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Witness: Jared A. Lawrence and Timothy W. McGrath
Request from: Office of Education, Outreach, and Enforcement

Question:

(CUSTOMER CALLS-REVIEW) Provide any policies, procedures, guidance, review templates, or other information that details the attributes evaluated by management during its review of customer calls.

Response:

Internally, the Company follows a behavior-based Quality Assurance Program designed to provide guidance to call takers and improve their overall performance. The Quality Assurance Program focuses on four categories: Courtesy, Concern, Timely Resolution, and Technical Knowledge. Courtesy is defined as behavior marked by excellence of manners, social conduct and respect for others. Concern is defined as behavior marked by understanding, sensitivity, and sharing the feelings of another. Timely Resolution is defined as behavior marked by efficient and effective use of company and customer time. Technical Knowledge is defined as behavior marked by accurate and complete adherence to policies and procedures, ensuring to provide accurate information and thoroughly educate the customer.

An internal Quality Assurance team made up of experts who focus on providing feedback to hundreds of calls per month as well as Contact Center Supervision are responsible for completing CSR feedback. The aim is to provide CSRs with a variety of input and ideas to improve their long-term ability to satisfy customers and adhere to Company expectations during all interactions as well as learning which behaviors should be continued. CSRs receive approximately four (4) feedback calls per month. Over time, CSR performance, strengths and opportunities for improvement are identified through the Program, providing supervisors with information to develop CSRs into improved call takers.

Contained within EOE-116, Attachment 1, is the document that guides CSRs in the Quality Assurance Program. It is the "behavior guide." This document guides the CSRs into behaviors and categorizes sub-behaviors that belong to each category, helping the CSR understand expected behaviors during customer interactions. The document is also a helpful companion to the Quality Assurance team and supervision as they provide feedback to the CSRs. It is not intended to be an all-encompassing script, but merely a guide to help CSRs understand the Program and the Company's expectations for customer interactions. The art of providing feedback comes from the expertise of the individual providing the feedback, relying on years of experience and knowledge to enhance CSR interactions.

The Company's Vendor Management team conducts regular quality review of customer interactions handled by the external third-party vendor, Alorica, that specializes in handling the Credit and Collections calls. Call evaluations are performed using guidance from the Authority approved call script and the Call Review Template to ensure compliance with the established operational and quality standards. Please refer to PURA-approved scripts provided in Docket No. 17-12-03RE01, Interim Decision (July 1, 2020)[1] and Call Review template in Docket No. 21-07-01, provided as OCC-110, Attachments 1 and 2.

In addition to assessing adherence to the approved script and quality assurance requirements, the review process evaluates Customer Service Representatives ("CSRs") soft skills and customer engagement. This includes assessing whether the CSRs communicate professionally, demonstrate active listening and empathy, use inclusive language, and respects diversity and promotes an equitable customer experience.

The outcomes of these reviews are used to identify areas for improvement and support ongoing coaching and continuous quality enhancement.

For both internal & external employees, CSRs are scored on an average of four (4) calls per month. It is important to note that these calls are not strictly for CL&P customers, as CSRs are also trained to support customers across other operating companies.

[1] https://www.dpuc.state.ct.us/2nddockcurr.nsf/8e6fc37a54110e3e852576190052b64d/72516f9d3f7a4f5b8525875200798ecb?OpenDocument