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January 29, 2016

Ms. Brinda Westbrook-Sedgwick
Commission Secretary
Public Service Commission
of the District of Columbia
1325 G Street, N.W.
Suite 800
Washington, DC 20005

Re: **Docket PEPCCR**

Dear Ms. Westbrook-Sedgwick:

Enclosed please find Potomac Electric Power Company's Fourth Quarter 2015 Call Center Customer Care Report in accordance with Order No. 16930 dated September 27, 2012 in the referenced proceeding.

Please feel free to contact me if you have any questions regarding this matter.

Sincerely,

Andrea H. Harper

AHH/mda

Enclosures

cc: All Parties of Record

Potomac Electric Power Company

Formal Case No. PEPCCR

Quarterly Call Center - Customer Care Report

January 29, 2016

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1. Introduction

Pursuant to Order No. 16930, Potomac Electric Power Company (Pepco or the Company) is required to file quarterly information with the Public Service Commission of the District of Columbia (Commission) showing monthly call volume and staffing levels in its Call Center, including both contract and direct employees.¹ The quarterly report also must include the monthly volume of escalated complaints, broken out by type of complaint, including those related to major service outages.² Additionally, Pepco must give some reasonable priority to District of Columbia customer calls.³

In Order No. 17027, the Commission reaffirmed its decision that Pepco provide quarterly reports on an on-going basis showing:

- Monthly call volume and staffing levels in its Call Center (including both contract and direct employees)
- Monthly volume of escalated complaints, broken out by type of complaint, including those related to major service outages
- Separately reported statistics about calls that come from District of Columbia customers and those that come from Maryland customers
- Separately labeled section containing actions taken by Pepco to adjust the "current practice and configuration of the Call Center to ensure *improved* call service," over the long term, "for District of Columbia customers, over and above the minimum service standards prescribed in 15 D.C.M.R. § 3602 *et seq.*"⁴

The quarterly filings began on April 30, 2013 and are to be filed every three months thereafter each year reporting on the prior calendar quarter.

¹ Order No. 16930 at P 229 (September 27, 2012) ("Order No. 16930").

² *Id.*

³ *Id.* at P 230.

⁴ Order No. 17027 at P 15 (December 26, 2012) ("Order No. 17027").

2. Quarterly Call Center Customer Care Report

2.1 Monthly Call Volume and Staffing Levels in Call Center

This chart shows monthly call volume and staffing levels in the Call Center (including both contract and direct employees).

Pepco Call Center FC 1087 Q4 2015					
	Total No. of Incoming Calls	No. of Incoming Calls Offered to Reps	No. of VRU Handled Calls	No. of Internal Reps	No. of outside Reps
October	94,094	62,221	31,861	73	97
November	84,523	54,690	29,826	71	83
December	91,298	61,051	30,237	71	71
2015 4th Quarter Total	269,915	177,962	91,924		
2015 YTD Total	1,017,156	656,197	360,649		

Notes:

Volumes are for DC only

Incoming Calls includes rep volume, internal VRU, 21st Century, and voice mail

VRU Handled includes internal VRU and 21st Century

Reps handle both DC and MD calls

2.2 Monthly Volume of Escalated Complaints

This chart shows the monthly volume of escalated complaints, broken out by type of complaint and including those related to major service outages. No major service outage complaints (outages affecting 10,000 or more customers, requiring >24 hours to restore service) were received in the fourth quarter of 2015.

Escalated Complaints
Pepco DC Q4
2015

Complaint Type	October	November	December	Grand Total
Billing	33	22	22	77
Claims	0	0	1	1
Credit	30	47	88	165
Field	8	9	8	25
High Bill	21	22	18	61
Miscellaneous	8	7	6	21
Outage	0	1	1	2
Grand Total	100	108	144	352

* No major service outage complaints were received in Q4

2.3 Statistics on Incoming Calls

Order No. 17027 required the Company to break out statistics about incoming calls from District of Columbia customers separately from statistics about calls from Maryland customers. In order to provide statistics separately for District of Columbia customers, a prompt was added, effective April 1, 2013, to existing call flows asking customers to identify if they are a customer in the District of Columbia or the State of Maryland. Based on the customer's selection, separate call routing is used to collect call statistics specific to District of Columbia customers. Section 2.1 provides the incoming call volumes for the District of Columbia.

2.4 Improved Call Service to District of Columbia Customers

Order No. 17027 also requires a section containing actions taken by Pepco to adjust the "current practice and configuration of the Call center to ensure improved call service, over the long term, for District of Columbia customers, over and above the minimum service standards prescribed in 15 D.C.M.R. § 3602 *et seq.*" The service level performance for the fourth quarter 2015 (Oct-Dec) was 65.3%. The current year-to-date service level is 66.3%. The minimum service standard for calls answered in 30 seconds is 70%.

Section 3606.2 – Corrective Action Requirement

If the electric utility or any electricity supplier fails a measure in a quarterly report, the electric utility or electricity supplier must file an explanation for the failure and a plan to remedy the failure in the following quarterly report. If the failure is due to customer error, or an unforeseeable event, the electric utility or electricity supplier may

request a waiver of the performance standard in its filing. The request for a waiver shall contain a detailed explanation of the reasons for granting such a waiver.

Explanation for Not Meeting Minimum Service Standard for call answered in 30 seconds – 4th Quarter 2015

Since going live with the customer relationship management and billing (CRM&B) system in January 2015, the Company has seen a decrease in Average Handle Time of 15%. Fourth quarter Telephone Service Factor (TSF) improved by 6.3% over third quarter performance. Due to the corrective actions taken over this time period the TSF progressively improved month-over-month within the fourth quarter with December ending above the 70% goal at 73.8%. However, the fourth quarter Average Handle Time remains higher than in prior years. This is not unusual for a system implementation of this size and complexity and higher Average Handle Times for some period of time is a common issue throughout the industry.

Two factors impacted service level performance for the 4th quarter. While the Company continues to see improved proficiency performance in its customer service representatives, call volumes in the fourth quarter remained higher than the levels experienced in the third quarter, with credit-related calls continuing to be a key driver. Performance was also impacted by ongoing higher than anticipated attrition rates at Pepco's outsourced call center.

Corrective Action Plan – 4th Quarter 2015

With regard to the stabilization curve progress, the Company is very focused on reducing Average Handle Time in 2016 through several specific actions, including increasing representative proficiency through ongoing training, focused quality monitoring and coaching. Representative performance is being tracked at both the team and individual level and monitored to detect where further coaching is needed. Reducing Average Handle Time through increased proficiency will enable customer service representatives to take more calls, which will lead to an improved TSF.

A new class of internal representatives is in the process of being hired and is expected to be on the phones in late March. In addition, the Company is hiring a new class of representatives at Pepco's outsourced call center, which will also be on the phones in late February.

The following changes, as previously reported, have been put in place for storm-related events to provide improved customer interactions during major events:

- Implemented a Crisis Call Center to quickly ramp up and supplement the internal customer service. The Crisis Call Center representatives are trained to handle customer calls in emergency events—such as major outages—and they can add a significant number of call takers within hours. This resource helps address the need for increased staffing levels, mitigating busy signals,

providing more consistent service levels for callers electing to speak with a representative, and improving the quality of the interaction with the representatives.

- Installed an 800-number platform to support the Pepco call flows for more efficient and effective call routing. This platform provides additional flexibility in routing calls and assists with the mitigation of busy signals.
- Enhanced the response during the restoration process by training additional second role call takers on the following:
 - Interface with customers on restoration call backs and estimated restoration time information.
 - Enhanced soft skills training to be better prepared to interact with customers under stressful conditions.
 - Enhanced the quality monitoring of second role call takers during a major event.
- Revised and updated the Customer Operations Storm Plan and documented the staffing approach during a major event.

The following are improvements to Outage Reporting and Status:

- Increased the Pepco internet outage map zoom level from one mile to six hundred (600) yards, allowing customers to view their outage status more closely.
- Added the outage reporting and outage status look-up functionality to the Pepco internet site so that customers can report outages online as well as get the outage status (and ETR) for their accounts. The Company also added "mouse over" functionality to provide individual outage status information and outage reporting on the internet outage map.
- Developed outage reporting, outage status lookup, and outage mapping functionality for Apple and Android smartphones and tablets to provide customers the ability to report and obtain their specific information through mobile devices. The Company has implemented an enhanced Apple mobile application providing real-time news and updates allowing customers to use their My Account sign-on credentials to report outages and get outage status.
- Converted Pepco's legacy CIS billing system to a single state-of-the-art CRM&B system, allowing all of the Customer Care activities for the PHI brands to operate under a single system. The new system provides for easier navigation, standardized processes, centralized billing-exception work queues and enhances PHI's ability to communicate with its customers by storing more customer contact information such as multiple contact numbers and email

addresses. Additionally, the new software supports PHI's Smart Grid technologies and provides a flexible and adaptable technology platform to enable future rate innovations.

CERTIFICATE OF SERVICE

I hereby certify that a copy of Potomac Electric Power Company's Fourth Quarter 2015 Call Center Customer Care Report was served this 29th day of January 2016 on all parties in Docket. PEPCCR by electronic mail.

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