



United States Postal Service®

**Response to Independent Validation of
USPS Service Performance
Measurement Audit Design**

Audit Compliance Response

FY2021 Quarter 3

August 30, 2021

Table of Contents

I.	Summary	3
II.	Mitigation Plan	3
	Measure 2: First Mile - Carrier sampling weekly compliance rates should consistently exceed 80 percent for most districts.	3
	Measure 11: Last Mile – Most districts should have a limited volume for which imputed results are used within the quarter.	3
	Measure 19: First Mile - Most response rates should exceed 80% at a district level.	4
	Measure 20: First Mile - Coverage ratios should meet acceptable thresholds at the 3-digit ZIP Code levels for districts with poor coverage.	4
	Measure 23: Processing Duration – At least 70% of the volume is measured for each product.	5
	Measure 25: Last Mile - Most response rates should exceed 80% at a district level.	6
	Measure 26: Last Mile - Coverage ratios should meet acceptable thresholds at the 3-digit ZIP Code levels for districts with poor coverage.	6

I. Summary

This report presents the Response of the United States Postal Service (USPS) to the Independent Validation of USPS Service Performance Measurement (SPM) Audit Design for Quarter 3 (Q3) of fiscal year 2021 (FY21).

II. Mitigation Plan

USPS has evaluated the results of the Independent Validation of USPS SPM Audit Design for FY21 Q3 and has formulated mitigation plans for the five measures that were partially achieved and the two measures that were not achieved. All other measures were achieved.

For FY21 Q3, several of the audit measures were impacted by the COVID-19 pandemic and related employee availability.

The subsequent sections describe, in further detail, the mitigation plans for measures 2, 11, 19, 20, 23, 25 and 26.

Measure 2: First Mile - Carrier sampling weekly compliance rates should consistently exceed 80 percent for most districts.

Quarter 3 Result: Partially Achieved.

Mitigation Plan:

Sampling Performance Measurement continues to be the focal point in driving First Mile performance. Informed Visibility (IV) is the tool utilized by Postmasters, Managers, and Supervisors to drive SPM performance. On this dashboard, users can identify opportunity employees, pull reports, and pinpoint scanning deficiencies requiring review. Weekly discussions continue with USPS postal leadership to enhance communication to drive compliance rates to consistently exceed 80 percent or better. In addition, a joint task force of management / union officials is working together to assist vital delivery units in improving performance to achieve optimal success moving into FY Q4.

Measure 11: Last Mile – Most districts should have a limited volume for which imputed results are used within the quarter.

Quarter 3 Result: Not Achieved.

Mitigation Plan:

Standard Operating Procedures and work instructions are shared and available to field management through the Informed Visibility and Delivery Operations websites. The

available tools include instructional videos on performing Last Mile sampling, service talks and posters. Instructions are also available on how to access training materials and compliance reports. These tools are designed to help ensure districts properly train all employees with sampling responsibilities. Increasing employee awareness of proper procedures will help reduce the use of imputed data.

Additionally, due to limited First-Class flats volume, fifty-four Districts required the use of imputation. USPS anticipates that this audit measure will remain difficult to achieve until volumes return.

Measure 19: First Mile - Most response rates should exceed 80% at a district level.

Quarter 3 Result: Partially Achieved

Mitigation Plan:

In FY21 Q3, USPS maintained regular collaboration with postal leaders on enhancing processes and training in preserving our mission for improving First Mile.

USPS continues to drive First Mile with data analysis via Informed Visibility to identify service areas and employees that may require training in sampling performance measurement. Standard work instructions are made available to the field on the IV dashboard. A team of management and union officials (joint task force) will remain in the field assisting delivery units with their SPM process to meet an acceptable compliance rate of 80 percent or better.

Measure 20: First Mile - Coverage ratios should meet acceptable thresholds at the 3-digit ZIP Code levels for districts with poor coverage.

Quarter 3 Result: Partially Achieved

Mitigation Plan:

With crucial focus on improving first mile performance, Informed Visibility is a tool often utilized in the field. This dashboard is used to help assist EAS employees to pinpoint areas of focus for improvement. USPS has completed training with field managers and supervisors in their delivery units. The Postal Service will continue weekly discussions with field management to ensure processes are explained down to the employee level.

Measure 23: Processing Duration – At least 70% of the volume is measured for each product.

Quarter 3 Result: Not Achieved

Mitigation Plan:

USPS continues to work towards increasing the volume of mail in measurement for each mail product. USPS has comprehensive efforts across Headquarters (HQ), Field Operations (Areas and Districts), and Mail Entry as follows:

- Collaboration between the HQ SPM team and Field Operations to reduce the amount of mail that falls out of measurement due to lack of Start-the-Clock events.
- Review of the business rules for each exclusion reason to reduce the percentage of mail being excluded.
- Development of resolutions for each exclusion reason to reduce the percentage of mail being excluded.
- Utilization of the automated service performance measurement exclusions dashboard in IV by the Area and District Field Operations to identify ways to reduce the volume of mail that is excluded from measurement.
- Continued collaboration between the HQ SPM team and the Mailer Technical Advisory Council workgroup to reduce volume excluded from service performance measurement. This workgroup is developing an external tool for the industry, so that mailers can have visibility on their mail that is being excluded and have the means to work with USPS to resolve identified issues causing the exclusions.

The characteristics and make-up of the High Density and Saturation Flats Destination Entry Two-Day product continue to present a challenge to the measure of its service performance because this product is non-Full-Service. USPS uses a different methodology to measure the service performance of this product because this is a non-Full-Service product. As part of this methodology, USPS measures only one major mailer for the High Density and Saturation Flats Destination Entry Two-Day product, which is the reason for less than 70% of volume in measurement.

The characteristics and make-up of Bound Printed Matter (BPM) flats mail continues to present a challenge when BPM is processed through flats sorter machines. When this occurs, the mail may be manually sorted to the 5-digit level and, therefore, lacks visibility because it was not scanned using mechanized equipment. To mitigate this issue, HQ continues to work with the Area coordinators to develop processes that will enable increased visibility for BPM when it is manually sorted.

Measure 25: Last Mile - Most response rates should exceed 80% at a district level.

Quarter 3 Result: Partially Achieved

Mitigation Plan:

In quarter 3, the USPS continued to measure Last Mile compliance rates and drive performance through SPM compliance. USPS created a Last Mile Dashboard to create a simple way to identify opportunities in both Last Mile Scores and Sampling Compliance. It allows the user to drill all the way to the employee level within a couple clicks of a button. USPS has used the Dashboard as a Daily Cadence to Drive the Performance down to the Craft Level. USPS identified “No Triggers” as a large opportunity in the organization. Most of our “No Triggers” in our Metro Areas are related to Scanner Setup. USPS has created a Standard Work Instruction on Scanner Setup and put an emphasis on correcting those outliers.

Measure 26: Last Mile - Coverage ratios should meet acceptable thresholds at the 3-digit ZIP Code levels for districts with poor coverage.

Quarter 3 Result: Partially Achieved

Mitigation Plan:

The Postal Service is still working with Major Metros through the Joint Task Force between Management and the Unions. USPS is making Last Mile a weekly discussion to ensure processes are explained down to the employee level. USPS has completed multiple trainings with our Last Mile Dashboard, referenced above. Efforts targeted vital 3-Digit Zip Codes, starting with Chicago, IL (606). The organization has completed training with managers and supervisors in the city. If the results show improvement, we will continue to utilize the strategy in opportunity Metros.