using technology, awareness, and personalized customer touchpoints. She leverages technology, including alarm scoring systems, for comprehensive signal assessment. Chevonne proactively raises awareness of missed signals in team meetings and regular communications, ensuring a cohesive approach among her team. In the event of outages or delays, Chevonne proactively obtains real-time and personally reaches out to affected customers. In the event there is an individual team member who needs assistance on missed signals, Chevonne engages in one-on-one conversations and provide tailored solutions. Chevonne also enhances customer satisfaction through a personalized customer touch base strategy, involving direct outreach to understand concerns and provide support.

Employee discipline and remedial training: Chevonne works directly with our HR Partners to ensure we review each potential Corrective Action scenario and provide guidance to our Team Managers on suggestions during coaching sessions. For remedial training, Chevonne is always willing to provide additional training solutions, such as one-on-one coaching and exercises, to ensure that agents have the proper training support.

Establishing quality standards: As a leader, Chevonne is a participant in establishing quality standards and policies to ensure the monitoring center adheres to best-in-practice standards. Chevonne measures quality standards closely and continuously meets with her team to drive improvements and set expectations.

Page 5: Leadership (25%)

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

Chevonne demonstrated exemplary leadership in maintaining quality service levels during a challenging 4th of July holiday. Despite the inherent heavy and unpredictable call volumes. Chevonne's proactive leadership involved monitoring trends and ensuring adequate staffing to handle the anticipated surge in volumes. Through effective coordination and leadership, Chevonne successfully met alarm acknowledgment standards throughout the holiday weekend. Chevonne's strategic management ensured that overall Alarm Acknowledgement Time targets were maintained, displaying her ability to lead the monitoring center with resilience and maintain service excellence even in challenging circumstances.

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**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

Customers: Chevonne frequently demonstrates her leadership with customers in a variety of projects. A notable example is Chevonne's work on the Gov VIP Program, where Chevonne created new instructions and procedure is tailored for customer's needs. This initiative caters to government employees, including Federal Marshals, underlining Chevonne's commitment and ability to work with a diverse and specialized customer. Chevonne does extensive work with many VIP communities that come with specific instructions, necessitating a thorough understanding of their needs, requirements, and jurisdiction guidelines. Chevonne routinely engages with prestigious country club communities with HOAs, ensuring compliance with their standards. In these communities with on-site patrols, Chevonne's coordination and work with the customer facilitates a faster response time.

End users: Chevonne demonstrated effective leadership by spearheading the implementation of the HOA IVR. Serving as the subject matter expert for the project team, she played a crucial role in ensuring that the final product provided an optimal customer experience for end-users. Additionally, Chevonne actively participated in User Acceptance Testing (UAT), offering valuable feedback and insights. Her contributions proved instrumental in identifying and implementing necessary improvements, contributing to a successful official launch.

Dealers: Chevonne collaborates with dealers during instances when we require assistance with specific issues. In these situations, the dealer utilizes a local technician to visit the customer's home and address any concerns they may have.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

Chevonne was an active participant in multiple meetings focused on alarm scoring with various agencies. She conducted readouts for pilot agencies independently, ensuring accurate and comprehensive information on the occurrences.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Chevonne plays a pivotal role in enhancing the company's visibility to the public through her responsibilities, which encompass all high-profile, VIP, and government accounts. Given the critical nature of her role, she actively engages at various levels, ensuring effective communication and correspondence. Chevonne's commitment is instrumental in guaranteeing that high-profile and public customers receive the optimum experience with ADT, thereby contributing significantly to the company's increased exposure in the public domain.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Explores new technology within the monitoring center: Chevonne proactively explores and introduces new technology in the monitoring center. She ensures leaders understand the technology by reviewing materials, fostering open dialogue, and addressing concerns before rolling it out to the entire team. This commitment to communication creates a smooth transition and integration. Chevonne involves team leaders in discussions on optimizing the customer experience, empowering them to contribute ideas. To support ongoing learning, she incorporates new technology into EDO Specialty Monitoring, providing updates to training materials. Chevonne has successfully introduced multiple technologies, like AVS-01, and leads the piloting efforts with her team.

How he/she communicates technological developments within the company to operators: Chevonne effectively communicates technological developments within the company to operators through a strategic approach. For significant advancements like State Farm, AVS-01, and the launch of our new CRM tool, the implementation is initially carried out within Chevonne's team, ensuring a targeted and controlled rollout. This phased approach allows for thorough testing and understanding of the technology's impact within a specific context. Chevonne then orchestrates a broader rollout to the wider operator base. This process involves clear and transparent communication by outlining the benefits, functionalities, and any changes they might experience. By structuring the communication around tangible examples such as these projects, the nominee ensures that operators can grasp the practical implications and advantages of the technological developments. This approach not only facilitates a smoother integration but also enhances operators' confidence and understanding of the evolving technological landscape within ADT.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

Chevonne has implemented "best practices" in the monitoring center across various initiatives, exemplified by the recent introduction of a best-practice process for Patrol Response on Low Priority Alarms. She revamped the process to enhance the customer experience and, in turn, also expedited patrol response times for higher priority alarm activations.

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**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Alarm industry associations (which does the nominee belong; what is level of involvement): As a company, ADT is a member of the TMA, ESA, SIA, PPVAR, and SIAC. As a leader in the Monitoring Center, Chevonne will implement best practices and be involved with company initiatives with these associations.

Listing agencies (which does the nominee belong; what is level of involvement): For any listing agency that ADT is a member of, Chevonne participates to implement any best practices or initiatives associated with these listing agencies.

Response agency associations (which does the nominee belong; what is level of involvement): For any response agency that ADT is a member of, Chevonne participates to implement any best practices or initiatives associated with these response agencies.

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**Q18**

In which community outreach programs is the nominee involved?

Chevonne actively participates in several community outreach programs, including involvement in the Black Business Employee Resource Group (BERG), Wellness BERG and Disability BERG.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Chevonne has enhanced the company's monitoring center offerings to subscribers in many ways. The implementation of EDO Specialty Monitoring has proven instrumental in the development and validation of alarm activity queries. During the launch of new products, Chevonne has conducted thorough research, identifying specific needs and requirements. This led to the development of tailored dashboards and queries, providing valuable insights into the performance and effectiveness of the monitoring center offerings.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Chevonne consistently juggles various responsibilities, going beyond her core duties. In addition to managing her workload, she willingly undertakes additional roles such as monitoring book club facilitation and mentoring high-potential leaders. Chevy is always ready to tackle any task assigned to her, and she approaches each with a commitment to excellence, ensuring top-notch quality even when delving into the details. Notably, she actively engages in change management and becomes a Subject Matter Expert (SME), positioning her involvement at every organizational level. Despite her demanding schedule, Chevonne ensures that her team consistently performs at an exceptional high level. In 2023, Chevonne and her team piloted one of ADT's most important initiatives, the pilot launch of the new Smart Home Security system. Her and her team went beyond with their feedback and was able to help identify a potential roadblock that would have delayed other departments training and roll-out.

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**Q21**

**Respondent skipped this question**

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

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#9

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, February 23, 2024 8:45:01 AM  
**Last Modified:** Wednesday, March 06, 2024 5:32:59 PM  
**Time Spent:** Over a week  
**IP Address:** 8.25.130.125

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Page 1: Background (5%)

### Q1

Please provide the name and title of the nominee.

Name	<b>Claudia Torres</b>
Title	<b>Senior Operations Manager</b>
Company	<b>Rapid Response Monitoring Services, Inc.</b>
Email	<b>claudia.torres@rrms.com</b>

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### Q2

How long has this nominee been employed by your organization?

Nine years.

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### Q3

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Claudia began her career at Rapid Response as a Control Center Specialist and was one of the original members of the Corona Monitoring Center, which opened in 2015. She was soon promoted to Supervisor, then to Operations Team One Manager, and is now the Senior Operations Manager.

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### Q4

How long has the nominee served in his/her current position?

Claudia has served as Senior Operations Manager for over two years.

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Page 2: Experience and Education (10%)

## Q5

What is the nominee's experience and current areas of responsibility?

Claudia holds a Bachelor's degree in Psychology, and is dedicated to her goal of working with people and developing leadership skills that improve their lives and professional accomplishments. The first step in her career was as a Manager at a Tutoring Center, a position she held for several years.

Claudia describes her responsibilities as ensuring Operations is running smoothly, that the members of her team work within a professional environment, and even more importantly, that her entire team works within a good work environment and performs at the highest service levels.

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## Q6

What is the nominee's industry education, job-specific education and training, and industry certifications?

Over the course of the 9 years working for Rapid Response, Claudia has attended numerous webinars and virtual event meetings to continue expanding her education in the industry. Along with additional courses on leadership, management, and becoming an effective role model to initiate change and continue to add value to the company, our customers, and our employees. Additionally, she has participated in trainings on topics such as "Stay Interviews" which are designed to help strengthen employee engagement and retention, along with Predictive Index Workshops to understand talent optimization: hiring talent that fits the job, inspire people to maximize goals, and develop others into leadership roles. Claudia's educational background and degree in Psychology has also helped her foster professional relationships to improve morale, decrease attrition and establish ongoing relationships across teams.

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Page 3: Hiring and Training Staff (15%)

## Q7

What attributes does the nominee seek in new employees during the hiring process?

"Reliability, dedication, teamwork, and critical thinking. It's my home, so I want to make sure that when I hire someone, they also view it as their home, a place where they can be comfortable, continue growing and continue building on what the company has already established", says Torres.

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## Q8

What is the nominee's role in the training process of operators?

Rapid Response provides extensive classroom and hands-on training, as well as more advanced training as the new employee progresses to additional responsibilities. Claudia works closely with the Training Department and monitors the progress of new Specialists. In her words, "I am big on not setting up for failure. People learn differently. There is not necessarily a blueprint, so there's really no set timeline for when someone should be up-trained to a specific skill set. Making sure your people know you are customizing their individual progress to them, to the extent that's possible, is tremendously important. I can tell from Quality Assurance metrics how they're doing, but in matters of life and death, it's important to measure their readiness."

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**Q9**

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Claudia considers it important to determine an employee's growing awareness of the importance of the industry and its role in protecting life and property. Likewise, she looks for an understanding of the gravity of their role. She looks for attention to detail and an elevated ability to listen and communicate. She also looks for an underlying and strong interest in the company's success. Her intent is to provide her team with the necessary tools, to engage and to empower them in preparation for advancement.

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Page 4: Day-to-Day Management of the Monitoring Center (25%)



## Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

In Claudia's own words:

- Scheduling, emergency staffing and peak signal activity.

"It's building a team wherein you have strong relationships, and you know people understand that you need them and you're communicating with them. It's leading by example, all hands-on deck, and that's when you come together as a team."

- Establishing and achieving budget.

"I think analyzing where you know the company can do better usually reveals efficiencies that may be otherwise obscured. With minor adjustments, it's a good place to start in understanding where we can cut costs. We took that approach in reducing overtime in areas where it may not have been needed."

- Attaining and measuring customer satisfaction levels.

"That comes with coaching and teaching, making sure our Specialists are able to provide solutions, never to say 'No', but to think outside of the box and offer that we can help".

- Complaint and conflict resolution.

"I think that you learn from that, and I appreciate when people give feedback. Whether it's a customer or an employee, I actually volunteer that complaints aren't necessarily a bad thing. I think they can be looked at from a different perspective. They help you grow; they help you learn."

- Identifying and follow up on missed signals.

Rapid Response has a dedicated Signal Management Team that analyzes, searches for, and resolves missed signals and alarms. They work closely with our Dealers to address any concerns as quickly as possible. In her role, Claudia supports these efforts in the moment as signal activity is received in the Monitoring Center by identifying how to respond to signals that look to be sent as the result of a communication issue or panel programming error. Additionally, if informed that a signal did not appear on an account as intended, Claudia will support the team's search for that signal – often it's a result of field programming not being fully accurate.

- Employee discipline and remedial training.

"Employee discipline isn't always fun, but sometimes it needs to occur, especially if you know the employee is not progressing in the direction we would like for them to go in. It is the way organizations maintain policy and procedure, and in our case, may be a life-saving necessity. It's an important part of managing my team and making sure that people are held accountable."

- Establishing quality standards.

"It's important to instill in our employees that they are a big part of the company's effort to provide high levels of service and that their teamwork is evidence of the level of its success. We've been here for about 32 years, so it is imperative that they feel like they're part of what we stand for, and that's important."

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

Claudia has pointed out that the Covid pandemic presented very unique challenges for the company in that it necessitated a two-prong approach to supervisors who not only had to adjust responsibilities to maintain good service levels but also had to "... make sure that everyone felt comfortable..." and were safe in the face of the many unknowns.

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**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

"A lot of it is having relationships with our Dealers and their customers. It helps that Rapid Response offers several different services for our Dealers that support them but also, more specifically, their customers. So, it's mostly about reaching out to them, staying in contact, and listening to them if there is ever an issue."

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

"If someone has a good experience with a dispatcher, we do like to call in and let them know that we would like to give kudos to that dispatcher. There have been situations where we've had a difficult time finding a customer and their location, and the dispatchers have been great. So, a lot of it is just reaching out to them directly and thanking them for what they do, especially during a difficult situation for both our employee and, potentially, the customer, as well."

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Claudia plays an active role as she interacts with subscribers, alarm company owners, and employees when reviewing actions, policies, and procedures during alarm events which are critical in the prevention of crime and the protection of life and property.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

"We often talk about new products and have a new product set for us to teach our Specialists. I'm very hands on. I'm very visual, so I like to have props. I like to show our Specialists how it works, so if it's a panel and we want them to understand how that panel works, then having a couple systems here and being able to show them what the customer sees on their end is the best way to show them some of the products that are part of our security world."

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**Q16**

What "best practices" has this person introduced to the monitoring center?

"Staying connected to the industry and passing on that knowledge. Conflict resolution and just building a positive teamwork environment. Looking at everything from a very positive perspective, I want to continue to see people grow and learn. Giving them the knowledge that I was given or that I have been given in the nine years that I've been with Rapid Response."

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Page 6: Industry and Community Outreach (10%)

**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

None currently, but interested in becoming more involved.

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**Q18**

In which community outreach programs is the nominee involved?

Claudia currently dedicates most of her time to her team and to her family and looks forward to future involvement in her local community.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Through her work with her Operations Team to meet and exceed customer and company expectations; always ensuring prompt, professional, and accurate response to alarm activations and emergencies from customers. In the end, her contributions have helped build a great sense of security and safety among thousands of customers.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Claudia is a true leader with an incredible aptitude to identify, mold, motivate, and train great talent and turn them into successful professionals. Claudia is best known for her incredible ability to connect with people, which have allowed her to build a robust team who is willing to go the extra mile and turn their jobs into a long-term career. Claudia has made tremendous strides by increasing employee engagement, improving morale, lowering employee attrition, and maximizing schedule adherence.

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**Q21**

Respondent skipped this question

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

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# #10

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, March 08, 2024 1:25:22 PM  
**Last Modified:** Friday, March 08, 2024 1:52:27 PM  
**Time Spent:** 00:27:04  
**IP Address:** 67.182.206.165

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Page 1: Background (5%)

## Q1

Please provide the name and title of the nominee.

Name	<b>Jessica Lambert</b>
Title	<b>Senior Operations Manager</b>
Company	<b>AvantGuard - A Becklar Company</b>
Email	<b>Jlambert@agmonitoring.com</b>
Phone	<b>657-272-5180</b>

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## Q2

How long has this nominee been employed by your organization?

1 Year

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## Q3

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Jessica was hired as a Senior Operations Manager

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## Q4

How long has the nominee served in his/her current position?

1 Year

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Page 2: Experience and Education (10%)

**Q5**

What is the nominee's experience and current areas of responsibility?

Jessica has worked in the security industry for 16 years and has 12 years of leadership experience. She began as an alarm dispatcher in 2007 and then served in several leadership positions at General Monitoring Services, within monitoring, as a Shift Supervisor, Training Manager, Central Station Manager, and Director of Monitoring Operations. As a Senior Operations Manager at AG, Jessica is responsible for overseeing all functions within Monitoring such as customer service, people development, processes and services, and ensuring department KPI's are maintained for all US-based monitoring centers for the company. She closely collaborates with other operations managers and constantly communicates with other department heads on ways to increase efficiencies and productivity.

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**Q6**

What is the nominee's industry education, job-specific education and training, and industry certifications?

In 2017 Jessica received a central station managers certificate of achievement from Bold Technologies. In 2023 she received her associate degree in business and is currently working on her bachelor's degree. Jessica has completed several leadership trainings that resulted in achievement awards workplace diversity, preventing workplace bullying and violence, resolving workplace conflict, and more.

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Page 3: Hiring and Training Staff (15%)

**Q7**

What attributes does the nominee seek in new employees during the hiring process?

Jessica prioritizes alignment with the company's core values as the primary criterion when hiring new employees. She looks for individuals who demonstrate a strong drive, who take initiative as self-starters, are very ambitious, and show a high degree of accountability and commitment. She also recognizes that experience is extremely important, She believes that these attributes are fundamental to ensuring that new hires are not only competent in their roles but also deeply invested in contributing to the company's mission and values.

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**Q8**

What is the nominee's role in the training process of operators?

Jessica's role in the training process is to provide continued opportunities for support and development of operators after successful completion of the new hire training process. She works with the team to identify current successes and shortcomings and then collaborates with the training department to ensure training remains effective for operators.

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## Q9

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Jessica works with her team to ensure that there is consistent evaluation of performance from all operators for quality and efficiencies. She recognized top operators monthly, quarterly and annually for employee of the month. In addition to these practices, Jessica is committed to maintaining the company's core values within the leadership team. She fosters an environment where employees are well-informed about their current performance through regular transparency, which is instrumental in their professional development and the cohesive operation of the monitoring center.

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### Page 4: Day-to-Day Management of the Monitoring Center (25%)

## Q10

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

Jessica ensures the smooth operation of the monitoring center through a variety of strategies. This includes managing scheduling to ensure coverage during peak periods and emergency situations and working on establishing and adhering to the budget. She often achieved this by managing overtime for the department. She ensured there was enough coverage in any spike activity. She always strategizes ways to ensure overtime was minimal even when necessary for operations. Jessica also measures and aims to improve customer satisfaction levels by measuring the department's quality levels monthly and annually. She is ultimately responsible for resolving any complaints or conflicts through constant dealer communication and follow-ups. Jessica also handles identification of and follow up on missed signals. Jessica constantly reviews ways to improve processes that will ultimately aid in establishing a high level of quality standards for the department.

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### Page 5: Leadership (25%)

## Q11

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

When GMS merged with AvantGuard through acquisition, Jessica played a pivotal role in maintaining staffing and service levels for several months until the conversion was complete. She led her team and kept them motivated and up to date on all the new changes. She managed to keep morale high during the biggest change her staff had ever been a part of.

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## Q12

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

In times of high call volumes, Jessica leads by example, personally handling inbound customer calls to ensure service quality is upheld. This direct interaction with customers showcases her dedication to understanding and meeting customers' needs. It also showcases her leadership ability amongst her team as they see her effort to lead by example without hesitation. For dealer relationships, she has established a rapport with select dealers, making a point to conduct follow-ups to maintain a smooth operation.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

Jessica has been proactive in learning the intricacies of the relationship between the monitoring centers and authorities. Recognizing the importance of collaboration, she has dedicated herself to understanding how central stations can implement strategic changes to improve processes. Her commitment to reducing false alarms has led her to seek mentorship from industry experts like Siac's Steve Keefer, reflecting her drive to spearhead initiatives that prioritize true emergencies and enhance the effectiveness of the partnership between the monitoring company and the authorities.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Jessica amplifies the company's public presence through her active engagement in industry associations and community outreach. As co-chair of the Nextgen committee, she represents the company at a high level and exemplifies AG's commitment to innovation and professional development.

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Jessica has embraced sigma computing as a powerful tool to manage and analyze large datasets and departmental KPIs effectively. By utilizing this advanced analytics platform, she ensures that the team remains informed and responsive to performance metrics which has kept the team at the forefront of technological utilization within the monitoring center.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

A best practice that Jessica instated with the monitoring center was conducting a weekly test for operators. This ensures that they maintain a high standard of quality and understanding in their roles. By conducting consistent evaluations, she has reinforced the importance of maintaining proficiency and knowledge in monitoring center operations. This also allowed the department to gain a more detailed insight into quality and ensure an appropriate focus on training and development.

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Page 6: Industry and Community Outreach (10%)

**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Jessica is a valued member of The Monitoring Association where she has taken on significant responsibilities. As a co-chair of the Nextgen committee for TMA over the past two years, she has been at the forefront of shaping the future of the industry by engaging with emerging leaders. Her most notable contribution is interviewing top executives from different participating companies associated with TMA. Additionally, her recent involvement with the education committee of The Monitoring Association demonstrates her commitment to ongoing professional development within the industry.

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**Q18**

In which community outreach programs is the nominee involved?

Outside her professional achievements, Jessica dedicates her time to serving as the Youth Director at her Church in Orange County, CA. In this role, she collaborates with parents to foster youth involvement in church activities, encourages them to engage with scripture, and guides them towards embodying strong, service-oriented values. Her efforts in developing the next generation of young people are reflective of her commitment to service and leadership in her community.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Jessica improved the central station monitoring's offerings to subscribers by integrating a dynamic training program that aligns closely with customer expectations. Her innovative approach to standard operating procedures includes the incorporation of note priority levels, which enables operators to understand and appropriately respond to the unique needs of each customer. By allowing subscribers to request specific instructions, Jessica expanded the monitoring service capabilities.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Jessica's steadfast commitment to the security industry over the last 16 years and her dynamic approach to leadership, especially during critical periods such as the AG-GMS acquisition, are extraordinary. Her strategic guidance during this transition not only ensured a smooth integration; it also fostered growth and success among her team members. Jessica's zeal for continuous improvement and her hands-on leadership style have significantly elevated the monitoring center's performance and inspired her staff to excel, achieving immediate and measurable success.

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**Q21**

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

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# #11

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, March 11, 2024 5:56:30 PM  
**Last Modified:** Monday, March 11, 2024 6:24:23 PM  
**Time Spent:** 00:27:52  
**IP Address:** 71.145.194.72

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Page 1: Background (5%)

## Q1

Please provide the name and title of the nominee.

Name	<b>Laura Reyes</b>
Title	<b>General Manager - Central Station Services</b>
Company	<b>Kimberlite dba Sonitrol</b>
Email	<b>lreyes@sonitrolsecurity.com</b>
Phone	<b>559-264-9730</b>

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## Q2

How long has this nominee been employed by your organization?

13 years

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## Q3

What has been the nominee's progression of positions within your organization over the course of his/her tenure?

Laura began with us as a Swing Shift dispatcher she progressed to a certified trainer, graveyard and swingshift supervisor, training manager, Operations Manager and General Manager of Central Station Services.

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## Q4

How long has the nominee served in his/her current position?

2 years

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Page 2: Experience and Education (10%)

**Q5**

What is the nominee's experience and current areas of responsibility?

Laura has worked in all facets of our central station her current roles is managing our schedule, day to day operations, and developing our asst and supervisors for greater responsibilities

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**Q6**

What is the nominee's industry education, job-specific education and training, and industry certifications?

Laura is Sonitrol and Manitou Certified, she has been home grown and holds manufacturer certifications from Axis, 3x logic, DSC and Silent Knight.

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Page 3: Hiring and Training Staff (15%)

**Q7**

What attributes does the nominee seek in new employees during the hiring process?

Laura looks for inquisitive people who have observation skills and can critically think. We also do a typing and skills assessment testing. She is always hoping to find people who will share our passion for protecting our communities.

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**Q8**

What is the nominee's role in the training process of operators?

Laura has progressed to training our trainers. She does regular observation of their place in the training and gives feedback. She also has a one on one with every graduated trainee for feedback. She manages and compiles our VOICE of the CS surveys where our people can give anonymous feedback.

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**Q9**

Explain how the manager oversees employee development and retention of the monitoring center workforce, and how he/she identifies and acknowledges top operators (for example, employee reviews, promotion opportunities, special recognition, etc.).

Laura is responsible for our on the spot award program where supervisors and managers reward employees on the spot for good behaviors and positive contributions. Laura is the go to person to get things fixed and to help. She has fostered an open and nurturing environment which breeds open communication. She regularly gives feedback and is always giving thanks and recognition to employees.

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Page 4: Day-to-Day Management of the Monitoring Center (25%)

**Q10**

Explain how the monitoring center manager directs and influences the operation of the monitoring center as it relates to the following:- Scheduling, emergency staffing and peak signal activity. - Establishing and achieving budget.- Attaining and measuring customer satisfaction levels.- Complaint and conflict resolution. - Identifying and follow up on missed signals. - Employee discipline and remedial training.- Establishing quality standards.

Laura is responsible for our monthly schedule she also keeps a "back up" rotation of people willing to work in case of call outs. Our shifts are set so she regularly evaluates each shift needs and will open up requisitions for each shift as needed. She has an allotment of labor hours per shift and she manages and moves as needed. Laura leads by example and regularly does customer satisfaction calls for feedback, sharing and analyzing activity data and KPIs as well as having weekly one on ones with all supervisors. She is working with our supervisors to empower them to act quickly for missed signals or issues. In the event of a potentially missed dispatch she oversees our Subscriber Investigation process where we compile field and central station investigations to determine the root cause and correct. She sets our monthly goals and KPIs and is responsible for communicating progress to the team.

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Page 5: Leadership (25%)

**Q11**

Provide a specific example of how the nominee has led the monitoring center and maintained quality service levels in the midst of a difficult situation.

One evening when we had a phone outage which was overwhelming other systems and causing a flux of data into our central station, Laura quickly evaluated the situation, and called in additional staff to activate additional stations to handle calls and traffic. She came in her day off to coordinate IT and phone providers to repair the down lines and ensure secondary lines were working efficiently. Her teamwork and cool head made an unbearable situation not only bearable but a heroic evening for our team that saw it through. There is always a positive outlook when Laura is in charge.

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**Q12**

What are some ways in which the nominee demonstrates his/her leadership with customers, including end users and dealers?

Laura will contact customers directly to resolve an issue and work with field managers and the customer to address complaints. Her willingness to always stand in front of her people, make her a leader they want to follow. It breeds trust in our customers because she follows through on what she says she will.

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**Q13**

What are some ways in which the nominee demonstrates his/her leadership with responding authorities?

Laura helps with investigations and has done educational calls and webinars for law enforcement and customers to bridge the gap of understanding between an alarm event and call for service.

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**Q14**

What is the nominee's role in increasing the company's exposure to the public?

Laura is active in the community for charity especially charity running events. She always participates in logoed gear and brings key sponsorship and volunteer opportunities to management

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**Q15**

List some ways in which the nominee explores new technology within the monitoring center, and how he/she communicates technological developments within the company to operators.

Laura is part of our testing team for new services and technology. When management or staff wish to explore new services or products. She is part of our task force to test and approve the products evaluating such things as ease of installation, product/service support, complexity, and viability.

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**Q16**

What "best practices" has this person introduced to the monitoring center?

Laura was one of the authors of our training program which has helped us decrease churn and have better success with new operators.

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Page 6: Industry and Community Outreach (10%)

**Q17**

To which alarm industry associations, listing agencies, or response agency associations does the nominee belong, and what is his/her level of involvement within these groups?

Laura is new to industry association and has attended TMA tech ops

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**Q18**

In which community outreach programs is the nominee involved?

Laura has been instrumental in special olympics as well as our annual food drive.

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Page 7: Additional Information (10%)

**Q19**

In what ways has the nominee improved the company's monitoring center offerings to subscribers?

Her desire to have the best trained operators has lead to us having greater success and better customer experience. These things are hard to measure but customer escalations have declined and our customers show greater satisfaction from surveys.

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**Q20**

Why does this person deserve to win the TMA Monitoring Center Manager of the Year award? Provide specific examples of when this individual went beyond normal expectations to provide exceptional leadership within the monitoring center.

Laura is one of those quiet pillars. She doesn't look for accolades in fact avoids them. She just sees a job that needs doing and does it. Her quiet strength and conviction are contagious and you are better when around her.

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**Q21**

**Respondent skipped this question**

You may upload a PDF or image to accompany your application. (File size limit is 16MB)

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