Postal Regulatory Commission
Submitted 2/8/2018 4:25:22 PM
Filing ID: 103730
Accepted 2/8/2018

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268–0001

ANNUAL COMPLIANCE REVIEW, 2017	Docket No. ACR2017

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO
QUESTIONS 1-7 OF CHAIRMAN'S INFORMATION REQUEST NO. 13

The United States Postal Service hereby provides its responses to the above-listed questions of Chairman's Information Request No. 13, issued on February 1, 2018. Each question is stated verbatim and followed by the response.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

By its attorneys:

Anthony Alverno
Chief Counsel, Global Business & Service Development

Eric P. Koetting

475 L'Enfant Plaza, S.W.
Washington, D.C. 20260-1137
(202) 277-6333
eric.p.koetting@usps.gov
February 8, 2018

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO CHAIRMAN'S INFORMATION REQUEST NO. 13

1. The methodology for calculating the Customer Insights (CI) Composite Score changed between FY 2016 and FY 2017. FY 2017 *Annual Report* at 17. This methodology will change again in FY 2018. *Id.* at 18. Table 1 below illustrates how the Postal Service weighs each component performance for the following time periods: FY 2014 to FY 2016, FY 2017, and FY 2018.

Table 1

Component Performance Indicator	FY 2014 to FY 2016	FY 2017	FY 2018
Business Service Network	40%	30%	10%
Point of Sale (POS)	20%	20%	10%
Delivery	20%	20%	20%
Customer Care Center (CCC)	20%	20%	20%
Enterprise Customer Care	Not Included	10%	15%
Large Business	Not Included	Not Included	10%
Business Mail Entry Unit	Not Included	Not Included	10%
USPS.com	Not Included	Not Included	5%

a. Please explain how the Postal Service determined the weight for each component of the CI Composite Score in FY 2017 and FY 2018.

b. The weight of the Business Service Network component decreased from 40 percent in FY 2016 to 30 percent in FY 2017 to 10 percent in FY 2018. Please provide the rationale for this decrease.

RESPONSE:

a. The CI Composite was updated in FY 2018 to provide a more complete view of the customer experience across the Postal Service's customer groups and touchpoints. Specifically, the CI Composite was updated to increase representation of business and digital experiences. The business customer represents roughly 80 percent of Postal Service revenue, and the digital experience accounts for about 1.7 billion

interactions annually, which were previously unaccounted for in the CI Composite. In FY 2018, three new components were added to the CI Composite index: Large Business Panel, Business Mail Entry Unit, and USPS.com. However, the receiver experience remains integral to the Postal Service's success and also influences the businesses who are also customers. As such, weightings for all surveys were adjusted to both account for new surveys and to balance both the business and consumer perspective.

b. The weight of the BSN component was reduced in FY 2018 as the Postal Service added new business customer instruments. The weight allocated to the business customer at large (30 percent) did not change from FY 2017 to FY 2018; however, the two new components provide a more complete view of business customer sentiment (Business Service Network (10 percent), Large Business Panel (10 percent), and Business Mail Entry Unit (10 percent)).

RESPONSES OF THE UNITED STATES POSTAL SERVICE
TO CHAIRMAN'S INFORMATION REQUEST NO. 13

2. The Postal Service states, "[t]o generate the [CI] composite score, we mapped the raw score for each category to a scale with values ranging from 1 to 15. We took the weighted average of these scaled scores, and then mapped the score to another scale ranging from 75 to 99." FY 2017 *Annual Report* at 17. Please explain this process in more detail and provide workpapers showing how the Postal Service aggregated and weighed each component performance indicator to calculate the FY 2017 CI Composite Score result. In the response, please show how the FY 2017 Enterprise Customer Care result (3.78) was used to calculate the FY 2017 CI Composite Score result (88.30). *See id.* at 14.

RESPONSE:

FY17 Customer Insights Calculation

Step 1: Each Customer Insights component is assigned a value from the matrix cell block.

Cell	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
POS	**81.83**	**83.29**	**84.76**	**86.22**	**88.32**	**90.42**	**92.52**	**92.77**	**93.02**	**93.26**	**93.51**	**93.88**	**94.26**	**94.63**	**95.00**
Delivery	**68.78**	**71.27**	**73.76**	**76.25**	**79.46**	**82.67**	**85.88**	**86.79**	**87.70**	**88.62**	**89.53**	**90.90**	**92.26**	**93.63**	**95.00**
BSN	**94.07**	**94.45**	**94.82**	**95.20**	**95.97**	**96.73**	**97.50**	**97.65**	**97.80**	**97.95**	**98.10**	**98.33**	**98.55**	**98.78**	**99.00**
eCC	**6.60**	**6.13**	**5.67**	**5.20**	**4.32**	**3.44**	**2.57**	**2.46**	**2.35**	**2.25**	**2.14**	**1.98**	**1.82**	**1.66**	**1.50**
CCC	**80.00**	**82.00**	**84.00**	**85.12**	**86.00**	**86.80**	**87.60**	**88.40**	**89.20**	**90.00**	**91.00**	**92.00**	**93.00**	**94.00**	**95.00**

Step 2: Each cell block value is then weighted and the weighted value is aggregated.

Indicator	Cell Block	Weight	Weighted NPA Cell Block
POS	5	20%	1.0
Delivery	6	20%	1.2
BSN	5	30%	1.5
eCC	5	10%	0.5
CCC	5	20%	1.0
CI	**5.2**		**5.2**

Step 3: The aggregated Customer Insights value is then matched to the corresponding cell block below to identify the Customer Insights percentage score.

CI Index	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
%	80.00	83.00	86.00	87.70	88.30	89.00	90.00	92.00	93.00	94.00	95.00	96.00	97.00	98.00	99.00

Enterprise Customer Care (eCC) Calculation - Reopened Case Percentage

The Reopened Case component of Customer Insights does not involve a customer survey. This metric measures the percentage of cases that were reopened by customers. Customers open cases via the eCC application on USPS.com or by calling the Customer Care Center and speaking with a Live Agent. Currently, a customer has 90 days from the date the case was resolved to reopen it. Due to this 90-day window, reported scores can fluctuate until the window has expired.

Scoring Methodology

The percentage score is calculated by identifying the number of the cases that were resolved in any particular month and reopened within 90 days. For example, if a case was closed in October and then reopened in December, the reopened case percentage score for the month of October would change. Due to the 90-day window for reopening a case, previously reported monthly scores will fluctuate until the 90-day time period has elapsed.

For FY 2017, the Total Number of Reopened Cases was divided by the Total Number of Resolved Cases to generate the Percentage of Cases Reopened.

	Total Resolved Cases	Total Re-Opened Cases	% of Cases Re-Opened
National	**4,448,415**	**168,339**	**3.78%**

3. In Docket No. ACR2016, the Postal Service provided a table showing how it aggregated and weighted results of each component performance indicator to calculate the FY 2017 CI Composite Score results at the National, Area, and District levels.[1] The information from this table is reproduced below in Table 2.

Table 2

Customer Insights Composite Score	**Weighting**		
Component Performance Indicator	**National**	**Area**	**District**
Business Service Network	30%	30%	30%
Enterprise Customer Care	10%	20%	20%
POS	20%	25%	25%
Delivery	20%	25%	25%
CCC	20%	Not Included	Not Included

a. Please confirm that the Postal Service calculated FY 2017 CI Composite Score results at the National, Area, and District levels using the weights provided in Table 2. If not confirmed, please provide the methodology for calculating FY 2017 CI Composite Score results at the National, Area, and District levels.

b. Please provide the FY 2017 targets and results at the Area and District levels for each component performance indicator: Business Service Network, POS, Delivery, CCC, and Enterprise Customer Care. The response should contain the same information provided in Tables 1.1 and 1.2 of a CHIR response filed in Docket No. ACR2015.[2] The response should also include workpapers showing how the Postal Service aggregated and weighted each component performance indicator to calculate FY 2017 CI Composite Score results at the Area and District levels.

c. Please explain the methodology for calculating FY 2018 CI Composite Score results at the National, Area, and District levels. In the response,

---

[1] Docket No. ACR2016, Responses of the United States Postal Service to Questions 1-3, 4.a, 4.c, and 5-8 of Chairman's Information Request No. 10, February 7, 2017, question 7.a.

[2] *See* Docket No. ACR2015, Responses of the United States Postal Service to Questions 1-12, 16-18 of Chairman's Information Request No. 13, February 18, 2016, question 4, Tables 1.1 and 1.2.

please provide a table showing how the Postal Service will aggregate and weight the results of each component performance indicator to calculate FY 2018 CI Composite Score results at the National, Area, and District levels. Please also explain how the Postal Service determined the weight for each component of the CI Composite Score at the National, Area, and District levels.

RESPONSE:

a. Confirmed.

b. The data below represent FY2017 end of year (EOY). The Corporate NPA Target is Cell 6 (89.00).

Level: National & Area

	POS Top 2 Box %	Delivery Top 2 Box %	BSN Top 2 Box %	% eCC (ReOpened)	CCC	Overall CI-NPA	NPA Cell	Rank National	Rounded NPA Cell	NPA Index
NATIONAL	88.53	83.22	96.25	3.78	86.80	88.30	5.00			
CAPITAL METRO	87.43	81.10	98.48	3.77	NA	90.00	7.75	1	8.00	92.00
WESTERN	88.44	82.96	96.24	3.60	NA	88.30	5.25	2	5.00	88.30
EASTERN	90.73	85.68	95.82	3.70	NA	88.30	5.20	3	5.00	88.30
GREAT LAKES	90.47	84.13	95.91	3.45	NA	88.30	5.20	3	5.00	88.30
NORTHEAST	85.29	84.56	96.96	4.63	NA	88.30	5.15	5	5.00	88.30
PACIFIC	88.58	81.86	95.23	3.80	NA	87.70	4.70	6	5.00	88.30
SOUTHERN	87.63	81.78	95.2	3.46	NA	87.70	4.45	7	4.00	87.70

The data represent FY2017 EOY. The Corporate NPA Target is Cell 6 (89.0).

Level: District

Districts	POS Top 2 Box %	Delivery Top 2 Box %	BSN Top 2 Box %	% eCC (ReOpened)	CCC	Overall CI - NPA	NPA Cell	Rank National	Rounded NPA Cell	NPA Index
GREATER S CAROLINA	90.00	86.72	98.48	3.20	NA	92.00	8.70	1	9.00	93.00
GREENSBORO	89.22	82.83	98.48	3.32	NA	92.00	8.45	2	8.00	92.00
MID-CAROLINAS	89.13	82.99	98.48	3.41	NA	92.00	8.45	2	8.00	92.00
BALTIMORE	89.80	81.70	98.48	3.39	NA	92.00	8.20	4	8.00	92.00
RICHMOND	88.40	80.20	98.48	3.46	NA	90.00	7.75	5	8.00	92.00
NORTHERN NEW ENGLAND	90.42	86.23	96.96	2.17	NA	90.00	7.35	6	7.00	90.00

GREATER MICHIGAN	92.70	89.44	95.91	2.35	NA	90.00	7.25	7	7.00	90.00
DAKOTAS	92.69	86.58	96.24	2.11	NA	90.00	7.20	8	7.00	90.00
NORTHERN VIRGINIA	86.25	78.33	98.48	4.97	NA	90.00	7.05	9	7.00	90.00
ATLANTA	83.72	78.62	98.48	3.99	NA	90.00	7.00	10	7.00	90.00
CAPITAL	83.75	78.97	98.48	4.18	NA	90.00	7.00	10	7.00	90.00
CENTRAL PLAINS	92.65	86.06	96.24	2.26	NA	89.00	6.80	12	7.00	90.00
ALBANY	89.21	87.63	96.96	2.73	NA	89.00	6.55	13	7.00	90.00
CENTRAL PENNSYLVANIA	93.16	87.05	95.82	3.81	NA	89.00	6.45	14	6.00	89.00
HONOLULU	91.40	90.48	95.23	3.55	NA	89.00	6.45	14	6.00	89.00
WESTERN NEW YORK	92.02	88.81	95.82	3.00	NA	89.00	6.40	16	6.00	89.00
LONG ISLAND	89.52	86.01	96.96	2.89	NA	89.00	6.30	17	6.00	89.00
CARIBBEAN	86.44	91.11	96.96	6.85	NA	89.00	6.10	18	6.00	89.00
CONNECTICUT VALLEY	87.69	87.46	96.96	3.90	NA	89.00	6.10	18	6.00	89.00
ARKANSAS	90.59	87.13	95.2	2.48	NA	89.00	6.10	18	6.00	89.00
GREATER BOSTON	88.34	86.17	96.96	3.37	NA	89.00	6.05	21	6.00	89.00
HAWKEYE	91.03	87.58	96.24	3.46	NA	89.00	6.00	22	6.00	89.00
MISSISSIPPI	88.44	88.16	95.2	2.98	NA	88.30	5.90	23	6.00	89.00
APPALACHIAN	92.65	86.76	95.82	3.70	NA	88.30	5.70	24	6.00	89.00
GATEWAY	93.01	85.11	95.91	3.94	NA	88.30	5.70	24	6.00	89.00
WESTERN PENNSYLVANIA	90.46	86.04	95.82	3.15	NA	88.30	5.65	26	6.00	89.00
MID-AMERICA	90.71	81.35	96.24	2.85	NA	88.30	5.45	27	5.00	88.30
NORTHLAND	88.86	85.64	96.24	3.09	NA	88.30	5.45	27	5.00	88.30
KENTUCKIANA	91.95	84.36	95.82	3.02	NA	88.30	5.40	29	5.00	88.30
TENNESSEE	91.11	85.63	95.82	3.29	NA	88.30	5.40	29	5.00	88.30
DETROIT	90.44	83.35	95.91	3.27	NA	88.30	5.40	29	5.00	88.30
GREATER INDIANA	91.05	85.75	95.91	2.95	NA	88.30	5.40	29	5.00	88.30
LAKELAND	91.05	85.27	95.91	2.88	NA	88.30	5.40	29	5.00	88.30
WESTCHESTER	86.55	83.17	96.96	4.77	NA	88.30	5.40	29	5.00	88.30
PHILADELPHIA METROPO	90.51	85.20	95.82	4.03	NA	88.30	5.20	35	5.00	88.30
ALASKA	89.06	79.80	96.24	3.22	NA	88.30	5.20	35	5.00	88.30
CENTRAL ILLINOIS	89.71	83.87	95.91	3.12	NA	88.30	5.15	37	5.00	88.30
OKLAHOMA	89.87	83.13	95.2	2.78	NA	88.30	5.15	37	5.00	88.30
ARIZONA	87.68	82.99	96.24	3.57	NA	88.30	5.00	39	5.00	88.30
SALT LAKE CITY	87.66	84.95	96.24	3.75	NA	88.30	5.00	39	5.00	88.30
NORTHERN OHIO	88.65	84.36	95.82	3.95	NA	87.70	4.95	41	5.00	88.30
OHIO VALLEY	88.77	83.38	95.82	4.02	NA	87.70	4.95	41	5.00	88.30
SOUTH JERSEY	89.20	84.92	95.82	4.16	NA	87.70	4.95	41	5.00	88.30
SAN DIEGO	90.18	83.43	95.23	3.69	NA	87.70	4.95	41	5.00	88.30
PORTLAND	87.78	82.21	96.24	3.30	NA	87.70	4.95	41	5.00	88.30
ALABAMA	87.44	85.04	95.2	2.88	NA	87.70	4.90	46	5.00	88.30
GULF ATLANTIC	88.07	85.32	95.2	2.96	NA	87.70	4.90	46	5.00	88.30
SUNCOAST	87.62	84.10	95.2	2.85	NA	87.70	4.90	46	5.00	88.30
SOUTH FLORIDA	89.55	81.34	95.2	4.20	NA	87.70	4.70	49	5.00	88.30
SACRAMENTO	87.10	80.37	95.23	3.24	NA	87.70	4.65	50	5.00	88.30
SANTA ANA	87.24	80.13	95.23	3.39	NA	87.70	4.65	50	5.00	88.30
SIERRA COASTAL	88.11	81.03	95.23	3.27	NA	87.70	4.65	50	5.00	88.30
DALLAS	86.49	78.19	95.2	2.52	NA	87.70	4.60	53	5.00	88.30
SEATTLE	86.28	80.86	96.24	3.74	NA	87.70	4.50	54	5.00	88.30
LOUISIANA	88.14	80.44	95.2	4.09	NA	87.70	4.45	55	4.00	87.70
FT WORTH	88.09	78.20	95.2	3.39	NA	87.70	4.40	56	4.00	87.70

NORTHERN NEW JERSEY	84.37	82.36	96.96	5.82	NA	87.70	4.25	57	4.00	87.70
BAY-VALLEY	85.57	79.73	95.23	3.93	NA	87.70	4.20	58	4.00	87.70
SAN FRANCISCO	88.22	81.93	95.23	5.41	NA	87.70	4.05	59	4.00	87.70
COLORADO/WYOMING	82.94	78.55	96.24	4.14	NA	86.00	3.75	60	4.00	87.70
NEVADA SIERRA	84.70	78.11	96.24	5.22	NA	86.00	3.60	61	4.00	87.70
RIO GRANDE	84.12	78.34	95.2	4.39	NA	86.00	3.50	62	4.00	87.70
LOS ANGELES	90.14	74.31	95.23	4.04	NA	86.00	3.45	63	3.00	86.00
HOUSTON	85.01	70.20	95.2	3.83	NA	83.00	2.95	64	3.00	86.00
TRIBORO	74.83	73.30	96.96	4.90	NA	83.00	2.90	65	3.00	86.00
NEW YORK	79.86	73.81	96.96	5.22	NA	83.00	2.70	66	3.00	86.00
CHICAGO	78.70	69.98	95.91	4.76	NA	83.00	2.00	67	2.00	83.00

c. New Customer Insights components are being added and modified for FY 2018:

- The Delivery metric will no longer be a weighted composite index and will based solely on a single Overall Satisfaction question.
- eCC will no longer be a performance-based metric and will shift to using the eCC survey, which is distributed to customers after an eCC case has been resolved. The score will also be based on a single Overall Satisfaction question.
- The CCC metric is undergoing changes and will be a weighted composite of Overall Satisfaction with both the agent and the IVR.
- In addition, new measurement components are being added to the CI Composite which include BMEU, USPS.com, and Large Business. For each of these new components, the score will be based on a single Overall Satisfaction question.

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO CHAIRMAN'S INFORMATION REQUEST NO. 13

Customer Insights NPA Matrix FY18

		Delivery Experience		Business Customer Experience			Consumer Experience		
		Delivery	eCC	BSN	Large Bus. Panel	BMEU	POS	CCC[1]	USPS .com
National	FY18*	20%	15%	10%	10%	10%	10%	20%	5%
Area	FY18*	20%	25%	20%	0%	10%	25%	0%	0%
District	FY18*	20%	25%	20%*	0%	10%*	25%	0%	0%

*District score will be measured at the area level due to low response rates at district level
[1] For FY'18, recommendation is that CCC score be calculated as a composite of the IVR score (75%) and the Live Agent Score (25%).

- New subcomponent for FY'18
- Update to operative metric/calculation
- No changes for FY'18

National

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Weight
POS	84.16%	85.17%	86.46%	88.20%	89.20%	90.42%	91.15%	92.05%	92.47%	93.06%	93.84%	94.73%	95.62%	96.69%	98.00%	10%
Delivery	71.33%	72.33%	73.33%	74.33%	80.33%	86.33%	87.22%	88.11%	89.00%	89.89%	90.78%	91.67%	92.56%	93.44%	94.33%	20%
BSN	95.00%	95.23%	95.53%	95.93%	96.29%	96.73%	97.04%	97.42%	97.56%	97.77%	98.04%	98.35%	98.67%	99.04%	99.50%	10%
BMEU	90.76%	91.45%	92.32%	93.50%	94.18%	95.00%	95.68%	96.51%	96.68%	96.93%	97.26%	97.63%	98.00%	98.45%	99.00%	10%
eCC	34.00%	35.00%	36.00%	54.00%	62.00%	70.00%	71.11%	72.22%	73.33%	74.44%	75.56%	76.67%	77.78%	78.89%	80.00%	15%
CCC	60.17%	61.17%	62.17%	63.17%	66.17%	69.17%	71.00%	72.83%	74.67%	76.50%	78.33%	80.17%	82.00%	83.83%	85.67%	20%
USPS.com	55.33%	56.33%	57.33%	58.33%	62.33%	66.33%	68.22%	70.11%	72.00%	73.89%	75.78%	77.67%	79.56%	81.44%	83.33%	5%
LB	73.00%	74.00%	75.00%	76.00%	77.00%	78.00%	78.44%	78.89%	79.33%	79.78%	80.22%	80.67%	81.11%	81.56%	82.00%	10%
CI	**68.46%**	**69.35%**	**70.30%**	**73.88%**	**77.38%**	**80.93%**	**81.95%**	**83.01%**	**83.94%**	**84.89%**	**85.88%**	**86.89%**	**87.90%**	**88.93%**	**90.02%**	**100.00%**

Area / District

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Weight
POS	84.16%	85.17%	86.46%	88.20%	89.20%	90.42%	91.15%	92.05%	92.47%	93.06%	93.84%	94.73%	95.62%	96.69%	98.00%	25%
Delivery	71.33%	72.33%	73.33%	74.33%	80.33%	86.33%	87.22%	88.11%	89.00%	89.89%	90.78%	91.67%	92.56%	93.44%	94.33%	20%
BSN	95.00%	95.23%	95.53%	95.93%	96.29%	96.73%	97.04%	97.42%	97.56%	97.77%	98.04%	98.35%	98.67%	99.04%	99.50%	20%
BMEU	90.76%	91.45%	92.32%	93.50%	94.18%	95.00%	95.68%	96.51%	96.68%	96.93%	97.26%	97.63%	98.00%	98.45%	99.00%	10%
eCC	34.00%	35.00%	36.00%	54.00%	62.00%	70.00%	71.11%	72.22%	73.33%	74.44%	75.56%	76.67%	77.78%	78.89%	80.00%	25%
CI	**71.88**	**72.70**	**73.62**	**78.95**	**82.54**	**86.22**	**86.99**	**87.83**	**88.43**	**89.10**	**89.84**	**90.62**	**91.39**	**92.24**	**93.17**	**100.00%**

The Customer Insights (CI) score for FY 2018 is calculated using the following methodology:

Each CI component score (POS, Delivery, etc.) is weighted according to the component and depth level shown in the image provided above.

For example:

National Measure	YTD Score	Weight	Weighted Contribution
POS	90	10%	9.00
Delivery	85	20%	17.00

BMEU	75	10%	7.50
BSN	65	10%	6.50
USPS.com	90	5%	4.50
Large Business	85	10%	8.50
eCC	55	15%	8.25
CCC	70	20%	14.00
National Total		**100%**	**75.25**

- Scores depicted above are for illustration purposes only

This method is used to calculate the Area and District scores; however, not all indicators are used in calculations at lower levels. Weights for the different measurement levels are provided in the image above.

The Postal Service determined the weight for each component of the CI Composite Score by placing a stronger weight on CI generally and aligning individual survey weights with the significance of the touch point in terms of revenue and overall experience. The Postal Service increased the weight of CI to place a higher priority on customer experience; the weight of the composite was increased from 5% to 10%.

For the individual components, the Postal Service's aim was to round out the business customer perspective, which is why the new components were added, while still maintaining the balance between business and consumer. eCC is a particularly challenging area, so the Postal Service increased the focus here as well. BSN serves only a subset of customers, thus justifying a lower weighting.

Finally, the field components included were those the Postal Service believed it could impact and which were most relevant. In particular, the eCC weight was intended to increase this focus.

4. Customers are invited to participate in the POS survey through a website, telephone number, or QR Code printed on the bottom of the receipt.[3] In FY 2017, 1,582,561 POS surveys were received. *Id.* at 3. Please provide the number of customers who took the FY 2017 POS survey via:

a. Website

b. Telephone Number

c. QR Code

RESPONSE:

a. Website: 825,216

b. Telephone Number: 318,201

c. QR Code: 439,144

[3] Library Reference USPS–FY17–38, December 29, 2017, file "USPS-FY17-38 Preface.pdf" at 2 (Preface).

5. The Postal Service uses a third-party mailing list to invite a random sample of households and small/medium businesses to complete the Delivery survey.[4] Given that the Postal Service has a frame of addresses in the United States, such as the Computerized Delivery Sequence, please explain whether the Postal Service has considered using an in-house mailing list instead of a third-party one.

RESPONSE:

No, the Postal Service has not considered using an in-house mailing list, but may consider its use at a future date.

[4] United States Postal Service Office of Inspector General, "Postal Customer Satisfaction: A Primer of Four Surveys," RARC-WP-17-010, August 28, 2017, at 14 (Primer of Four Surveys).

6. For the CCC survey, the Postal Service states, "Phone invitations are offered on a random basis to customers who call the USPS Customer Care Center toll free number and speak with a USPS Live Agent." Preface at 2. However, a recent Postal Service Office of Inspector General report states that in FY 2017, all CCC callers were offered the survey directly after their call with the helpline. Primer of Four Surveys at 11.

a. Please explain how the CCC survey was conducted in FY 2017. In the response, please indicate whether the Postal Service offered the CCC survey to a random sample of callers or to all CCC callers in FY 2017.

b. The number of CCC surveys initiated decreased from 954,378 in FY 2016 CCC to 640,842 in FY 2017.[5] Please explain why.

RESPONSE:

a. In FY 2017, phone invitations were randomly offered to customers whose calls were contained in the Interactive Voice Response (IVR) system. All callers speaking to an agent were offered the opportunity to take the survey on their agent experience. Customers were only surveyed once (either in the IVR, or after their agent experience).

b. The number of surveys decreased in FY 2017 because the Postal Service began splitting the amount of survey offerings between the CCC surveys and a pilot test of the Net Promoter Score (NPS) surveys. The 640,842 CCC surveys initiated in FY 2017 is still statistically valid, and within a 95 percent confidence level.

[5] *Compare* Preface at 3 *with* Docket No. ACR2016, Library Reference USPS–FY16–38, file "USPS-FY16-38 Preface.pdf," at 3.

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO CHAIRMAN'S INFORMATION REQUEST NO. 13

7. The Postal Service measures employee safety by using the Total Accident Rate performance indicator. FY 2017 *Annual Report* at 18. Please explain how using the Total Accident Rate "is an industry best practice." *See id.* at 19.

RESPONSE:

Industry best practice is a shift to behavior-based safety with a focus on leading indicators rather than lagging indicators. It is a broad term used to describe everything from basic employee behavior audits and feedback, to a comprehensive safety management system designed to change a company's safety culture. Any successful Safety Management System must focus on identifying, assessing, and mitigating risk. These risks cannot be limited to only those accidents or exposures that result in death, medical expenses, days away from work, or restricted duty. By adding focus to OSHA non-recordable accidents, the Postal Service has an opportunity to address risks prior to the occurrence of more serious injuries.