

BEFORE THE
POSTAL RATE COMMISSION
WASHINGTON, D.C. 20268-0001

RECEIVED

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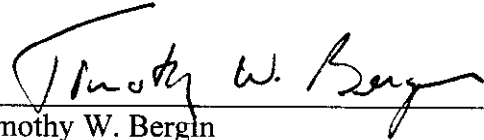
POSTAL RATE COMMISSION
OFFICE OF THE SECRETARY

POSTAL RATE AND FEE CHANGES, 2000

)
) Docket No. R2000-1
)

**INTERROGATORIES OF THE McGRAW-HILL
COMPANIES, INC. TO THE UNITED STATES POSTAL SERVICE
AS AN INSTITUTION (MH-USPS-2-4)
(May 4, 2000)**

Pursuant to the Commission's rules of practice, sections 25-27, The McGraw-Hill Companies, Inc. directs the following interrogatories and other discovery requests to the United States Postal Service as an institution.

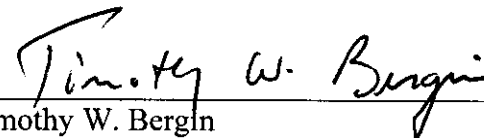


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(202) 626-6608

Counsel for The McGraw-Hill
Companies, Inc.

CERTIFICATE OF SERVICE

I hereby certify that I have on this 4th day of May 2000 served the foregoing document in accordance with section 12 of the rules of practice.



Timothy W. Bergin

MH/USPS-2: Please confirm the authenticity of the attached document as a USPS “Quality Improvement Story” prepared by Detroit Bulk Mail Center personnel. If you do not confirm, please explain fully.

MH/USPS-3: Please produce copies of the following documents referred to in the testimony of USPS witness O’Tormey (ST-42), p. 19, lines 5-7, p. 20, lines 8-10, p. 22, lines 21-23, and page 23, lines 1-3:

(a) the March 1998 Strategic Improvement Guide for Flats Processing (Pub. 128), prior to its September 1999 update;

(b) the referenced “instructions to the field re-stating national polices concerning FSM utilization, maximizing automation processing, and the proper staffing for all FSM operations;

(c) the referenced “instructions to the field on various operating procedures specifically related to the following: the induction of flats bundles into the SPBS, preferred recovery methods for bundles which have broken prior to reaching piece distribution operations and instructions regarding individual piece distributions on the SPBS”.

MH/USPS-4: With reference to USPS-LR-I-81 and USPS-LR-I-90, please confirm the following volumes of machinable, prebarcoded, non-carrier route flats in BY 1998 for First-Class, Periodicals, and Standard A mail, respectively:

First-Class: 175,794,280 pieces

Periodicals (Regular and Nonprofit): 3.196 billion pieces

Standard A (Regular and Nonprofit): 7.185 billion pieces.

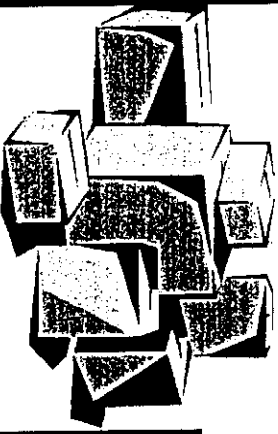
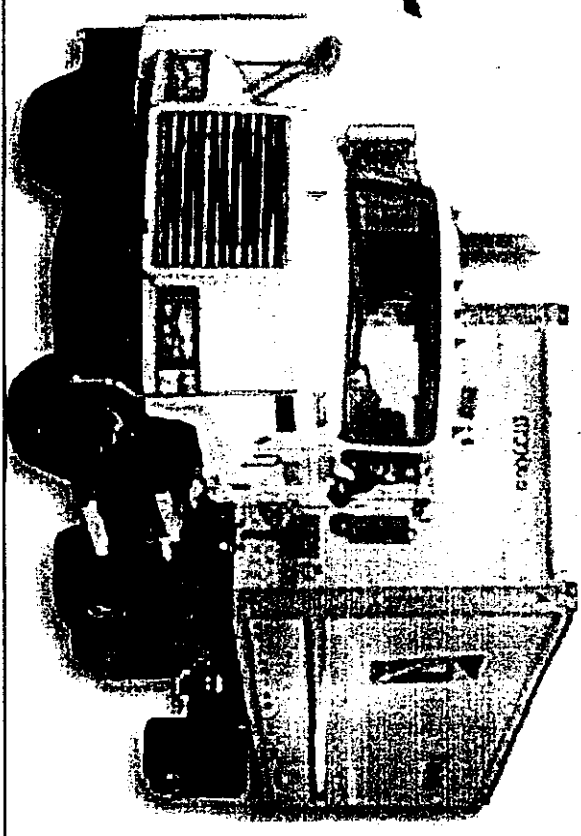
If you do not confirm, please provide the correct volumes and explain how they were derived and calculated.

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DETROIT BULK MAIL CENTER

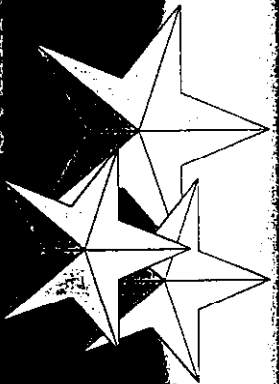
We
Deliver
for
You!




UNITED STATES
POSTAL SERVICE

The Team

Fly Like an Eagle.™



STEPHANIE'S

TEAM

OF

Team Sponsor: **Stephanie McCarthy**

Team Leader: **Richard Hohenstatt**

Team Members: **Cheryl Gillette**

Sonja Jefferson

David Mullins

Jeff Prange

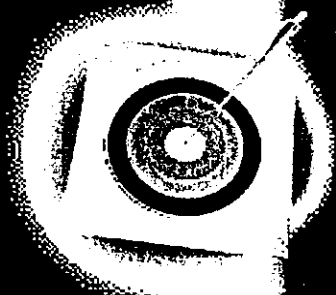
Ismael Ramos

Leonard Pulinski

&



Goal



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Reduce or eliminate the
amount of misrouted
periodicals received at
the Detroit BMC

Problem Statement

*Fly Like an Eagle.*TM



**84% of the periodicals
received at the Detroit Bulk
Mail Center are misrouted**

Theme

*Fly Like an Eagle.*TM



**Investigate the cause of
receiving periodical mail entered
as originating mail from outside
the Detroit Bulk Mail Center
Service Area**

Reason for Improvement

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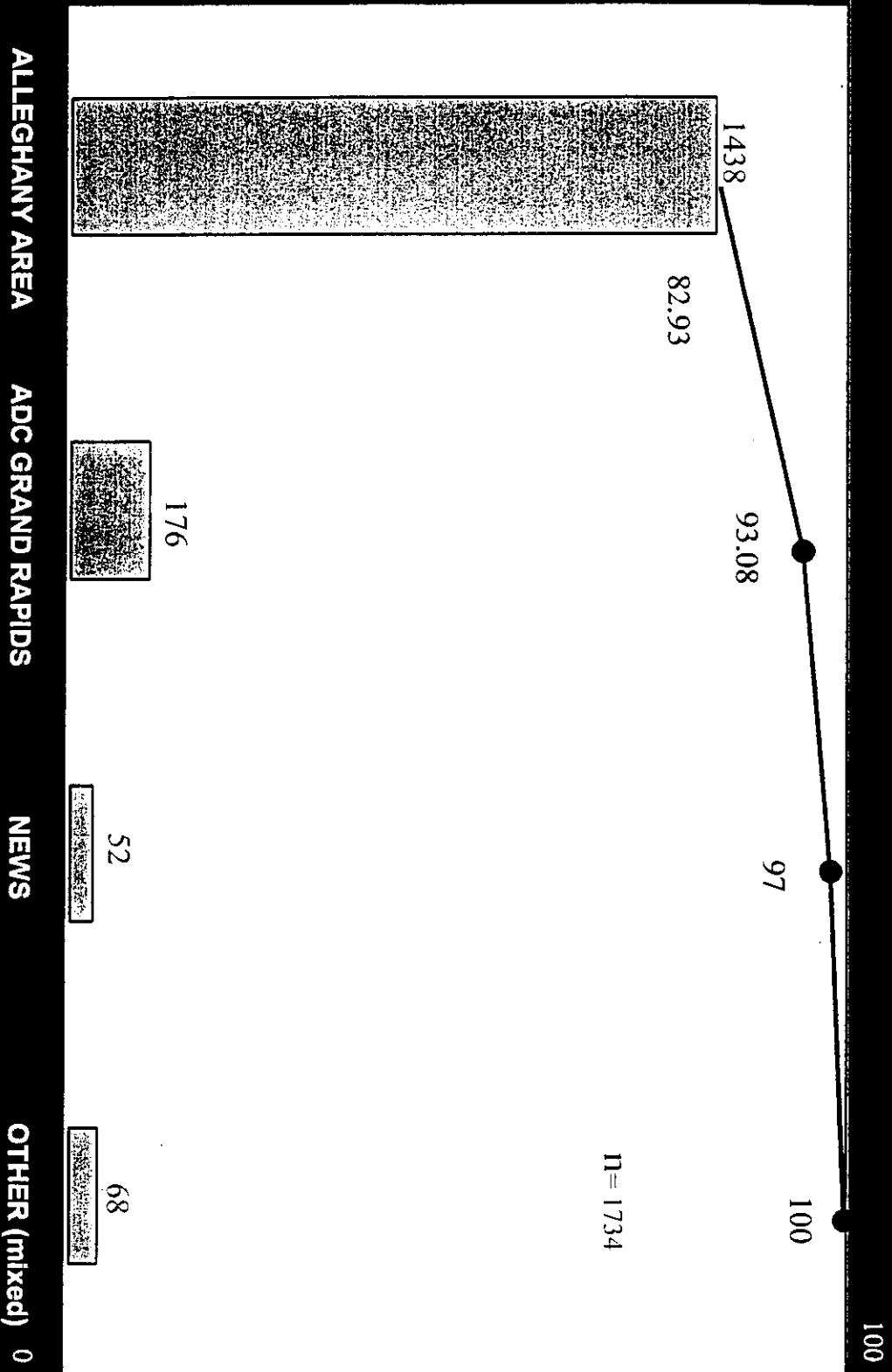


Increase customer
satisfaction
by improving the flow
of Periodical Mail through
the BMC network

**CUSTOMER
PERFORMANCE**
...first time, every time

Current Situation

Fly Like an Eagle.™



10/01/99
Through
10/31/99

- Analysis

Fly Like an Eagle.™



Failure Mode and Effect Analysis



SUPPLIER

PEOPLE

UNIDENTIFIED PERIODICAL PROCESS

LACK OF TRAINING

84% OF PERIODICAL MAIL RECEIVED AT THE DETROIT BULK MAIL CENTER ARE MISROUTED

TRANSPORTATION

LABELING

INCORRECT TRANSPORTATION IN PLACE

INCORRECT LABELING OF PERIODICALS

UNIDENTIFIED PERIODICALS

UNIDENTIFIED PERIODICALS

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— PRIMARY CAUSE

*Fly Like an Eagle.*TM



TRANSPORTATION

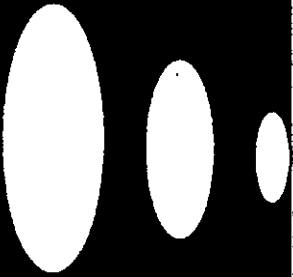
Incorrect transportation in place.

PRIMARY CAUSE

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PEOPLE



Unidentified periodical process

PRIMARY CAUSE

*Fly Like an Eagle.*TM



PEOPLE

Lack of training

Countermeasures

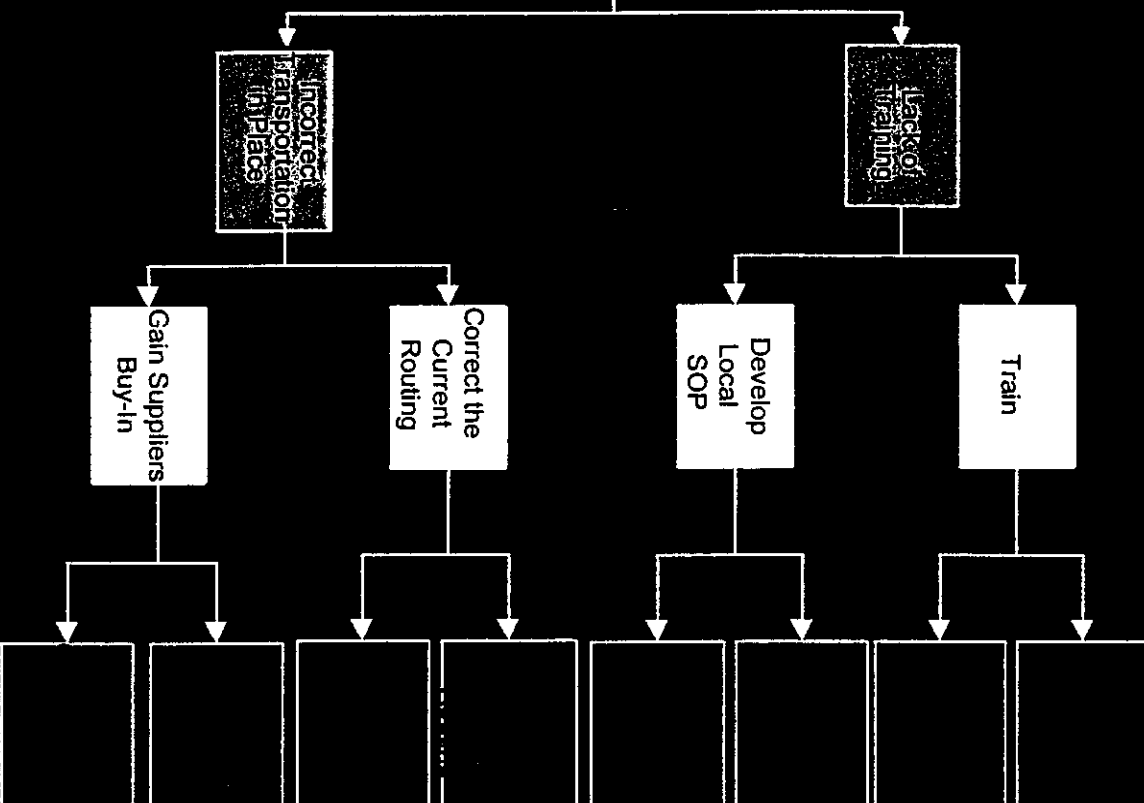
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Scale

- 1-NONE
- 2-SOMEWHAT
- 3-MODERATE
- 4-VERY
- 5-EXTREME

84% of Periodical mail Received at the Detroit Bulk Mail Center are misrouted



EFFECTIVENESS	X FEASIBILITY	= OVERALL	ACTION
		25	
		25	
		25	

Countermeasures

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Inform
responsible
parties of
correct
routing.

Show
advantages of
proper
routing.

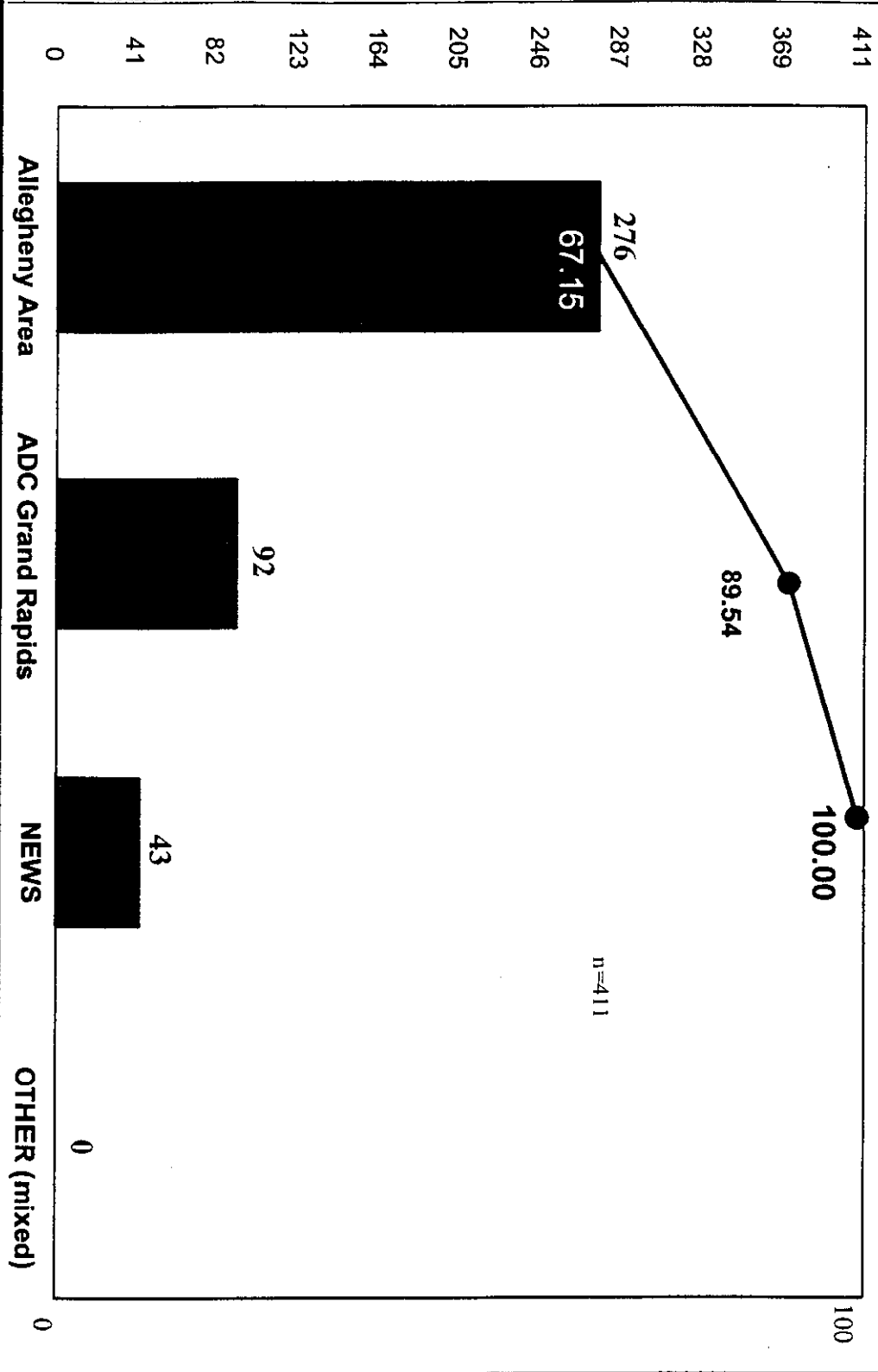
Work
cooperatively
with supplier

Results

Fly Like an Eagle.™



Results Pareto



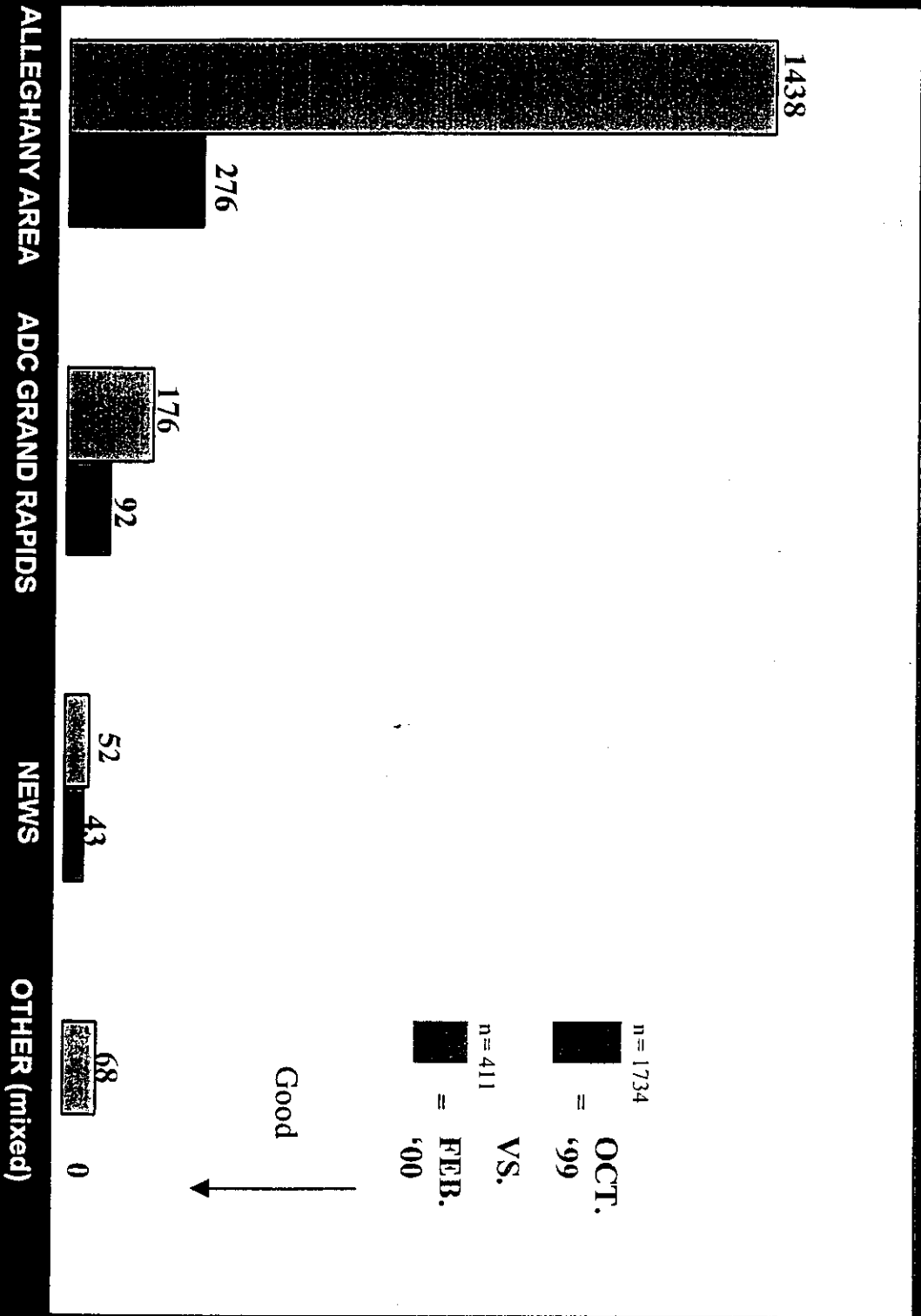
02/01/00
Through
02/29/00

COMPARISON CHART

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Misrouted Periodicals by Type



—CONVERSION RATE

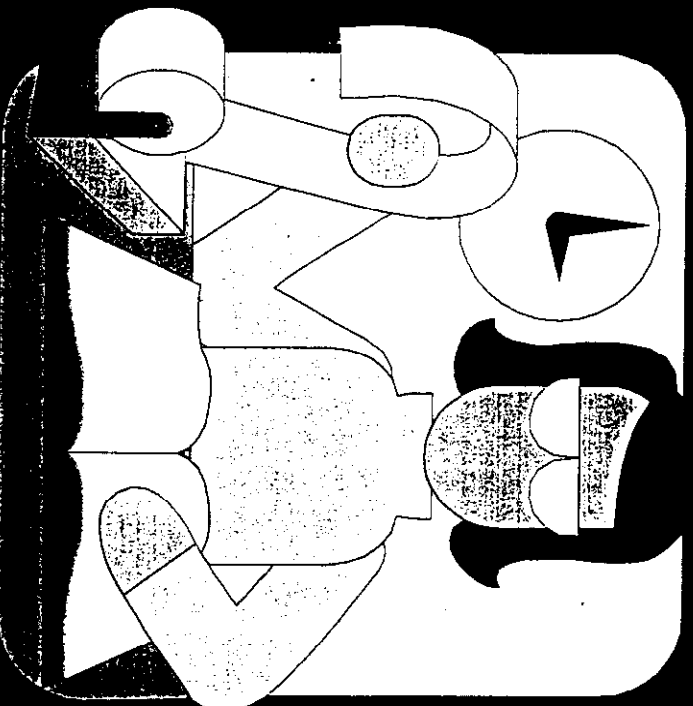
Fly Like an Eagle.[™]



All charts are shown in pallets.

1734 Pallets equates to 26,000 sacks or

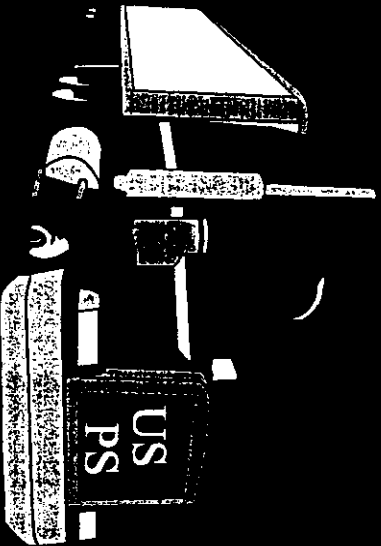
26 trailers of mail



-SERVICE SAVINGS ANALYSIS *Fly Like an Eagle.*TM



The findings of the team determined that by correcting the misrouting there was a savings of at least one service day per trip.



Current routing - Mansfield to Detroit BMC to Cincinnati BMC = 3 service days

Corrected routing- Mansfield to Cincinnati BMC = 2 service days

Future Plans

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1. Continue working in conjunction with the Allegheny area to eliminate any misrouted Periodical mail sent to the Detroit Bulk Mail Center.

2. Focus attention on improperly sorted Periodical ADC Grand Rapids pallets being received at the Detroit Bulk Mail Center.

Future Plans

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3. Train EVERY employee at the Detroit Bulk Mail Center on the importance of expediting Periodical mail.

