



# CALL CENTER GET WELL PLAN BOARD PRESENTATION

September 27, 2023

# KEY STATISTICS ON CALL CENTER PERFORMANCE

	2019 Baseline	Jan	Feb	March	April	May	June	July	Aug	Sept**	Sept Plan
<b>Union Headcount</b>	132	147	142	140	135	138	128	122	116	TBD	141
<b>Convergent</b>			+	+	+	+	+	+	+	+	+
			9	9	31	31	31	30	31	20	20
<b>Rep. Average Speed of Answer (minutes)</b>	0.6 minutes	5.9 minutes	5.8 Minutes	5.7 minutes	2.1 minutes	2.4 minutes	3.2 minutes	4.0 minutes	3.8 minutes	4.7 minutes	3.1 minutes
<b>% Calls Answered in 30 Seconds</b>	76.6%	35.3%	33.9%	30.7%	56.5%	54.4%	47.3%	46.1%	46.9%	39%	46-49%
<b>Rep Call Volume '23</b>	1,234,293**	97,426	88,243	111,311	84,604	103,704	101,611	107,892	117,168	52,557	67,084
<b>Versus 2019</b>	1,351,945	112,542	101,943	100,683	99,835	105,071	106,238	130,227	130,371	66,757	69,881
<b>Average Handle Time (minutes)</b>	6.0	7.4	7.0	7.7	7.3	7.1	7.0	7.3	7.2	7.1	7.2
<b>Rep. Abandon Rate</b>	1.8%	15%	15%	15%	6%	6%	9%	11%	10%	12%	10%

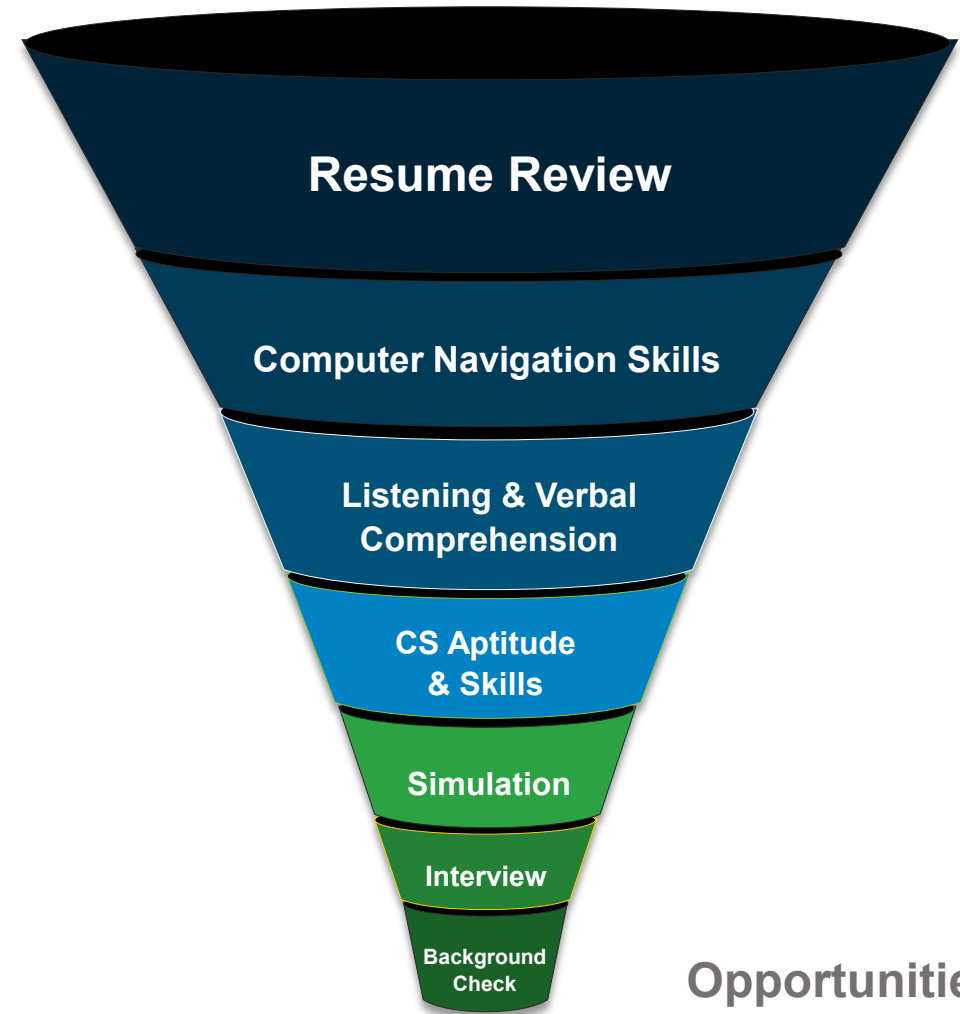
# PERFORMANCE DRIVER & ROOT CAUSES

---

## Get-Well Plan Goals & Progress Updates

- Biweekly meetings are working effectively to track progress on goals and overall service level improvements
- A rolling 18-month plan with forecasted staffing, training, and service level goals has been established
- Management is focused on daily review of performance data and driving improvement steps needed based on data and best practices
- Numerous improvements in staffing and training were implemented or are in process. This will be covered in further detail during best practices.

# BEST PRACTICE CALL CENTER AGENT SELECTION MODEL



## #1 Resume Review (In Place)

The resume review matches applicants with the job requirements, including previous experience, skills, knowledge, education, and job tenure.

## #2 Computer Navigation Skills

This level includes testing for keyboard skills, accuracy, and basic math.

## #3 Listening & Verbal Comprehension

This level includes tests for listening skills and verbal comprehension.

## #4 Customer Service Aptitude & Skills

This level includes tests for customer service aptitude and telephone skills.

## #5 Simulation

This level includes a call center agent job simulation test.

## #6 Interview (Reestablished with September class)

This level includes a panel interview.

## #7 Background Check & Medical Review (In Place)

This level includes the standard background check and medical review. .

Opportunities to align with best practices would enhance the selection process

# PSEGLI IMPROVEMENTS IN STAFFING, ORGANIZATION, AND TRAINING

## Staffing Update

- Hired new director, two trainers (in progress), two supervisors, and 40 forecasted/vacant associates' representative positions
- Piloting two-tier agent staffing progression
- Reestablished conducting interviews of candidates to verify skill match and verbal communication style that is consistent with desired communication approach

## Organization Improvements

- Updating the call center schedule and overtime methodology to improve staff utilization
- Addressed Convergent underutilization and transition plan with onboarding of new staff
- Modify Billing and Call Center staffing levels and reporting to align with the expected normal workload volume for 2024
- Enhance Call Center call routing with the implementation of the new CCaaS system
- Activate surge staff (Billing, Collections, and AP) when demand requires. Aligned with forecasted and actual call volumes based on home organization's objectives (e.g., route billing calls to billing agents and collection calls to collection agents as primary skill).

## Training Improvements

- All new hire training will be in-person
- Established and in process with an 18-month supervisor training curriculum to enhance coaching and monitoring skills
- Leverage effective Meter Services Training Academy model with a manager and dedicated trainers to handle new hire and refresher training that meets best practices for call center training and tracking.
- Improve workforce management roles and accountabilities focused on proficiencies in forecasting, staffing, scheduling, real-time intraday management, metrics, analytics, and reporting.

# LIPA RECOMMENDATION FOR NEW HIRE AGENT SELECTION & TRAINING

## New Hire Agent Screening Process Improvement

Modify the skills assessments for the candidate selection process in a waterfall selection process, to include:

- Keyboard navigation skills, accuracy, and basic math.
- Listening and verbal comprehension.
- Customer service aptitude and skills.

Implement job simulation that assesses applicant skills in the demonstrated handling of typical role play customer service calls. The job simulation is designed to assess keyboard navigation, accuracy, listening, verbal comprehension, courtesy, basic math, and problem resolution in a generic call center setting.

## New Hire Training Redesign

- Redesign the training curriculum around the major call families and call types received by the center.
- Add ACD, headsets, and QA program training early in the program so these skills can be practiced and perfected during training.
- Reformat training into 4-hr. modules so they can be used with FT (2 modules/day) and PT (1 module/day).
- Focus on adult learning techniques of **“learn by doing”** that involve practicing computer navigation skills in the customer information systems and role play call scenarios.
- Develop a training region with multiple versions of the same account so that all the participants are practicing on the same account at the same time.

# NEXT STEPS

**LIPA is pleased with the actions taken and analysis performed, despite the temporary deterioration in performance in Q3. LIPA looks forward to the continued collaboration with the Get-Well Plan team members and will be focused on a smooth transition of this work to the new Call Center Director.**

## **Actions will include:**

- Finalize agreement on call center forecast, budget, staffing and 2024 metrics with Time-of-Day impact analysis included
- Quantify and provide final recommendation for impact of normal business hours change to operational performance
- Partner with PSEGLI to further quantify and prioritize tactical improvements
- Provide Board monthly updates on the Get-Well Plan relative to execution and appropriateness of the proposed tactics
- Continue to evaluate and monitor underlying Call Center metric performance

**THANK YOU!**

Questions?