



**United States Postal Service®**

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

Audit Compliance Response

FY2020 Quarter 3

August 31, 2020

## Table of Contents

<b>I. Summary .....</b>	<b>3</b>
<b>II. Mitigation Plan .....</b>	<b>3</b>
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 .....	4
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.....	5
Measure 23: Processing Duration—At least 70 percent 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.....	7
Measure 27: Reporting/Processing Duration Data---Most processing facilities utilize the sort plan on at least 80% of the days in the quarter.....	8

## I. Summary

This report presents the United States Postal Service's (USPS') response to the Independent Validation of the USPS Internal Service Performance Measurement (SPM) for Quarter 3 (Q3) of fiscal year 2020 (FY20) Audit.

## II. Mitigation Plan

USPS has evaluated the results of the Independent Validation of the USPS Internal Service Performance Measurement (SPM) for Quarter 3 (Q3) of fiscal year 2020 (FY20) and has formulated a mitigation plan for the six measures that were partially achieved and the two measures that were not achieved. All other measures were achieved.

For FY20 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, 26 and 27.

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

#### **Quarter 3 Result: Partially Achieved.**

**Mitigation Plan:** USPS continues to measure and report on weekly First Mile compliance rates for each district throughout the quarter. Compliance reports for field use show compliance at a finer granularity, down to the Manager Post Office Operations (MPOO), Facility, and Employee ID levels. These reports are used by Postmasters, Managers and Supervisors to assess their levels of compliance throughout the quarter. Headquarters (HQ) Delivery Operations has added information to its website about sampling that covers the standard operating procedures and work instructions; this information is also made available to field management through the Informed Visibility websites. This information includes instructional videos on performing First Mile sampling, service talks, posters, and instructions on how to access training materials and compliance reports.

If four more Districts had achieved 80% sampling compliance weekly during Q3, this audit measure would have been achieved. The following districts missed the target by one week: Atlanta, Albany and Bay Valley and two districts missed the target by two weeks: Capital and Dallas.

In FY20 Q3, the HQ Service Performance team reestablished bi-weekly touchpoints with Delivery and Retail Operations to review Districts that are negatively impacting USPS' ability to achieve this audit measure. The bi-weekly meetings will continue into FY20 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:**

Due to limited First-Class flats volume in the network, obtaining sufficient volume to avoid imputation has been difficult, if not impossible. The USPS anticipates that this audit measure will, therefore, remain difficult to achieve.

According to the Audit, Alaska and the Caribbean districts continue to have the highest imputation rates due to the limited First-Class flats volume to these destinations. Due to low volume for these two locations quarter-over-quarter, it is difficult to reduce the need for imputed data for First Class Flats in Last Mile in these locations. USPS had 14 Districts above 10% imputed rates and 4 of those were above 20%. The main contributor to the high imputation rates for Q3 may be related to the decrease in mail volume which resulted from the COVID-19 pandemic. As volumes return to pre-COVID-19 levels in Q4, it is expected that fewer Districts will have the need for imputed data.

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

**Quarter 3 Result: Partially Achieved.**

#### **Mitigation Plan:**

USPS will continue to measure and report on quarter-to-date First Mile compliance rates for each district throughout the quarter. Compliance reports for field use show compliance at a finer granularity, down to the MPOO, Facility, and Employee ID levels. These reports are used by Postmasters, Managers and Supervisors to assess their level of compliance throughout the quarter. HQ Delivery Operations has added information to its website about sampling that covers the standard operating procedures and work instructions; this information is also made available to field management, through the Informed Visibility websites. This information includes instructional videos on performing First Mile sampling, service talks, posters, and instructions on how to access training materials and compliance reports.

If four more Districts had achieved 80% sampling compliance during Q3, this audit measure would have been achieved. The following districts missed the target: Gateway had a compliance rate of 79.24%, Santa Ana had a compliance rate of 77.77%, Lakeland had a compliance rate of 77.22% and Los Angeles had a compliance rate of 77.14%.

In FY20 Q3, the HQ Service Performance team reestablished bi-weekly touchpoints with Delivery and Retail Operations to review Districts that are negatively impacting USPS ability to achieve this audit measure. The bi-weekly meetings will continue into FY20 Q4.

### **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:**

USPS will continue to measure and report on quarter-to-date First Mile compliance rates for each 3-digit ZIP Code level within a district throughout the quarter. Compliance reports for field use show compliance at a finer granularity, beyond the ZIP 3 level, down to the MPOO, Facility, and Employee ID levels. These reports are used by Postmasters, Managers and Supervisors to assess their level of compliance throughout the quarter. HQ Delivery Operations has added information to its website about sampling that covers the standard operating procedures and work instructions; this information is also made available to field management, through the Informed Visibility websites. This information includes instructional videos on performing First Mile sampling, service talks, posters, and instructions on how to access training materials and compliance reports.

If four more districts had achieved 80% sampling compliance weekly during Q3, this audit measure would have been achieved.

In FY20 Q3, the HQ Service Performance team reestablished bi-weekly touchpoints with Delivery and Retail Operations to review Districts that are negatively impacting USPS' ability to achieve this audit measure. The bi-weekly meetings will continue into FY20 Q4.

### **Measure 23: Processing Duration—At least 70 percent of the volume is measured for each product**

**Quarter 3 Result: Partially Achieved.**

#### **Mitigation Plan:**

USPS continues to work towards increasing the volume of mail in measurement for each mail product. USPS has a comprehensive effort across HQ, Field Operations (Areas and

Districts), and Mail Entry to develop a mitigation plan for each exclusion reason, including through continued:

- Biweekly/monthly meetings between HQ, Area coordinators and their Districts to develop action plans for mailers with high exclusion rates.
- 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.
- 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 Informed Visibility (IV) by the Area and District Field Operations to identify ways to reduce the volume of mail that is excluded from measurement.
- Collaboration between the HQ SPM team and the Mailer Technical Advisory Council (MTAC) workgroup (194) to reduce volume excluded from service performance measurement.

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. The 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, the USPS only measures 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 continue 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 is working 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:**

USPS will continue to measure and report on quarter-to-date Last Mile compliance rates for each district throughout the quarter. Compliance reports for field use show compliance

at a finer granularity down to the MPOO, Facility, and Employee ID levels. These reports are used by Postmasters, Managers and Supervisors to assess their level of compliance throughout the quarter. HQ Delivery Operations has added information to its website about sampling that covers the standard operating procedures and work instructions; this information is also made available to field management, through the Informed Visibility websites. This information includes instructional videos on performing First Mile sampling, service talks, posters, and instructions on how to access training materials and compliance reports.

If one more District had achieved 80% sampling compliance during Q3, this audit measure would have been achieved. The following district missed the target by a small margin: Chicago had a compliance rate of 79.48%.

In FY20 Q3, the HQ Service Performance team reestablished bi-weekly touchpoints with Delivery and Retail Operations to review Districts that are negatively impacting USPS' ability to achieve this audit measure. The bi-weekly meetings will continue into FY20 Q4.

## **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:**

USPS will continue to measure and report on quarter-to-date Last Mile compliance rates for each district throughout the quarter. Compliance reports for field use show compliance at a finer granularity, beyond the ZIP 3 level, down to the MPOO, Facility, and Employee ID levels. These reports are used by Postmasters, Managers and Supervisors to assess their level of compliance throughout the quarter. HQ Delivery Operations has added information to its website about sampling that covers the standard operating procedures and work instructions; this information is also made available to field management, through the Informed Visibility websites. This information includes instructional videos on performing First Mile sampling, service talks, posters, and instructions on how to access training materials and compliance reports.

If one more District had achieved 80% sampling compliance during Q3, this audit measure would have been achieved. The following district missed the target by a small margin: Chicago had a compliance rate of 79.48% and had only one 3-digit ZIP that was below the 80% threshold.

In FY20 Q3, the HQ Service Performance team reestablished bi-weekly touchpoints with Delivery and Retail Operations to review Districts that are negatively impacting USPS' ability to achieve this audit measure. The bi-weekly meetings will continue into FY20 Q4.

**Measure 27: Reporting/Processing Duration---Most processing facilities utilize the sort plan on at least 80% of the days in the quarter.**

**Quarter 3 Result: Not Achieved.**

**Mitigation Plan:**

International import letter volumes follow the flows and service standards of domestic letters. With the impact of the COVID-19 pandemic on employee availability for both supervision and craft employees, the 848 operation sort programs were not consistently utilized in Q3. Sometimes the import letter volumes were combined with domestic mail on the same sort plan since the sort plans for these two products mirror one another. Messages about the importance of utilizing and complying with the 848 operation sort programs are sent out by the HQ Manager of International Processing to Field Operations on a continuous basis through Standard Work Instructions (SWI). Compliance will continue to be monitored through HQ and Area National Operations Control Centers.