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Issue(s): Customer Service
Witness: Scott J. Glasgow
Sponsoring Party: MoPSC Staff
Type of Exhibit: Direct Testimony
Case Nos.: ER-2022-0129 and
ER-2022-0130
Date Testimony Prepared: June 8, 2022

MISSOURI PUBLIC SERVICE COMMISSION
FINANCIAL AND BUSINESS ANALYSIS DIVISION
CUSTOMER EXPERIENCE DEPARTMENT

DIRECT TESTIMONY

OF

SCOTT J. GLASGOW

Evergy Metro, Inc. d/b/a Evergy Missouri Metro
Case No. ER-2022-0129

Evergy Missouri West, Inc. d/b/a Evergy Missouri West
Case No. ER-2022-0130

Jefferson City, Missouri
June 2022

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1 **DIRECT TESTIMONY**

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5 **Case No. ER-2022-0129**

6 **Evergy Missouri West, Inc. d/b/a Evergy Missouri West**
7 **Case No. ER-2022-0130**

8 Q. Please state your name and business address.

9 A. My name is Scott J. Glasgow, 200 Madison Street, Jefferson City, MO 65101.

10 Q. What is your position and duties with the Missouri Public Service Commission
11 (“Commission”)?

12 A. I am a Senior Research/Data Analyst in the Customer Experience Department.
13 My duties as an analyst for the Commission include, but are not limited to, participating in and
14 conducting customer service and business office operations reviews. I research and manage
15 formal complaints. I prepare and review audit and investigative reports at the Commission.
16 I participate in water and sewer case Staff recommendations and review tariffs.

17 Q. Would you please review your work experience and educational background?

18 A. I have been employed by the Commission since 2010 and worked in several
19 departments including Consumer Services, Telecommunications, Engineering Analysis, and
20 Customer Experience. In my previous experience, I worked five years as a Customer Service
21 Manager for Charter Communications, currently d/b/a Spectrum, with responsibilities
22 managing multiple areas of the Company’s Call Center Operations. Prior to
23 Charter Communications I worked as a Team Manager for Southwestern Bell/SBC,
24 currently d/b/a AT&T. Prior to the AT&T position, I worked as a Site Director for a

1 telemarketing call center, managing all aspects of the center's day-to-day operations.
2 In 1995, I graduated from the University of Missouri-St. Louis with a Bachelor of
3 General Studies degree.

4 Q. Have you previously filed testimony before the Commission?

5 A. Yes, attached as schedule SJG-d1 is a list of cases before the Commission in
6 which I provided testimony, Staff recommendation, or significant analysis.

7 EXECUTIVE SUMMARY

8 Q. What is the purpose of your direct testimony?

9 A. The purpose of my testimony is to address Evergy's deployment of technology
10 to reduce Operational and Maintenance ("O&M") costs. I will also address Evergy's possible
11 implementation of a universal customer service. This would allow all of Evergy's customer
12 service employees to handle any Evergy customer issue regardless of rate jurisdiction or state.

13 UTILIZING TECHNOLOGY TO REDUCE O&M COSTS

14 Q. What does Evergy state concerning the use of technology and how that will
15 reduce O&M costs?

16 A. In the Sustainability Transformation Plan ("STP") attached to Mr. Caisley's
17 direct testimony, it states in part Evergy's plan is to increase focus on both digital self-service
18 and value added human interactions. Evergy anticipates hard reductions in cost over a five-year
19 period through increased automation, digital external and internal functionality, and universal
20 customer service.¹ Mr. Caisley reiterates that by handling routine, repeatable service digitally

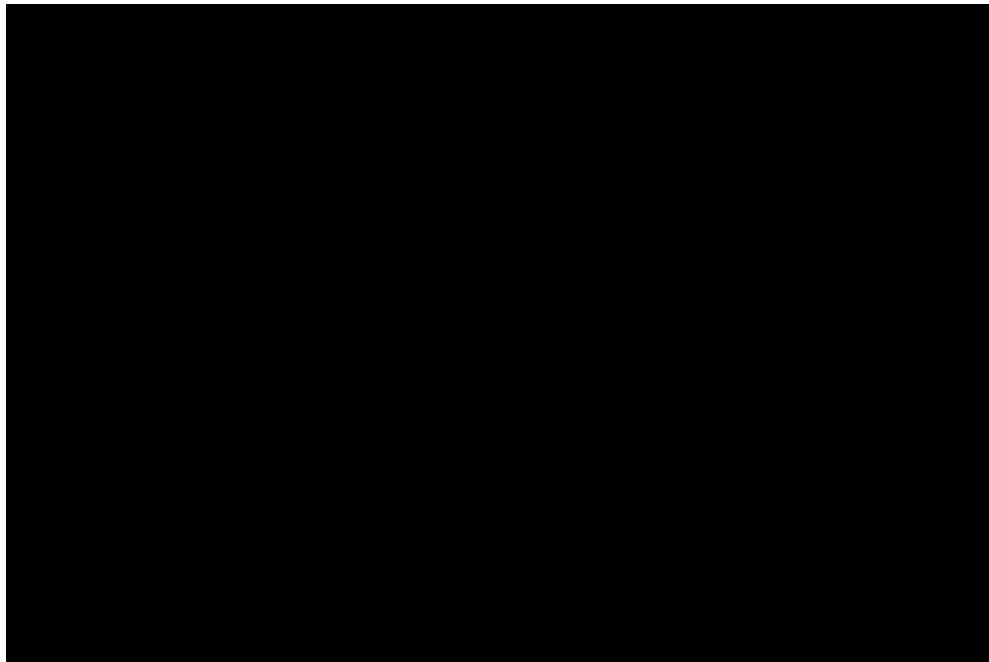
¹ Case No. ER-2022-0129, Direct Testimony Charles Caisley, Schedule CAC-1, page 4, 5 and 7.

1 and through self-service, Evergy will be able to leave more time for Evergy employees to advise
2 customers on various services and programs.²

3 Q. Has Evergy started deploying technologies and reviewed their impact?

4 A. According to Evergy, it has implemented new functionality on the web and
5 self-service options with a new Interactive Voice Assistance (“IVA”). In reviewing Evergy’s
6 monthly call center statistics, Staff noticed that more calls are being handled by automation and
7 fewer calls are being offered to Customer Service Representatives (“CSRs”). As shown in the
8 chart below, total calls, calls offered to CSRs and CSR headcount are all lower.

9 **



10
11 [Redacted line]

12 [Redacted line] . **

² Case No. ER-2022-0129, Direct Testimony Charles Caisley, page 6.

1 Q. Does Staff have concerns with Evergy decreasing its call center staff by using
2 the self-service options Evergy has and will be implementing?

3 A. Staff has concerns when cost savings happen at the expense of CSRs. In a typical
4 job market, if a Company has too few CSRs, it may take several months to catch up and to be
5 fully staffed. In today's job market, most companies, including Evergy, are finding it hard to
6 recruit call center staffing. If too many CSRs are cut, it may be very difficult to catch up to full
7 staffing. Also, like with CRSs, digital self-service technologies are only as good as the
8 availability and the reliability of the information and quality of services they provide.

9 Q. Does Staff have any recommendations concerning these technologies?

10 A. Yes. Evergy surveys its customers and measures the effectiveness and customer
11 satisfaction of those customers through the "Voice of the Customer" survey measuring the
12 overall satisfaction with the call experience and satisfaction with the CSR³. Staff recommends
13 that if Evergy is not already doing so, they use the "Voice of the Customer Survey" to continue
14 to develop and improve its IVA and other technologies.

15 Q. Did Staff review the results of the "Voice of the Customer" survey?

16 A. Yes. Staff reviewed over 6000 responses from customers that occurred from
17 October 2021 through December 2021⁴ and here is some of what was found:

18 ** [REDACTED]

19 [REDACTED]⁵

³ Case No. ER-2022-0129, Direct Testimony Charles Caisley, page 14.

⁴ Case ER-2022-0129, Staff Data Request No. 0295.

⁵ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 1082.

1 [REDACTED]

2 [REDACTED]

3 [REDACTED]⁶

4 [REDACTED]

5 [REDACTED]⁷

6 Other customers stated:

7 [REDACTED]

8 [REDACTED]⁸

9 [REDACTED]

10 [REDACTED]⁹

11 [REDACTED]

12 [REDACTED]

13 [REDACTED]¹⁰

14 [REDACTED]

15 [REDACTED]

16 [REDACTED]

17 [REDACTED]¹¹ **

18 Q What was Staff's findings after reviewing the survey responses?

19 A. There is always room for improvement. It is clear that some customers want
20 more self-serve options and for the technology to be dependable, while other customers need

⁶ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 1337.

⁷ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 1809.

⁸ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 63.

⁹ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 5728.

¹⁰ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 3908.

¹¹ Case ER-2022-0129, Staff Data Request No. 0295, Responses 4th qtr 2021, row 100.

1 to talk to a CSR, no matter if the question or service is routine or repeatable. Staff found that
2 the responses to the “Voice of the Customer” survey provides valuable information that could
3 be used to improve Evergy’s customer service customer experience.

4 Q. Did Evergy state how they use the responses from the “Voice of the Customer”
5 surveys?

6 A. Evergy responded through a data request that, ***[REDACTED]
7 [REDACTED]
8 [REDACTED].”^{12**} Staff found that some of the customer feedback gives great reviews for the
9 customer service representatives, but customers have issues with the technologies and therefore
10 sometimes gives the overall score a 3 or above. Again, Staff recommends that if Evergy is not
11 already doing so, they use the “Voice of the Customer” survey to develop and improve
12 its IVA and other technologies.

13 UNIVERSAL CUSTOMER SERVICE

14 Q. What is universal customer service and does Staff have any concerns or
15 recommendations with Evergy creating a universal customer service? If so, please explain.

16 A. According to Evergy, universal customer service means that customer service
17 employees located in Wichita, Topeka, Raytown or Kansas City can handle any
18 Evergy customer issue regardless of rate jurisdiction or state. From a customer service and
19 customer experience aspect, Staff is not opposed to a universal call center, but Staff does
20 have recommendations.

¹² Case ER-2022-0129, Staff Data Request No. 0295.

1 Staff recommends Evergy share its universal customer service implementation plan
2 with Staff detailing how Evergy intends to uphold customer service standards and manage
3 Commission compliance. Specifically as it relates to the Commission ordered Stipulation and
4 Agreement in Case No. EC-2017-0175 that Kansas City Power & Light Company (“KCPL”),
5 now known as Evergy Metro and KCP&L Greater Missouri Operations Company (“GMO”),
6 now known as Evergy West discontinue the Allconnect program with Missouri customers.”

7 Q. Can you explain what Allconnect is and why this concerns Missouri customers?

8 A. Allconnect is a company that assists customers with setting up phone, cable and
9 internet service. Evergy Metro and Evergy West previously partnered with Allconnect for its
10 Missouri customers and a CSR would inform a customer that in order to complete their order
11 to get electrical service, they would be transferred to Allconnect to get their conformation
12 number. Even though the CSR had the confirmation number, the call with the customer’s
13 information would then be transferred to Allconnect and an Allconnect representative would
14 give them their confirmation number and proceed to attempt to sell the customer on other
15 services.

16 Staff filed a complaint case against Evergy Metro and Evergy West,
17 Case No. EC-2015-0309, alleging Evergy Metro and Evergy West were
18 violating 4 CSR 240-20.015(2)(C) by transferring customer information without customer
19 consent. In the Report and Order in that case, the Commission ordered that the company cease
20 violating Commission Rule 4 240-20.015(2)(C) and that if Evergy Metro and Evergy West wish
21 to continue their contract with Allconnect, they had to use a Commission approved script.
22 Evergy Metro and Evergy West continued their contract with Allconnect and a Commission
23 approved script became effective on May 27, 2016.

1 On December 13, 2016, the Office of the Public Counsel (“OPC”), filed a complaint
2 (Case No. EC-2017-0175) alleging Evergy Metro and Evergy West were not in compliance
3 with Commission orders in Case No. EC-2015-0309. In a Commission approved Stipulation
4 and Agreement in Case No. EC-2017-0175, Evergy Metro and Evergy West agreed to
5 discontinue the Allconnect program with Missouri customers. In addition, Evergy Metro and
6 Evergy West agreed to advise Staff and OPC 60 days in advance of resuming the
7 Allconnect program if they chose to resume.

8 In reviewing the Voice of the Customer survey responses, one customer stated that
9 “Allconnect was a waste of time”. This was not a Missouri customer but it raises concerns on
10 how Evergy plans to comply with this Commission order when universal customer service is
11 created. Again, Staff recommends Evergy share its plan with Staff on how they intend to
12 manage Commission compliance and its overall implementation of universal customer service.

13 Q. Does Staff have any other recommendations concerning universal
14 customer service?

15 A. Yes. Evergy stated that universal work for their Evergy contact centers is a
16 negotiated item with its union leadership and therefore does not have a set timeline.¹³ Staff
17 would like to know if and when the universal call center is implemented and be provided
18 updates in Evergy’s quarterly meeting with Staff.

19 Q. Does this conclude your direct testimony?

20 A. Yes it does.

¹³ Case ER-2022-0129, Staff Data Request No. 0301.

BEFORE THE PUBLIC SERVICE COMMISSION

OF THE STATE OF MISSOURI

In the Matter of Evergy Metro, Inc. d/b/a Evergy)
Missouri Metro's Request for Authority to) Case No. ER-2022-0129
Implement a General Rate Increase for Electric)
Service)

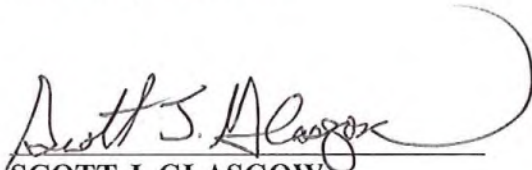
In the Matter of Evergy Missouri West, Inc.)
d/b/a Evergy Missouri West's Request for) Case No. ER-2022-0130
Authority to Implement a General Rate)
Increase for Electric Service)

AFFIDAVIT OF SCOTT J. GLASGOW

STATE OF MISSOURI)
) ss.
COUNTY OF COLE)

COMES NOW SCOTT J. GLASGOW and on his oath declares that he is of sound mind and lawful age; that he contributed to the foregoing *Direct Testimony of Scott J. Glasgow*; and that the same is true and correct according to his best knowledge and belief.


Further the Affiant sayeth not.


SCOTT J. GLASGOW

JURAT

Subscribed and sworn before me, a duly constituted and authorized Notary Public, in and for the County of Cole, State of Missouri, at my office in Jefferson City, on this 7th day of June 2022.

D. SUZIE MANKIN
Notary Public - Notary Seal
State of Missouri
Commissioned for Cole County
My Commission Expires: April 04, 2025
Commission Number: 12412070


Notary Public

Scott J. Glasgow

Case Participation

The following is a listing of cases before the Commission in which I provided testimony, Staff recommendation or significant analysis:

Date Filed in EFIS	Case Number	Company Name – Type of Case	Contribution
1/24/2022	GR-2021-0320	The Empire District Gas Company – Rate Case	Direct
12/20/2021 And 10/29/2021	ER-2021-0312	The Empire District Electric Company – Rate Case	Rebuttal and Staff Report - Cost of Service
12/2/2021	WO-2021-0428	Missouri American Water Company - Petition of Missouri-American Water Company for Approval to Establish a Water and Sewer Infrastructure Rate Adjustment ("WSIRA")	Staff Recommendation
10/1/2021	WA-2021-0376	Missouri American Water Company - Certificate of Convenience and Necessity	Staff Recommendation
9/14/2021	WM-2021-0412 SM-2021-0413	Hillcrest Utility Operating Company, Inc., Indian Hills Utility Operating Company, Inc. Elm Hills Utility Operating Company, Inc., Confluence Rivers Utility Operating Company, Inc., Osage Utility Operating Company, Inc. – Merger	Staff Recommendation
7/15/2021	GC-2021-0395	Empire District Gas Company – Formal Complaint	Staff Report
06/17/2021	WC-2021-0251	Missouri American Water Company – Formal Complaint	Staff Report
4/30/2021	AO-2021-0264	Cause of the February 2021 Cold Weather Event and its Impact on Investor Owned Utilities	Staff Report
4/16/2021	WA-2020-0397	Liberty Utilities - Certificate of Convenience and Necessity	Staff Memorandum
11/24/2020	WR-2020-0344	Missouri American Water Company – Rate Case	Staff Report
9/9/2020	WR-2020-0275	Elm Hills Utility Operating Company, Inc. – Rate Case	Nonunanimous Disposition Agreement

Date Filed in EFIS	Case Number	Company Name – Type of Case	Contribution
8/20/2020	WC-2020-0407	Missouri American Water Company – Formal Complaint	Staff Report
8/4/2020	WR-2020-0264	Raytown Water Company – Rate Case	Unanimous Disposition Agreement
4/20/2020	GC-2020-0201	Spire Missouri Inc., d/b/a Spire – Formal Complaint	Staff Report
3/26/2020	WC-2020-0194	Missouri American Water Company – Formal Complaint	Staff Report
3/17/2020	SM-2020-0146	Elm Hills Utility Operations Company / Central Rivers Wastewater Utilities – Acquisition	Staff Recommendation
2/10/2020	WR-2020-0053	Confluence Rivers Utility Company – Rate Case	Unanimous Agreement Regarding Disposition
9/4/2019	WA-2019-0185	Osage Utility Operating Company, Inc. – Acquisition	Surrebuttal
6/10/2019	WA-2019-0036	Liberty Utilities / Franklin County Water Company - Acquisition	Staff Report and Recommendation
5/31/2019	WA-2019-0299	Confluence Rivers Utility Operating Company - Acquisition	Staff Memorandum
5/17/2018	GC-2018-0159	Spire Missouri – Formal Complaint	Staff Report
1/22/2018	WM-2018-0104	Missouri-American Water / Spokane Highlands - Acquisition	Staff Recommendation
12/28/2017	WC-2018-0124	Missouri-American Water – Formal Complaint	Staff Recommendation
11/30/2017	EO-2015-0055	Ameren Missouri's 2nd Filing to Implement Regulatory Changes in Furtherance of Energy Efficiency as Allowed by MEEIA - Flex Pay Application Filed 11/30/2017	Case Coordinator
11/9/2017	SA-2018-0068	Missouri-American Water - Certificate of Convenience and Necessity	Staff Recommendation
9/5/2017	SA-2018-0019	Missouri-American Water - Certificate of Convenience and Necessity	Staff Recommendation

Date Filed in EFIS	Case Number	Company Name – Type of Case	Contribution
7/5/2017	WR-2017-0110 and SR-2017-0109	Terre Du lac Utilities – Rate Case	Stipulation and Agreement
3/31/2017	WO-2017-0012	Missouri-American Water - Investigation	Staff Memorandum
3/17/2017	WO-2017-0191	Missouri-American Water / Audrain Public Water District No. 1 - Territorial Agreement	Staff Recommendation
3/13/2017	WA-2017-0181 and SA-2017-0182	Missouri-American Water - Certificate of Convenience and Necessity	Staff Recommendation
5/6/2016	WR-2016-0109 and SR-2016-0110	Roy-L Utilities – Rate Case	Disposition
2/22/2016	WM-2016-0169	Missouri-American Water / Woodland Manor - Acquisition	Staff Recommendation
1/29/2016	EC-2015-0309	Kansas City Power & Light Company / KCP&L Greater Missouri Operations Company -- Formal Complaint	Surrebuttal
12/31/2015	WC-2016-0113	Missouri-American Water – Formal Complaint	Staff Memorandum
1/29/2015	EC-2015-0093	KCP&L Greater Missouri Operations – Formal Complaint	Staff Recommendation
6/27/2014	EC-2014-0334	Empire District Electric Company – Formal Complaint	Staff Recommendation
4/18/2013	TC-2012-0394	CenturyLink (Embarq Missouri) – Formal Complaint	Staff Memorandum
11/12/2012	CA-2013-0271	New Horizons Communications Corp. - Application for Certificate	Staff Recommendation