



CALL CENTER GET-WELL PLAN UPDATE

February 15, 2023

BACKGROUND ON CALL CENTER PERFORMANCE

History

- Call center performance began declining in November 2021 but bounced back in February 2022 to 71%
- LIPA modified the 2022 call center metric to focus on the service level when speaking to a representative (i.e., excluding self-service calls)
- In April 2022, PSEG Long Island indicated it would on-board a full complement of customer representatives by June, who would be on the phones by September
- In August 2022, LIPA was informed that the new class would now start in September, with training to follow
- LIPA noted performance worsening and issued a request for a “get well” plan in August 2022
- PSEG Long Island presented the draft plan in November 2022
- LIPA and PSEG Long Island continue to meet on the plan

Performance Data



Call volume shifted from 1.3 million pre-COVID to around 1.1 million during COVID, excluding Tropical Storm Isaias impact, to about 1.4 million for 2022 and 2023



Average handle time increased from 6 minutes pre-COVID to over 8 minutes once collections resumed in August 2022



FTE Call Center representative staffing in 2019 was 132, 109-122 in 2022 and the approved 2023 budget is 145

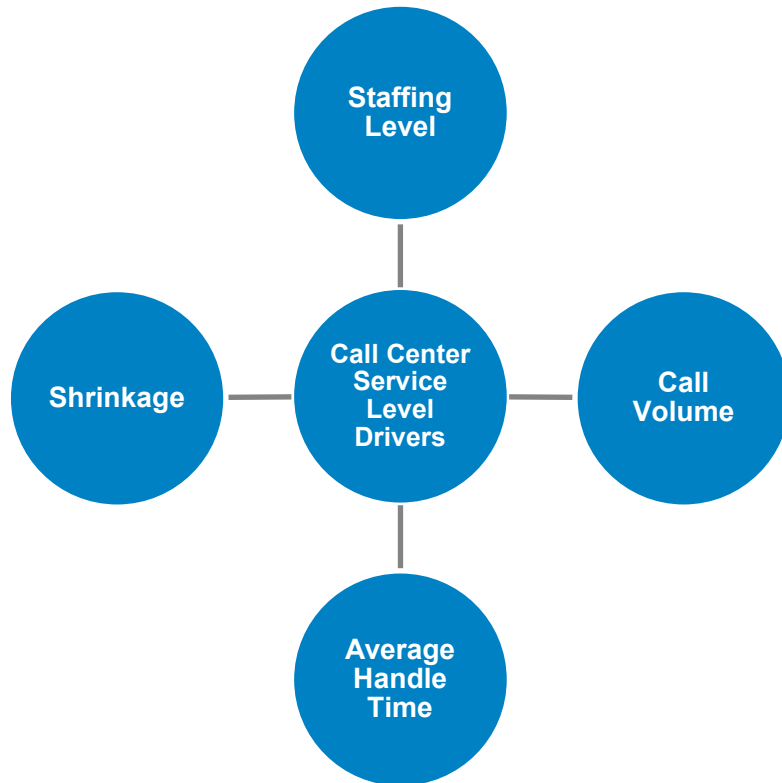
KEY STATISTICS ON CALL CENTER PERFORMANCE

	2019	2020	2021	2022	2023 Forecast
Union FTE	132	128	131	Budget 133 (Actual 109 - 122)	Budget 145
Call Volume	1,351,945	1,367,631*	1,124,010	1,404,114	1,384,687
Average Speed of Answer	38	72	33	545	Range 180-264
% of Calls Answered in 30 Seconds	76.6%	75.1%	80.3%	29.2%	41%
Average Handle Time (minutes)	6 minutes	6 3/4 minutes	6 1/2 minutes	7 1/4 minutes Aug-Dec (8 minutes)	7 1/4 minutes

*Excluding Tropical Storm Isaias impact

WHAT HAPPENED

Performance Drivers



Root Cause Identified

Insufficient Staffing

Leadership decision to not hire for open positions
Poor forecast model indicated less people were needed
Challenging labor market
Long recruitment process
Long training with attrition

Increased Call Volume

More customers in collections
Non-operational call back functionality created repeat unanswered calls
Long wait times caused repeat calls (increased abandonment rate)

Increased Average Handle Time (AHT)

New leadership requiring performance management skill development
Apologizing for long wait time
Move to work from home increased AHT by 30 seconds
Collection call length increased due to COVID-19
Limited tracking of AHT underlying data (long duration calls)

High Shrinkage

Representative fatigue
Lack of expectation management
Work from home obstacles
Lack of effective monitoring and communication tools

STAFFING RECOMMENDATION

Increase the call center staff

- 25 full-time agents completed training in December and were added to the call center team in January
- 10 temporary agents supporting off-hour functions started in February and an additional 20 temporary agents will complete their training by the end of February. All 30 temporary agents will work through June
- New class of 30 full-time agents started training in January and will be fully trained by end of April

Improve the staff utilization

- Implement overtime strategy, processes, procedures, rules, and communication plan for mandatory overtime based on call conditions
- Proactively address staffing use based on call traffic patterns as they emerge

Conduct organization assessment

- As part of the LIPA organizational assessment, partner with PSEG Long Island to assess operational needs to support a top performing call center organization
- Identify improvement opportunities with when and how to utilize agents who support the call center during surges as part of organization assessment

Enhance the hiring-to-on-phone process

- Analyze the HR process to reduce recruiting and hiring timing, including evaluating continuous recruiting
- Investigate tiered call center agent job (i.e., associate level, full rep, level 2 rep)

CALL VOLUME RECOMMENDATION

Enhance workforce management

- Adjust staffing needs based on call driver activities and monitoring of intraday metrics
- Review and refresh forecast model inputs given changes from historical performance
- Implement enhanced work force management tools as part of Call Center as a Service (CCaaS) project (2023 Metric)

Reduce repeat calls

- Implement new credit card vendor to reduce repeat call (2023 Metric)
- Identify and suspend or re-engineer processes that drive repeat calls
- Fix the call back feature
- Provide short-term debt forgiveness to decrease % of customers in collections

Improve management and monitoring of call driving activities

- Establish bi-weekly cross functional team meeting to understand and control planning for initiatives that drive call volume, including collection disconnect activities
- Establish weekly capacity planning to agree on inputs, staffing, and potential deviation from plan

Expand self service options

- Improve the deferred payment agreement self service utilization (2023 Metric)
- Assess additional self-service options focused on top 5 call types/drivers
- Implement self service options for customer moves (2023 Metric)

AVERAGE HANDLE TIME AND SHRINKAGE IMPROVEMENT RECOMMENDATION

Leadership development

- Providing training and coaching to support new supervision and workforce management
- Conduct Tuesday/Thursday “all hands” supervisor meetings to review team scorecard, share best practices and address emerging issues (**COMPLETE -- Started in January**)
- Supervisors improve performance feedback execution
- Calibrate on top 5 things supervisors should do daily for maximum employee engagement impact and to drive down AHT (**COMPLETE**)

Improve Work From Home

- Address the 30 second increase in average handling time resulting from Work From Home

Performance Management enhancements

- Understand and address improvement opportunities relative to metric outliers
- Dedicate additional resources to provide “real time” monitoring of “longer than normal” calls & other anomalies
- Review and update agent scorecard to align with drivers in partnership with Union
- Create back-up support for real time monitoring for supervisor (**COMPLETE**)

Technology

- Improve access to required applications

NEXT STEPS

Overall, the plan is trending in the right direction for average handle time, abandonment rate, and wait time primarily driven by increased staff and lower call volume. Initiatives appear to be reasonable.

Additional actions will include:

- Regular monitoring and oversight related to the underlying quantitative drivers and qualitative tactic performance based on initiatives
- LIPA will validate the PSEG Long Island forecast assumptions and calculations
- LIPA will work with PSEG Long Island to develop additional opportunities to return us to 2018/19 performance levels for average handle time and shrinkage
- Provide the Board with quarterly updates on the Get-Well Plan



DISCUSSION

Questions?