Date Filed: September 15, 2026

**Witness: Jared A. Lawrence and Timothy W. McGrath**
**Request from: Office of Consumer Counsel**

**Question:**

**Exhibit CLP-CUSTOMER-1: Customer PIM Suite**
(Controllable Average Call Handle Time) RE02 includes Average Handle Time among the Existing Customer Service Metrics and does not identify it as a potential PIM. Please explain why reducing hold and post-call work time warrants contributing to a positive financial incentive, including why performance above the proposed target represents performance beyond ordinary operational efficiency and identifying any incremental customer benefits expected to result.

**Response:**

At Eversource, Average Handle Time consists of three components – Average Talk Time, Average Hold Time and Average Post-Call Work time. Within these components, customer communication with agents – quality time spent interacting and discussing concerns or questions, has high value. Customer Service Representatives must engage and communicate effectively, taking time to get to know the issue being discussed and ensuring customer understanding of very complex items. This valuable time is measured as Average Talk Time – a component of Average Handle Time which the Company does *not* want to limit or pressure agents to rush.

What remains is Average Hold time and Average Post-Call Work time. These categories are an area of focus for efficiency gains, without imposing any negative impact to customers. Each reduced second of Average Handle time results in savings and improved answer times for customers. The faster one call is finished, the sooner the next can be answered. The faster each call is answered, the less resources needed to handle the volume received. By incentivizing reductions in these two areas, costs in the contact center are managed and customer satisfaction improved.

The ability to resolve customer concerns in an efficient manner also correlates positively to a customer's overall satisfaction with their phone experience within the Company's Post Transaction Survey. Correlation measures the degree to which variables are related and tend to change together. A strong correlation is generally indicated by a correlation coefficient close to +1.00 or -1.00. When examining the correlation between a customer's overall phone experience satisfaction and their rating of the attribute "Timeliness of resolving your problem, question, or request," we see a correlation score of +0.83 among CL&P customers in 2025, demonstrating a strong nexus.

Including the Controllable Average Call Handle Time measure within the PIM suite, and allowing for a positive financial incentive, as well as financial penalty, is appropriate because it provides the Company with an additional mechanism to encourage continuous improvement to the quality of customer interactions and reinforce behaviors that contribute to a positive customer experience. The five components of the customer PIM suite collectively reflect different aspects of the Company's service to customers and provide a more comprehensive measure of customer performance as discussed in response to OCC 527[i].

**Prior Referenced Response:**

[i] OCC-527 Question:

**Exhibit CLP-CUSTOMER-1: Customer PIM Suite**
(Level 1 DER Interconnection Processing) The RE02 Performance Evaluation System identifies Level 1 DER Interconnection as a standalone potential PIM. The Company instead proposes to include Level 1 DER Interconnection Processing as one of five components of its Customer PIM Suite. Please explain why the Company selected a composite structure rather than the standalone PIM identified in RE02, including how incorporating Level 1 DER Interconnection performance into the Customer PIM Suite is expected to improve interconnection performance.

OCC-527 Response:
The Company selected a composite PIM structure for its customer metrics, including Level 1 DER interconnection processing, because customer experience is multidimensional and more appropriately evaluated through a balanced set of performance measures rather than singularly measuring customer metrics in isolation. The five components of the customer PIM suite collectively reflect different aspects of the Company's service to customers and provide a more comprehensive measure of customer performance. Including Level 1 DER interconnection processing as one component of the composite PIM suite recognizes the importance of timely and effective interconnections processing, while avoiding placing disproportional emphasis on a single customer facing operational measure.

A standalone PIM for Level 1 DER interconnection processing could inadvertently prioritize focus on performance for this metric at the possible expense of other important customer outcomes. The composite structure instead encourages the Company to maintain balanced performance across a full range of customer-focused objectives.

The use of the composite PIM does not diminish the significance of Level 1 DER interconnection processing performance but rather recognizes that it is one of several important dimensions of customer service. The composite approach provides a more comprehensive performance framework that is less susceptible to unintended consequences for measuring, penalizing and/or rewarding customer performance versus a stand-alone PIM approach.