

Exhibit No.:
Issue: Contact Center Operations
Witness: Jean A. Trueit
Type of Exhibit: Rebuttal Testimony
Sponsoring Party: Kansas City Power & Light Company
KCP&L Greater Missouri Operations Company
Case No.: EC-2015-0309
Date Testimony Prepared: November 19, 2015

MISSOURI PUBLIC SERVICE COMMISSION

CASE NO.: EC-2015-0309

REBUTTAL TESTIMONY

OF

JEAN A. TRUEIT

ON BEHALF OF

**KANSAS CITY POWER & LIGHT COMPANY
KCP&L GREATER MISSOURI OPERATIONS COMPANY**

**Kansas City, Missouri
November 2015**

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REBUTTAL TESTIMONY

OF

JEAN A. TRUEIT

Case No. EC-2015-0309

1 **Q: Please state your name and business address.**

2 A: My name is Jean A. Trueit. My business address is 1200 Main, Kansas City, Missouri
3 64105.

4 **Q: By whom and in what capacity are you employed?**

5 A: I am employed by Kansas City Power & Light Company (“KCP&L”) as Director –
6 Customer Care Center.

7 **Q: On whose behalf are you testifying?**

8 A: I am testifying on behalf of KCP&L and KCP&L Greater Missouri Operations Company
9 (“GMO”) (collectively, the “Company”).

10 **Q: What are your responsibilities?**

11 A: As the director of the Company’s contact center I am responsible for the people, training,
12 quality performance, processes, and technology deployment serving the Company’s
13 customers. The contact center manages customer interactions over multiple channels. I
14 am responsible for the design and implementation of effective and efficient response
15 plans for daily needs as well as establishing the strategic direction that incorporates future
16 business models. I am also responsible for developing and sustaining an environment
17 where the highest levels of employee engagement can exist.

1 **Q: Please describe your education, experience and employment history.**

2 A: I began my employment with the Company at Aquila, Inc. (“Aquila”) and for more than
3 sixteen years I have served the Company in a variety of managerial roles, including but
4 not limited to Payment Remittance, Credit & Collections, Billing, Delivery Project
5 Management, and Delivery Benchmarking. During the previous eight years I fulfilled
6 managerial roles for SallieMae (Student Loan Marketing Association), including Asset
7 Recovery, Loan Origination, Department of Education reporting, and Account
8 Reconciliation. I have completed some college courses.

9 **Q: Have you previously testified in a proceeding before the Missouri Public Service**
10 **Commission (“Commission” or “MPSC”) or before any other utility regulatory**
11 **agency?**

12 A: No.

13 **Q: What is the purpose of your testimony?**

14 A: In response to the direct testimony of Commission Staff witnesses Lisa Kremer and
15 Chuck Hyneman, I will discuss the Company’s contact center operations generally, how
16 the Company’s contact center relationship with Allconnect, Inc. (“Allconnect”) is
17 beneficial for both the Company’s customers and the Company itself from a customer
18 service perspective, and specific information related to the quality of customer service
19 provided by the Company.

20 **The Company’s Contact Center Operations**

21 **Q: Please describe the Company’s contact center operations.**

22 A: The Company’s contact center is organized with a workforce up to 140 which includes
23 bargaining unit, contracted labor, and management employees. See the contact center

1 organization chart attached as Schedule JAT-1. The contact center operates 24 hours per
2 day, 7 days a week, and 365 days per year and manages customer interactions over
3 multiple channels, including: phone, web, interactive voice response (IVR), and written
4 correspondence. Key performance metrics include: Gross Calls, Agent Calls, Service
5 Level (the percentage of calls answered within 20 seconds), Abandon Rate, Blocked
6 Calls, and Average Speed of Answer (ASA). See Schedule JAT-2 for a summary of
7 these statistics over the period 2010 through October 2015. Since the acquisition of
8 Aquila (now GMO), the Company has met quarterly with the MPSC Staff to review
9 customer service performance. In addition, we prepare and render monthly, quarterly,
10 and annual regulatory compliance reporting for the Delivery division (which
11 encompasses a variety of operational functions, including transmission, distribution,
12 customer service and the contact center), preparation of responses for Delivery data
13 requests related to rate cases and other regulatory inquiries.

14 **The Relationship of the Company's Contact Center with Allconnect**

15 **Q: Please describe the contact center's relationship with Allconnect.**

16 **A:** Contact center operations partnered with Allconnect to execute on the Company's
17 ongoing strategy for improving customer satisfaction. Prior to implementation, contact
18 center personnel completed reference calls with peer utilities, conducted employee focus
19 groups, and traveled to an Allconnect contact center site. Leading up to implementation,
20 classroom training sessions were conducted to ensure program awareness and process
21 understanding for contact center customer service representatives ("CSRs"). As part of
22 the ongoing business partnership, representatives from Allconnect and Company contact
23 center hold bi-weekly conference calls, quarterly business review meetings, and have

1 implemented an annual onsite business review. Additionally, Allconnect offers an annual
2 Utility Partner Summit that allows Company representatives to have best practice
3 discussions with peer utility partners and to learn about Allconnects' innovation,
4 technology, and customer experience initiatives.

5 **Q: What kinds of calls are transferred to Allconnect?**

6 A: Eligible Residential Start and/or Transfer of service calls are transferred to Allconnect.
7 Commercial, Landlord and Property Management accounts are deemed ineligible for
8 Allconnect services. During a Turn On or Transfer order, the customer information
9 system determines whether or not a customer is eligible by their rate code and the
10 existence of an Account Group code (landlords/property managers) or landlord revert
11 contract. Approximately 70% of all residential Turn On and Transfer orders are
12 determined to be eligible by the system. Of the eligible orders, approximately 23% are
13 further determined ineligible by the CSR. Reasons a CSR may determine that an account
14 is ineligible include: completing a Turn On Error Correction, identifying a Landlord or
15 Management Company, customer received Callback Message (Credit & Collection Start
16 Service, Positive Id Process and/or Revenue Management, Fraud/Diversion Process, and
17 Other (for example, Customer refusal). Year-to-date through October 2015, 6.4% of the
18 Company's gross agent calls have been transferred to Allconnect.

19 **Q: Describe the manner in which customers are transferred to Allconnect?**

20 A: After the CSR submits the customer's order, the CSR advises the customer that the call
21 will be transferred to Allconnect. The CSR explains to the customer that Allconnect will
22 verify the order, provide the order confirmation number as well as offer additional home
23 services such as home phone, internet, cable/satellite or home security. At times the

1 customer has general questions about the services. The CSR addresses any questions the
2 caller might have. Then the CSR asks the customer if there is anything else they can
3 assist with. If the customer has no further questions, the CSR will transfer the customer
4 phone call to Allconnect via a pre-programmed number. Some customers will advise
5 they are not interested in additional services. In this instance, the CSR will provide the
6 customer the order confirmation number and close the call. If the customer indicates they
7 do not have time to transfer but are interested in other services, the CSR will provide the
8 customer the order confirmation number and the Allconnect contact information for their
9 future use.

10 **Q: When a call is transferred to Allconnect, how does Allconnect handle the call?**

11 A: The Allconnect agent verifies account information for the regulated business including
12 customer name, service address, start date of service, and provides order confirmation
13 number. Once verification is complete, Allconnect offers its additional services.

14 **Q: When a call is transferred to Allconnect, does the Company provide customer-**
15 **specific information to Allconnect?**

16 A: Yes, the customer specific information provided is customer name, service address, start
17 date of service, account number, and confirmation number. This information is
18 transferred to facilitate the verification process.

19 **Q: After the Company provides customer-specific information to Allconnect, does the**
20 **Company retain the information for its own use?**

21 A: Yes, the customer specific information provided to Allconnect is retained by the
22 Company in its customer information system. If as a result of the verification process the
23 Allconnect agent finds that account information needs to be corrected, that information is

1 provided to the Company and any necessary correction is made in the customer
2 information system. Year to date October 2015, there have been 279 corrections made
3 for 80,741 (or 0.345%) customer accounts transferred to Allconnect.

4 **Q: If a customer whose call is transferred to Allconnect agrees to do business with**
5 **Allconnect, how does Allconnect make use of the customer-specific information**
6 **provided by the Company?**

7 A: Allconnect utilizes customer-specific information to determine customer eligibility for
8 available services.

9 **Q: If a customer whose call is transferred to Allconnect declines to do business with**
10 **Allconnect, how does Allconnect make use of the customer-specific information**
11 **provided by the Company?**

12 A: Other than providing the customer their confirmation number, Allconnect does not utilize
13 the customer-specific information.

14 **Q: Please describe how a customer complaint related to Allconnect is handled?**

15 A: When a customer calls the Company about a poor experience related to Allconnect,
16 Contact Center personnel collect pertinent information to review and determine the
17 nature of the complaint. If it is determined that the concern is related to Company
18 actions, a member of the Company Contact Center management team will resolve the
19 complaint with the customer in a timely fashion. If it is determined that the concern is
20 related to Allconnect actions, the Company notifies Allconnect within one business day.
21 An Allconnect resolution specialist contacts the customer within two business days.
22 Allconnect provides summary of the complaint resolution to the Company outlining their

findings, and Allconnect uses a secured shared site to provide the Company a call recording of all customer interactions resulting in a complaint.

Q: Does the Company have employees who handle customer complaints?

A: Yes, the Company has an adequate number of employees in the customer care center and customer relations that handle customer inquiries, service requests, safety concerns and complaints. As discussed above, the Company also makes use of Allconnect personnel to handle Allconnect-related complaints.

Response to Specific Staff Allegations Regarding Customer Service

Q: Staff witness Kremer alleges (on page 7 of her direct testimony) that customers whose calls are transferred to Allconnect suffer detriment because the Company has exposed those customers to unregulated sales solicitations they did not request or pursue. How do you respond?

A: Before customers are transferred to Allconnect the Company CSR advises them that Allconnect will be able to assist with additional services for their home. From this statement the customer is made aware that Allconnect will provide them with sales options. If they do not wish to be transferred they are able to advise the CSR of this. The Company CSR does not force a customer to be transferred to Allconnect.

Q: Staff witness Kremer alleges (on page 7 of her direct testimony) that customers whose calls are transferred to Allconnect suffer detriment because the Company withholds service order confirmation numbers until the call is transferred and Allconnect can provide them. How do you respond?

A: The Company does not withhold service order confirmation numbers. Before customers are transferred to Allconnect, Company CSRs advise the customers that they will be

1 transferred to Allconnect to confirm their order and to set up or transfer other services for
2 their home such as home phone, internet, cable and satellite TV and home security. At
3 that time, if the customer advises the CSR that they do not want to be transferred, the
4 CSR is trained to provide the customer their order confirmation number. At no time is
5 the order confirmation number withheld from the customer. Should the customer be
6 transferred to Allconnect and the customer is not interested in additional services, the
7 customer is able to obtain their confirmation number from Allconnect.

8 **Q: Staff witness Kremer alleges (on page 8 of her direct testimony) that customers**
9 **whose calls are transferred to Allconnect suffer detriment because the Company**
10 **relinquishes critical utility control over the treatment of its customers once the calls**
11 **are transferred to Allconnect. How do you respond?**

12 A: Customers whose calls are transferred to Allconnect do not “suffer detriment” because
13 the Company relinquishes control over the treatment of its customers once the calls are
14 transferred to Allconnect. Allconnect, as a normal part of its business procedure, has a
15 robust Quality Assurance program in place to provide frequent feedback and training to
16 its staff. The escalation rate YTD through October 2015 is 0.02%. A decrease of 77%
17 from YE 2013 can be seen in Schedule JAT-3. This indicates the feedback and coaching
18 the Allconnect staff undertakes in response to escalated calls is beneficial to the
19 Company’s customers. Knowing that Allconnect has a strong Quality Assurance
20 program helps to assure the Company’s management team that its customers are
21 receiving quality customer service when their calls are transferred to Allconnect.

22 It is my understanding that there has not been one Commission Complaint since
23 the relationship with Allconnect began in 2013. Additionally, the Company regularly

1 surveys its customers regarding their interaction with the contact center through a process
2 called the Voice of the Customer. With satisfying the customer a critical goal, in 2009
3 the Company began collecting feedback from customers who call the contact center.
4 This research is designed to help identify areas of strength and areas of opportunity to
5 improve customer satisfaction when calling the Company and the processes that directly
6 impact customers.

7 Profile Marketing Research, a Radius Company (PMR-Radius) understands the
8 importance of this study in terms of timeliness, accuracy and insightfulness of the
9 analysis. PMR-Radius is the vendor of record for the study since the outset. The primary
10 objectives of this research are to: Measure customer satisfaction with contact center
11 interactions; and Identify quality of service improvement priorities with the goal of
12 increasing customer satisfaction and loyalty.

13 The research approach and specifics of methodology include:

- 14 • Telephone survey among residential customers who have recently called
15 KCP&L
- 16 • Continuous interviewing, through all four quarters of a given year
- 17 • A total of 300 interviews completed quarterly (n=1,200 annually)

18 This research has been ongoing since inception. Per the October 2015 Voice of the
19 Customer Survey, 49% of the customers surveyed stated that Allconnect positively
20 impacted their opinion of KCP&L overall, with 39% stating it did not impact their
21 opinion of KCP&L overall. See Schedule JAT-4.

22 **Q: Staff witness Kremer alleges (on pages 8 and 20-22 of her direct testimony) that**
23 **customers whose calls are transferred to Allconnect suffer detriment because the**
24 **transfer adds significant length to the customer calls. How do you respond?**

1 A: Although the calls can be longer I do not believe this is to the customer's detriment.
2 Customers who are in need of additional services may find this call to be longer than they
3 originally anticipated, but the overall process of obtaining the additional services using
4 Allconnect is actually shorter. This unexpected convenience provides a one stop
5 opportunity for the customer to connect and/or transfer other necessary home services at
6 potentially discounted rates. Therefore, these customers have the opportunity to benefit
7 from a slightly longer call and do not "suffer detriment".

8 For those customers transferred to Allconnect who may not need additional
9 services, the call is a little longer; however, per feedback received through the Company
10 Voice of Customer survey questions regarding Start/Transfer Service; it is not to the
11 detriment of the customer. See Schedule JAT-5.

12 **Q: Staff witness Kremer alleges (on pages 8 and 25 of her direct testimony) that**
13 **customers whose calls are transferred to Allconnect suffer detriment because they**
14 **are required to verify again, with an Allconnect representative, the data they earlier**
15 **provided to the Company's customer service representative. How do you respond?**

16 A: Customers do not suffer detriment by reaffirming certain customer specific information
17 during the Allconnect verification process. Instead, customers receive the benefit of
18 order accuracy confirmation and therefore do not suffer detriment due to reaffirming
19 certain customer-specific information. Allconnect is using customer-specific information
20 to provide order confirmation. The Company CSRs gather and verify customer
21 information as part of the identification process necessary to confirm the identity of the
22 person with whom the CSR is speaking. Some of this information is duplicative;
23 however, it is necessary to verify accuracy of the customer's order. If Allconnect

1 personnel did not perform this function, it would have to be fulfilled in some other way,
2 likely through additional work by Company employees for an additional cost. Allconnect
3 is not charging KCP&L for performing this verification work. As a consequence,
4 terminating the Allconnect relationship would increase customer costs.

5 **Q: Staff witness Kremer alleges (on page 8 of her direct testimony) that customers**
6 **whose calls are transferred to Allconnect suffer detriment because Allconnect does**
7 **not provide a complete list of service providers? How do you respond?**

8 A: Allconnect offers a variety of providers to its customers and, I understand, regularly
9 solicit and contracts with additional providers. I do not believe it is detrimental for
10 callers to hear what service providers are available and their respective offers. But if any
11 customer prefers a different service provider, the customer can decline and end the call.

12 **Q: Staff witness Kremer alleges (on pages 8-9 of her direct testimony) that customers**
13 **whose calls are transferred to Allconnect suffer detriment because the transfers**
14 **require them to assume a “buyer beware” for services they did not seek. How do**
15 **you respond?**

16 A: Customers are not placed in a “buyer beware” position for services they did not seek, and
17 therefore do not “suffer detriment”. The CSR advises the customer that the call will be
18 transferred to Allconnect who can assist with additional services. This statement
19 provides customer awareness that additional services will be offered. As stated
20 previously, the customer can request his or her confirmation number and decline transfer
21 to Allconnect. Customers are not “automatically” transferred to Allconnect.

1 **Q: Staff witness Kremer alleges (on pages 9 and 22-25 of her direct testimony) that**
2 **customers whose calls are transferred to Allconnect suffer detriment because the**
3 **Company “misleadingly” bases its business relationship with Allconnect on a desire**
4 **for increased customer satisfaction. How do you respond?**

5 **A:** The Company does not “misleadingly” base its business relationship with Allconnect on
6 a desire for increased customer satisfaction. The Company does base its business
7 relationship with Allconnect on a genuine desire for increased customer satisfaction. The
8 Company’s Voice of Customer survey information has consistently demonstrated
9 positive customer response to the Allconnect relationship. In addition, an Independent
10 Marketing survey was conducted (Q4 2013-Q3 2014) to assess customer impressions of
11 the opportunity to purchase additional home services and to further evaluate Company
12 processes as they relate to starting service. This study was performed by Profile
13 Marketing Research (PMR-Radius) and was administered by the Company’s Marketing
14 group. The results of the Independent Marketing Survey (See Schedule JAT-6) closely
15 align with the Contact Center’s Voice of Customer survey (See Schedule JAT-5) further
16 confirming customers’ positive impression of the Company’s process of starting service
17 as being easy, smooth, and completed in a timely fashion. The study also indicates strong
18 overall satisfaction with the Allconnect Customer Representative.

19 Other customer satisfaction survey information demonstrates this as well, as
20 discussed in the rebuttal testimony of Dwight Scruggs. Customers are permitted to enter
21 free form comments to accompany scoring. Overall the positive responses customers
22 gave on the October 2015, Allconnect Tracking Study (Verbatims) fall into the following
23 categories:

- 1 1. Timeliness/Ease of Transfer
- 2 2. Friendly/Courteous/Professional
- 3 3. Knowledgeable/Very informative
- 4 4. Saved the Customer Money

5 Examples include: “Two in one shopping trip”, “I was thinking about signing up for
6 Time Warner internet anyway, so happy to have it all done in one call. Plus I got a better
7 deal than I was expecting from another website”, “The rep was amazing didn’t try to push
8 me to do anything I didn’t want to do and he was very generous and made sure to ask
9 questions to make sure I was satisfied great service”, “Didn’t take long and when I didn’t
10 want any other offers at that time – he didn’t push”. See Schedule JAT-7

11 **Q: Does that conclude your rebuttal testimony?**

12 **A:** Yes, it does.

Staff of the Missouri Public Service Commission)
)
Complainant,)
)
v.)
)
Kansas City Power & Light Company)
)
And)
)
KCP&L Greater Missouri Operations Company)
)
Respondents.)

V.

And

Respondents.

STATE OF MISSOURI)
) ss
COUNTY OF JACKSON)

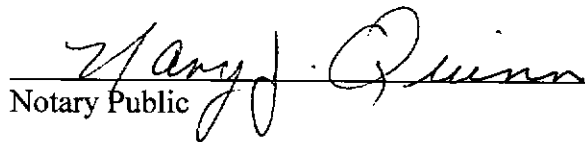
3. I have knowledge of the matters set forth therein. I hereby swear and affirm that
my answers contained in the attached testimony to the questions therein propounded, including

any attachments thereto, are true and accurate to the best of my knowledge, information and belief.



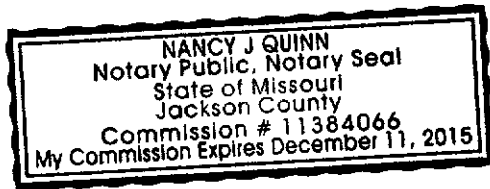
Jean A. Trueit

Subscribed and sworn before me this 18th day of November, 2015.

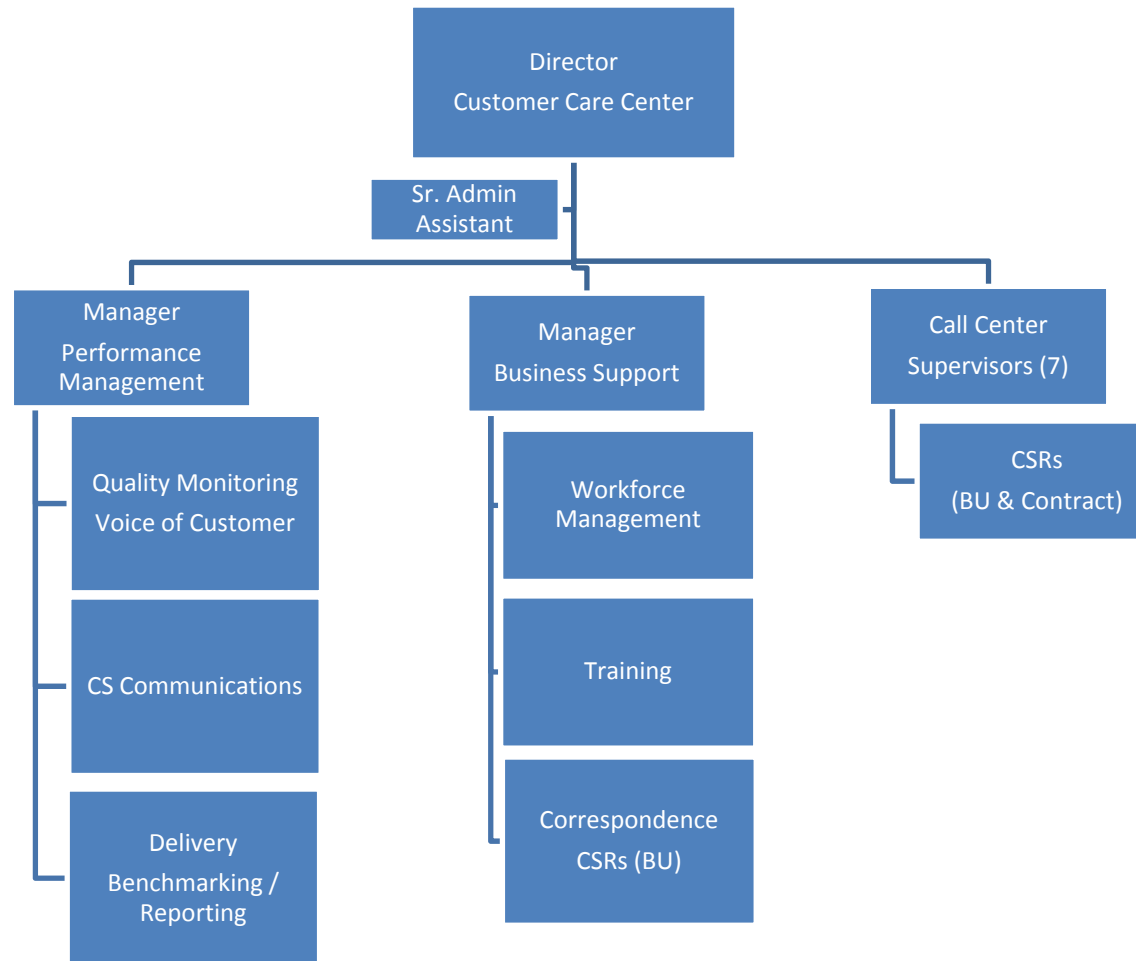


Notary Public

My commission expires: December 11, 2015



Customer Care Center



Schedule JAT - 2

KCP&L Contact Center Metrics

Yearly	Gross Calls	Agent Calls	Service Level % calls answered in 20 secs	Abandons	Blocked Calls	ASA Average Speed Answered
2010	3,360,937	1,778,608	71%	4.2%	0.7%	45
2011	3,923,668	1,816,998	74%	4.3%	0.9%	42
2012	3,670,072	1,789,378	69%	4.6%	1.0%	46
2013	3,670,809	1,746,733	69%	4.1%	0.7%	45
2014	3,587,282	1,690,340	72%	3.5%	0.6%	37
2015*	3,062,761	1,376,369	77%	3.2%	1.1%**	30

*2015 performance through October

*2015 Blocked Calls drivers: Jan 1, 2015 damaged telecom fiber & June 26, 2015 Storm Activity

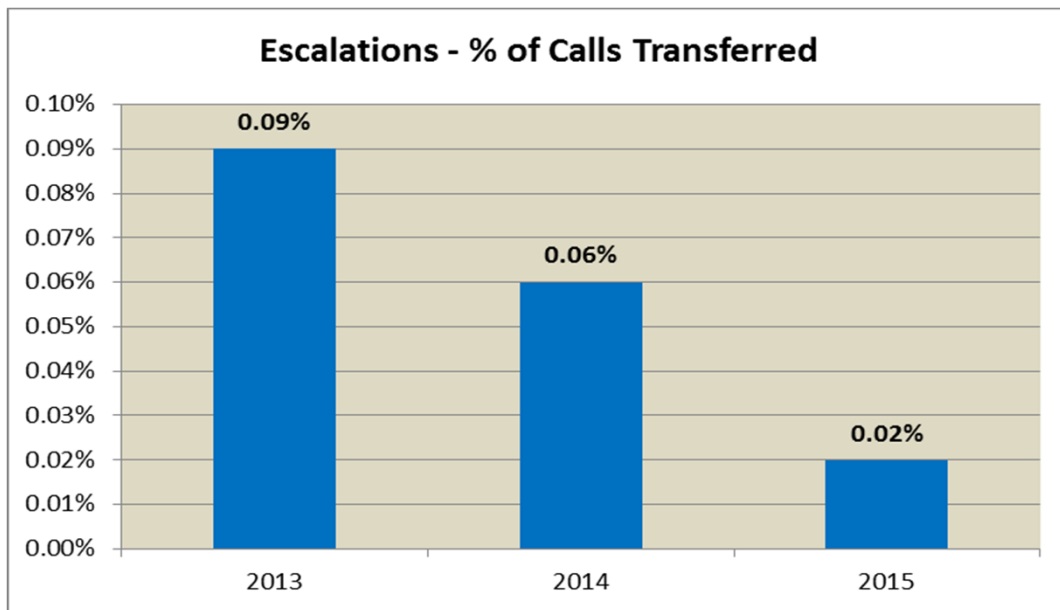
Schedule JAT - 3

Allconnect Escalation Trending

	2013*	2014	2015**
Total Transfers To Allconnect	50,960	96,012	80,741
Escalations of Ton Calls transferred	45	58	15
Escalations % to calls transferred	0.09%	0.06%	0.02%

*2013 implementation June 18

*2015 reflects YTD through October

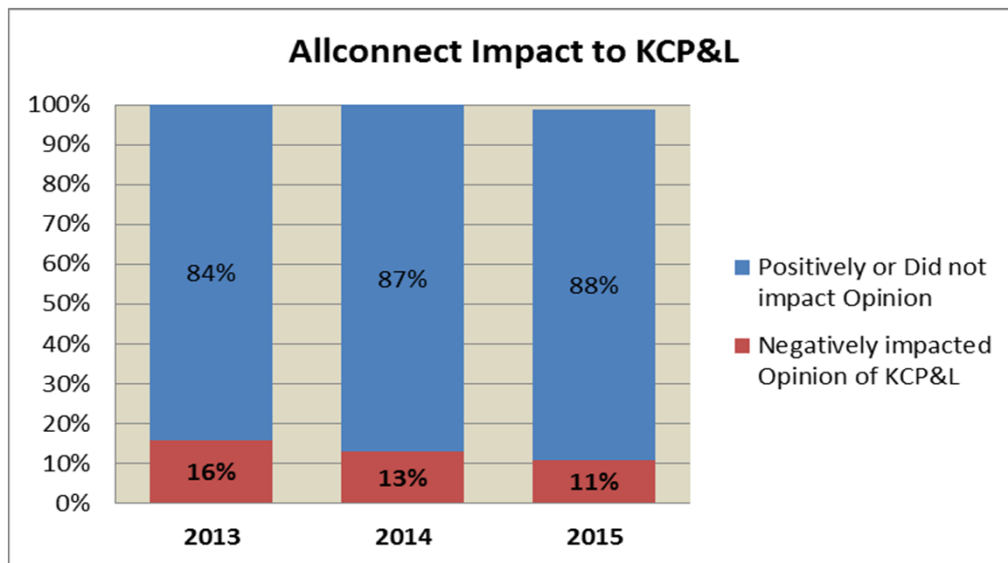


KCP&L Contact Center Voice of Customer Survey: Allconnect Impact

And, in terms of starting your service with KCP&L, would you say your experience with the Allconnect agent... (among those who spoke with an Allconnect agent)	2013*	2014	2015**
Positively impacted your opinion of KCP&L overall	51%	43%	49%
Did not impact your opinion of KPC&L	33%	44%	39%
Negatively impacted your opinion of KCP&L overall	16%	13%	11%

*2013 implementation in July

**2015 reflects YTD through October

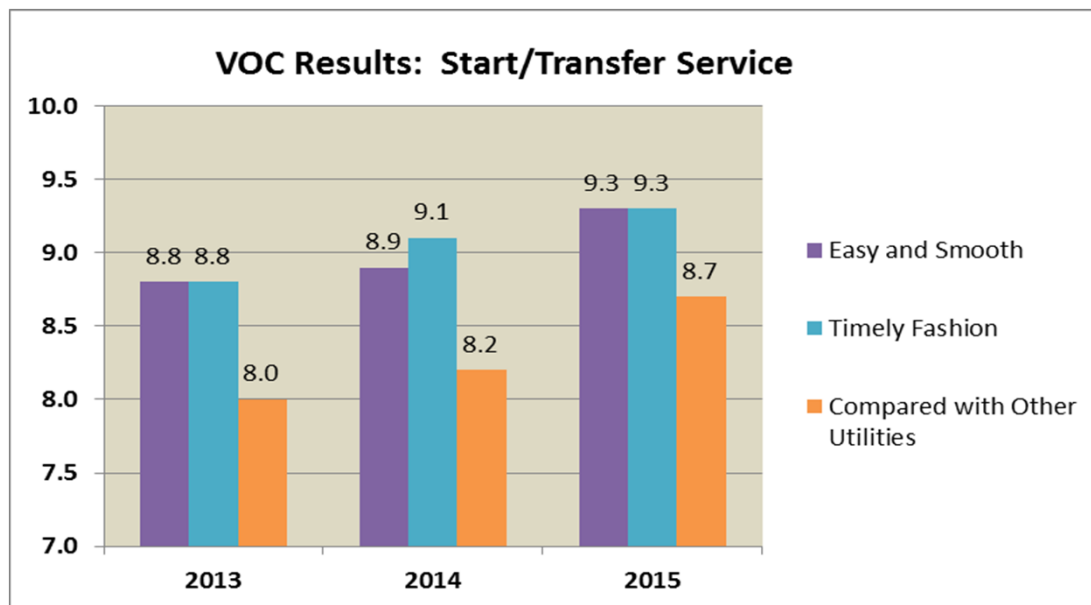


SCHEDULE JAT- 5

KCP&L Contact Center Voice of Customer Survey Response
Start/Transfer Service Questions

	2013 n=180	2014 n=235	2015* n=197
Average rating - process of starting/transferring service in terms of being easy and smooth (among those who called to start or transfer service)	8.8	8.9	9.3
Average rating - process of starting/transferring service in terms of being completed in a timely fashion (among those who called to start or transfer service)	8.8	9.1	9.3
Average rating - KCPL's start-up/transfer process compared with other utility companies (among those who called to start or transfer service)	8.0	8.2	8.7

*2015 reflects YTD through October



KCP&L Independent Allconnect Marketing Survey

<i>Impact on KCP&L Perception After Opportunity to Purchase Additional Home Services</i>	<i>Q4/13 - Q3/14</i>
Greatly and Somewhat Improved	42.7%
No change in opinion of KCP&L	35.8%
Somewhat and Greatly Decreased	17.7%
Rating on Process of Starting Service with KCP&L - Being Easy & Smooth	8.9
Rating on Process of Starting Service with KCP&L - Being Completed in a Timely Fashion	8.8
Overall Satisfaction with Allconnect Customer Representative	8.1

*n = 1602

Allconnect Tracking Study Verbatims**October-2015**

Was easy talking to rep, they explained everything I needed to know in detail
Was able to set me up with transfer my service as well as set me up with my cable and internet. That was
Very polite and helpful
Very personable and able to meet my needs.
Very knowledgeable and made the experience quick, as I was on my lunch break.
Very knowledgeable. Very helpful and friendly
Very informative of services available.
Very helpful and fast service
very friendly and helpful
Very efficient and courteous staff
Two in one shopping trip
They were willing to listen to my needs and find the best solution.
They were very helpful and very customer friendly.
There was no pressure.
The representative was caring and knowledgeable.
The representative knew what I needed and wasn't pushy with things that I didn't need.
The rep was amazing didn't try to push me to do anything I didn't want to do and he was very generous and made sure to ask questions to make sure I was satisfied great service
The rep that I had helping me was very knowledgeable and really helped me make decisions I had no idea about.
She was extremely friendly and efficient.
The customer service agent offered a bundle package without me having to search or spend extra time seeking
The conversation with the customer support really went smooth. The customer support representative was really
very polite and patient to answer all the questions.
That I was able to take care of all the services that I needed in one place and I got a good deal on the services.
Tammy was very informative and she was able to walk me through everything in a short period of time.
She was very nice to speak with. She wasn't pushy and looked for the best deal that was right for me.
Really making the move easier by helping with setting up new services.
Quick, professional and no hassle
quick efficient friendly
quick and convenient
Knowledgeable & courteous
it was very detailed and they make the whole thing a breeze.
It was simple and the employee was friendly
It was an easy, no hassle experience.
I was thinking about signing up for Time Warner internet anyway, so happy to have it all done in one call. Plus I got a better deal than I was expecting from another website.
I didn't have to call a bunch of companies to switch my services
Great service rep; kind; explained everything
Fast, great customer service, all my questions were answered fully and the agent made sure I clearly understood everything before letting me get off the phone.
Everyone was VERY helpful and Friendly
efficient, got me taken care of without any fuss
Easy, quick call, polite representative, knew his stuff
Didn't take long & when I didn't want any other offers at that time - he didn't push
Customer service employee was very friendly and accommodating