

**STATE OF MISSOURI
PUBLIC SERVICE COMMISSION**

At a session of the Public Service
Commission held at its office in
Jefferson City on the 24th day
of June, 2015.

In the Matter of the Staff Investigation into the
Adequacy of the Call Centers Serving
Missouri American Water Company

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File No. WO-2014-0362

**ORDER DIRECTING MISSOURI-AMERICAN TO RESPOND
TO STAFF'S FINAL REPORT**

Issue Date: June 24, 2015

Effective Date: June 24, 2015

This file was opened in June 2014 to facilitate Staff's investigation of the adequacy of the customer service call centers operated by Missouri-American Water Company. Staff investigated concerns about a number of complaints it has received from customers about the courtesy and knowledge of call center personnel, and filed its final report about that investigation on June 15, 2015.

Staff's Final Report makes the following recommendations for action to be taken by Missouri-American to address problems identified by Staff:

- A. Ensure that Customer Service Representatives are sufficiently trained to respond in a timely manner to all customer inquiries, including those regarding customer billing statements, service territories served, and other inquiries. Evaluate training materials periodically. Evaluate the manner in which Call Center representatives are trained regarding issues such as billing calculations, wastewater usage calculations, and service territories. Make improvements when necessary.

- B. Implement methods to ensure that the Company's Call Escalation Policy is followed, and reviewed periodically, to ensure compliance for all Missouri calls.
- C. Perform a comprehensive operational audit of the American Water Works Company, Inc. Call Centers that serve Missouri-American customers. The audit should commence in calendar year 2016 and include, but not be limited to, operational areas such as: call quality control; adherence to Company Call Center policies and procedures; accurate and timely responses to customer inquiries, including those regarding billing; appropriate call escalation to supervisory personnel; verification of return calls to customers; accurate calculation of bills from multiple Missouri service territories with differing tariffs; and call center performance metrics.
- D. Design and implement a procedure to ensure all Missouri-American customers requesting a return or follow-up phone call from the Company's Call Center, including those requested from supervisory personnel, have their calls returned.
- E. Ensure that all Missouri-American customer calls to the Company's Call Center are documented with detail on the customer's account, including steps and Company commitments made to obtain resolution.
- F. Develop a system to monitor the types of inbound calls received at the Company's Call Center so the Company can identify critical customer reported trends and respond with corrective action if necessary.

- G. Evaluate the benefits of reducing the number of regulated utilities within American Water Works Company, Inc., in which Call Center representatives are required to be experts. Analyze the merits of specializing Call Center representatives into fewer states.
- H. Inform the Staff and the Office of the Public Counsel promptly when significant operational or service quality performance changes are planned or occur.
- I. Record one hundred percent of all customer calls between Call Center Representatives and Missouri-American customers. Archive recorded phone calls for a period of no less than 12 months, in a manner that they may be retrieved and reviewed by the Company, Staff, and Public Counsel.

Staff asks that Missouri-American be directed to respond to Staff's recommendations within thirty days. Staff also asks that Missouri-American's response include a plan for implementing Staff's recommendations.

The Commission will direct Missouri-American to respond as requested by Staff.

THE COMMISSION ORDERS THAT:

- 1. No later than July 24, 2015, Missouri American Water Company shall file a response to the nine recommendations offered by Staff as described in the body of this order.
- 2. Missouri-American Water Company's response shall include a plan for implementing Staff's recommendations as appropriate.

3. This order shall be effective when issued.



BY THE COMMISSION

A handwritten signature in black ink that reads "Morris L. Woodruff".

Morris L. Woodruff
Secretary

R. Kenney, Chm., Stoll, Hall, and Rupp, CC., concur;
W. Kenney, C., absent

Woodruff, Chief Regulatory Law Judge