# NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

Office of
National President
Brian J. Wagner

January 17, 2019

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9024
Washington DC 20260-4000

**Subject: USPS FY2019 NPA Corporate/Unit Indicators Final Decision (follow-up)**

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your January 11, 2019 correspondence related to NAPS' January 3, 2019 response to the USPS final FY2019 National Performance Assessment (NPA) Unit Indicators decision. Again, NAPS thanks the Postal Service for providing our association the opportunity to attend the FY2019 NPA planning meetings at Bolger Academy and numerous teleconferences to provide input on the NPA scaling methodology, unit scorecards, and NPA Corporate and Unit targets and thresholds.

NAPS would like to clarify its position related to **Concern #1** (italicized below):

- *The NPA process and scorecard calculations are too complicated. NAPS recommends that the Postal Service consider implementing Unit Indicators and scorecards where EAS employees have more line-of-sight, sphere of influence, and direct control of their respective unit indicators and scorecards. For example, more unit indicators measured and weighted heavier to the unit finance number rather than the lead finance number.*

  **NAPS Clarification Concern #1:** NAPS would have preferred fewer NPA Unit Indicators. However, since the Postal Service Executive Leadership Team (ELT) determined that it was not going to reduce the number of unit indicators, NAPS' NPA/PFP Executive Board Committee suggested an alternative solution.
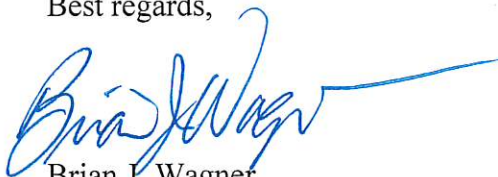
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That alternative is for the Postal Service to measure unit indicators at the lowest possible level (i.e., the unit finance number). NAPS' position is that EAS should have more actual line-of-sight control or influence over their NPA goals. This can occur when goals are measured at the lowest unit level possible (i.e. the unit finance number, not the Lead Finance number). NAPS is not asking the Postal Service increase the number of unit indicators above the current 21. NAPS suggests the USPS move more of those indicators that are currently at the lead finance number or higher in reporting to the unit finance number. EAS employees have more control or influence over their NPA goals at the unit level. Also, the USPS should increase the weight of the indicators at the unit finance number to make the NPA process in line with the intended incentive pay structure; i.e., to accurately recognize the performance of individuals in the units which they work. NAPS' position remains that the NPA process is too complicated and that the current unit scorecard depths and weights are not a fair measurement of one's true *unit* performance.

NAPS appreciates the Postal Service's intentions to:

- Further educate EAS employees on understanding and achieving performance goals.

- Discuss with NAPS a concept to collect and measure "Trips on Time" information to provide for a better Trips on Time indicator for FY2020.

- Under the Employee Availability indicator, allow for the filing of unit-level mitigation by the manager if it can be shown that the NPA Composite Performance Summary is affected by greater than one (1) PFP cell if a significant amount of LWOP is approved for the reason provided by NAPS.

NAPS is disappointed more of our recommendations were not adopted. As the USPS proceeds through FY2019, NAPS will closely monitor the NPA process to ensure the final FY2019 NPA targets, thresholds, and scorecards established by postal leadership reflect fair, equitable, and attainable NAPS goals.

Best regards,

Brian J. Wagner
National President

**UNITED STATES**
**POSTAL SERVICE**

January 11, 2019

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in reference to our ongoing consultation concerning development of FY2019 National Performance Assessment (NPA) unit indicators and related information.

NAPS was invited on June 19, 2018 to participate in the development of these indicators with the NPA Planning Team within the parameters of the consultation process. Several meetings were held in June and July at the William F. Bolger Center in Potomac, Maryland and continued with weekly telecons. The expectation was that NAPS would be active participants on this team, not observers. NAPS was afforded the opportunity to propose new indicators, criticize existing indicators and encouraged to provide solutions during this phase of the process.

The FY2019 NPA unit indicators and related information developed with NAPS was proposed to you for review on December 12.

The following are responses to NAPS concerns:

NAPS Concern #1 - Calculations too Complicated and too Few Measured

NAPS's January 3 recommendation of the establishment of more unit indicators contradicts what was provided by NAPS during meetings with the Planning Team in July and August. At that time, NAPS's recommendation was that there should be less unit indicators. As you know, NAPS made several recommendations to the Planning team in August when scorecards were developed and adopted such as reducing the number of applicable scorecards with the Non-Career Employee Turnover indicator. NAPS did not provide any specific recommendations in its January 3 correspondence regarding changes to the weights, depths or applicable position for each of the indicators. However, in consideration of NAPS's recommendations, the Postal Service's proposal was reviewed and a decision was reached to establish a specific scorecard for the Attendance Control Officer position. Consideration was given to provide more line-of-sight over the indicators. In addition, the target and thresholds for the Employee Availability Indicator was adjusted more favorably.

The Postal Service will continue to educate employees on understanding and achieving performance goals by communicating organizational and unit performance on a monthly, often daily basis. A concerted effort to collaborate with various stakeholders will be made to ensure we are educating and empowering non-bargaining employees with useful NPA related information daily by sending the Lead to Win application to every non-bargaining employee's email inbox daily. In this publication, information showcases indicators and explains how success in these indicators can be achieved. It also showcases the Top 10 performers for each of the various

indicators and shares the top 3 keys to success which drove their performance, provided by employees of those offices.

NAPS Concern #2 – Removal of Anchor Goals

NAPS's request to remove specific anchors from the methodology is not adopted. One of the guiding principles of the Postal Service and the National Performance Assessment is continuous improvement. Including anchor cells among the methodology is not a new concept. There were anchor cells between 1 and 6 for FY2018 as with similar business rules with the median performance from the prior year being placed at cells 3, 4, or 5. The current methodology ensures improvement upon prior year performance and is directly tied to compensable performance.

NAPS Concern #3 – Targets and Thresholds Based on FY2018 Performance at the National Level

The graph provided in NAPS's January 3 correspondence demonstrated that Priority Mail performance improved towards the 94.80 target during FY2015 – FY2017. As discussed during meetings with NAPS and the Planning Team, FY2018 service performance for several Corporate Indicators appeared to be an anomaly and, therefore the scaling was unchanged. NAPS's recommendation of establishing targets and thresholds for every indicator based on demonstrated performance at the national level is not adopted since it contradicts with the continuous improvement methodology.

NAPS Concern #4 - Priority Mail Composite Score

Adjusted Service Commitment (ASC) exclusion periods have been a standard part of the NPA since its inception. During the ASC period, or peak season, NPA does not recalculate the individual service scores, it excludes the performance for the entire peak period. Therefore, the YTD scores continue to be rated based on the approved targets and thresholds. The service performance for the Priority and First Class 3-5 Day Letters, Flats, and Parcels for the peak season are then evaluated against lower, individual targets/floors based on the actual service-responsive transportation for that Area or District. If an Area or District makes the target, there is a positive adjustment applied to the Corporate Summary Performance score. If an Area or District misses the target, there is a negative adjustment applied to the Corporate Summary Performance score. The Adjusted Service Commitment document for FY2019 will be posted on the NPA website for employees to review and we will continue to send this document to NAPS's national office. The same methodology will be used for FY2019.

NAPS Concern #5 - Employee Availability

This recommendation was already provided by NAPS to the Planning Team and discussed among the parties and the decision was that LWOP would continue in the calculation. As you know, the reason for that decision was that the indicator could not decipher this type of approved leave from other LWOP. If a significant amount of LWOP is approved for the reason provided by NAPS and the NPA Composite Performance Summary for a unit is affected by greater than 1 cell, then the unit manager should consider submitting a request for unit-level mitigation if the criteria for a request is met.

NAPS Concern #6 - Trips on Time

The Postal Service has determined that this recommendation may have value but there is no current mechanism to collect and measure this information and, if feasible, would require complex enhancements to our information systems. We are interested in discussing this with NAPS further and expand on NAPS's concept. If it can be developed, we will consider implementing it in FY2020.

## NAPS Concern #7 - Machine-At-Risk

Targets and thresholds are established by machine type and type of mail processed, to include international mail. Facilities should ensure that the proper sort plan is loaded when processing mail to ensure that the indicator is measured appropriately.

## NAPS Concern #8 - Corporate Indicator Weights

All three indicators can have a positive effect on the Postal Service's corporate financial health and, therefore are weighted accordingly. Every individual's contributions towards the success of these indicators also drives the success of our organization. Managing one's unit effectively ensures targets for workhours and the unit's total operating expense are met or exceeded. Controllable Income has the most weight of the Corporate Indicators and that is intentional since, by definition it drives the Postal Service's overall profitability. Deliveries per total workhour to SPLY was discussed at length with NAPS and the NPA Planning Team. We determined that this indicator was the most appropriate measure of overall efficiency and therefore continued with this same indicator. We disagree with NAPS's opinion of these indicators as well as the recommendation to redistribute the weights.
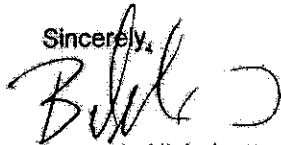
## NAPS Concern #9 - Grievance Indicator

This recommendation is not adopted. The grievance indicator is being re-introduced to the scorecards for Operations for FY2019. This indicator was removed from Operations scorecards in FY2017 and the number of grievances pending arbitration and grievance costs increased. District leadership and front line EAS have a shared responsibility in this indicator since it is on all Operations scorecards. The Postal Service disagrees with NAPS that front line EAS and post offices have no control over the number of grievances filed. In addition, the grievance indicator measures the number of grievances pending compared to SPLY, not the number filed. However, District leadership should ensure that subordinate EAS are following all collective bargaining agreements accordingly and, thus grievances will be reduced.

Supervisors, managers, etc. should settle grievances at the lowest possible step if warranted and appropriate. The intent of the OTADMIN tool is to assist with the assignment of overtime and the administration of the overtime desired list. It is expected that all non-bargaining employees make decisions consistent with our rules and in compliance with our collective bargaining agreements. If any employee is given instructions to ignore those agreements by higher level leadership, then the employee should inform their manager of the instruction and escalate it, if necessary.

The Postal Service, following full and fair consideration of your January 3, 2019 recommendations to the proposal and pursuant to Title 39 § 1004(d), is providing its decision regarding the FY2019 NPA unit indicators. Those indicators and related information are enclosed.

Sincerely,

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosures

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**UNITED STATES POSTAL SERVICE**

Room 9446

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For

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
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## FY2019 CORPORATE INDICATORS

| # | Indicator | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Priority Mail Composite | 91.00 | 91.56 | 92.28 | 93.25 | 93.95 | 94.80 | 94.98 | 95.24 | 95.58 | 96.00 | 96.23 | 96.48 | 96.78 | 97.13 | 97.50 |
| 2 | First-Class Parcels | 85.50 | 86.69 | 88.21 | 90.25 | 92.95 | 94.80 | 94.94 | 95.12 | 95.34 | 95.56 | 95.83 | 96.15 | 96.56 | 96.99 | 97.50 |
| 3 | First-Class Letters & Flats Composite | 91.00 | 91.63 | 92.43 | 93.51 | 94.63 | 96.00 | 96.11 | 96.27 | 96.45 | 96.65 | 96.86 | 97.13 | 97.46 | 97.82 | 98.25 |
| 4 | Parcel Select | 99.55 | 99.59 | 99.65 | 99.72 | 99.74 | 99.77 | 99.79 | 99.81 | 99.84 | 99.87 | 99.89 | 99.91 | 99.93 | 99.96 | 99.99 |
| 5 | Marketing Mail / Periodicals Composite | 89.00 | 89.53 | 90.21 | 91.12 | 91.43 | 91.80 | 92.21 | 92.80 | 93.56 | 94.50 | 95.10 | 95.78 | 96.58 | 97.50 | 98.50 |
| 6 | Composite Scan Performance | 97.25 | 97.36 | 97.48 | 97.61 | 97.77 | 97.95 | 98.01 | 98.08 | 98.19 | 98.32 | 98.47 | 98.63 | 98.80 | 99.01 | 99.25 |
| 7 | Total Accidents | 16.55 | 16.22 | 15.82 | 15.62 | 15.34 | 15.00 | 14.55 | 13.92 | 13.08 | 12.00 | 11.20 | 10.35 | 9.40 | 8.30 | 7.00 |
|  | Total Accidents % Improvement | 0.00 | -2.00 | -4.00 | -6.00 | -7.00 | -10.00 | -13.00 | -16.00 | -18.00 | -20.00 | -22.00 | -24.00 | -26.00 | -28.00 | -30.00 |
| 8 | Controllable Income ($B) | -4.00 | -3.80 | -3.70 | -3.60 | -3.50 | -3.10 | -2.33 | -1.55 | -0.78 | 0.00 | 0.20 | 0.40 | 0.60 | 0.80 | 1.00 |
| 9 | Deliveries Per Total Workhours % SPLY | -0.40 | 0.10 | 0.20 | 0.40 | 0.70 | 1.40 | 3.00 | 4.70 | 6.40 | 8.10 | 8.60 | 9.00 | 9.50 | 10.00 | 10.40 |
| 10 | Total Revenue FPR % Plan | -3.00 | -2.50 | -2.00 | -1.50 | -1.00 | 0.00 | 0.50 | 1.00 | 1.50 | 2.00 | 2.20 | 2.40 | 2.60 | 2.80 | 3.00 |
|  | CX - Delivery | 72.95 | 76.82 | 81.55 | 82.75 | 84.32 | 86.33 | 86.58 | 86.93 | 87.40 | 88.00 | 88.64 | 89.32 | 90.08 | 90.96 | 92.00 |
|  | CX - BSN | 93.85 | 94.31 | 94.80 | 95.35 | 95.98 | 96.73 | 96.85 | 97.01 | 97.22 | 97.50 | 97.82 | 98.16 | 98.54 | 98.98 | 99.50 |
|  | CX - BMEU | 94.60 | 94.68 | 94.77 | 94.88 | 94.99 | 95.13 | 95.28 | 95.49 | 95.76 | 96.12 | 96.58 | 97.07 | 97.62 | 98.25 | 99.00 |
|  | CX - POS | 83.71 | 85.91 | 88.59 | 89.05 | 89.65 | 90.42 | 90.57 | 90.77 | 91.05 | 91.40 | 92.46 | 93.58 | 94.83 | 96.28 | 98.00 |
| 11 | CX - USPS.com | 55.00 | 56.15 | 57.55 | 59.41 | 61.87 | 65.00 | 66.50 | 68.60 | 71.40 | 75.00 | 76.60 | 78.30 | 80.20 | 82.40 | 85.00 |
|  | CX - eCC Score | 35.00 | 36.65 | 38.67 | 46.50 | 56.84 | 70.00 | 70.25 | 70.55 | 70.90 | 71.30 | 71.80 | 72.40 | 73.10 | 73.95 | 75.00 |
|  | CX - eCC % Improvement | 2.50 | 3.70 | 4.98 | 6.40 | 8.05 | 10.00 | 11.00 | 12.20 | 13.60 | 15.20 | 17.20 | 19.60 | 22.40 | 25.80 | 30.00 |
|  | CX - CCC | 40.00 | 41.46 | 43.24 | 46.18 | 50.06 | 55.00 | 55.75 | 56.80 | 58.20 | 60.00 | 61.60 | 63.30 | 65.20 | 67.40 | 70.00 |
|  | Customer Experience Index | 60.00 | 63.37 | 67.48 | 70.61 | 74.74 | 80.00 | 80.75 | 81.80 | 83.20 | 85.00 | 85.80 | 86.65 | 87.60 | 88.70 | 90.00 |

* Measured - Not Weighed

## FY2019 UNIT INDICATORS

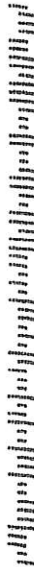| # | Indicator | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Total Operating Expense % Plan | 1.50 | 1.17 | 1.00 | 0.83 | 0.67 | 0.00 | -1.29 | -2.58 | -3.88 | -5.17 | -5.50 | -5.83 | -6.17 | -6.50 | -6.83 |
| 2 | Total Workhours % Plan | 1.80 | 1.40 | 1.20 | 1.00 | 0.80 | 0.00 | -1.55 | -3.10 | -4.65 | -6.20 | -6.60 | -7.00 | -7.40 | -7.80 | -8.20 |
| 3 | Grievance Backlog & Cost Reduction - Pending | 0.00 | -2.29 | -4.72 | -7.44 | -10.58 | -14.30 | -17.01 | -20.80 | -25.85 | -32.35 | -38.23 | -44.48 | -51.47 | -60.99 | -69.12 |
|  | Grievance Backlog Reduction - Step 2 +A | 58.00 | 40.22 | 18.48 | 16.11 | 12.98 | 9.00 | 7.88 | 6.30 | 4.20 | 1.50 | 1.26 | 1.01 | 0.72 | 0.39 | 0.00 |
|  | Grievance Backlog Reduction - Step 3 + B | 20.00 | 15.00 | 15.00 | 5.00 | 2.50 | 0.73 | 0.65 | 0.54 | 0.39 | 0.20 | 0.17 | 0.13 | 0.10 | 0.05 | 0.00 |
|  | Grievance Backlog Reduction - Cost Reduction | 0.00 | -3.36 | -6.93 | -10.92 | -15.54 | -21.00 | -22.37 | -24.28 | -26.82 | -30.10 | -34.78 | -39.75 | -45.30 | -51.73 | -59.33 |
| 4 | Employee Availability | 90.80 | 92.02 | 93.50 | 93.83 | 94.27 | 94.82 | 95.28 | 95.75 | 96.21 | 96.68 | 97.14 | 97.61 | 98.07 | 98.54 | 99.14 |
|  | Employee Availability % Improvement | 0.00 | 0.21 | 0.46 | 0.75 | 1.12 | 1.60 | 1.77 | 2.00 | 2.30 | 2.70 | 3.23 | 3.79 | 4.42 | 5.14 | 6.00 |
| 5 | Trips on Time | 70.55 | 77.41 | 85.79 | 86.84 | 88.23 | 90.00 | 90.61 | 91.46 | 92.60 | 94.06 | 94.85 | 95.69 | 96.63 | 97.72 | 99.00 |
|  | Trips on Time - % Extra Trips | 8.17 | 7.21 | 6.19 | 5.06 | 3.74 | 2.19 | 1.91 | 1.52 | 1.00 | 0.33 | 0.30 | 0.26 | 0.22 | 0.17 | 0.12 |
| 6 | Total Accident Rate | 16.55 | 16.22 | 15.82 | 15.62 | 15.34 | 15.00 | 14.55 | 13.92 | 13.08 | 12.00 | 11.20 | 10.35 | 9.40 | 8.30 | 7.00 |
|  | Total Accident Rate % Improvement | 0.00 | -1.00 | -2.00 | -3.00 | -4.00 | -10.00 | -13.00 | -16.00 | -18.00 | -20.00 | -22.00 | -24.00 | -26.00 | -28.00 | -30.00 |
| 7 | Non-Career Employee Turnover | 5.30 | 4.89 | 4.45 | 3.95 | 3.38 | 2.71 | 2.47 | 2.14 | 1.71 | 1.14 | 0.96 | 0.76 | 0.55 | 0.30 | 0.00 |
|  | Non-Career Employee Turnover % Improvement | 0.00 | -1.94 | -4.00 | -6.30 | -8.97 | -12.12 | -16.53 | -22.70 | -30.92 | -41.50 | -44.46 | -47.61 | -51.12 | -55.19 | -60.00 |
| 8 | Retail Revenue % Plan | -4.99 | -4.19 | -3.34 | -2.40 | -1.30 | 0.00 | 0.89 | 2.13 | 3.79 | 5.92 | 7.98 | 10.17 | 12.62 | 15.46 | 18.81 |
| 9 | SV / BV Scan Performance | 90.00 | 91.53 | 93.41 | 93.56 | 93.75 | 94.00 | 94.54 | 95.30 | 96.30 | 97.60 | 97.90 | 98.23 | 98.59 | 99.01 | 99.50 |
|  | Plant Bundle Visibility | 90.00 | 91.30 | 92.89 | 93.17 | 93.53 | 94.00 | 94.57 | 95.36 | 96.41 | 97.77 | 98.05 | 98.34 | 98.67 | 99.05 | 99.50 |
| 10 | Del Unit BV Scan Performance | 90.00 | 91.03 | 92.29 | 92.72 | 93.28 | 94.00 | 94.75 | 95.80 | 97.20 | 99.00 | 99.08 | 99.17 | 99.26 | 99.37 | 99.50 |
| 11 | Controller Index | 64.38 | 72.33 | 82.05 | 82.54 | 83.18 | 84.00 | 84.73 | 85.75 | 87.10 | 88.85 | 90.31 | 91.87 | 93.61 | 95.62 | 98.00 |
|  | Controller Index - Financial Differences | 2304.52 | 2125.91 | 1936.14 | 1724.04 | 1478.45 | 1186.21 | 1116.13 | 1015.21 | 880.66 | 707.66 | 594.43 | 474.13 | 339.66 | 183.99 | 0.00 |
|  | CX - Delivery | 72.95 | 76.82 | 81.55 | 82.75 | 84.32 | 86.33 | 86.58 | 86.93 | 87.40 | 88.00 | 88.64 | 89.32 | 90.08 | 90.96 | 92.00 |
|  | CX - BSN | 93.85 | 94.31 | 94.80 | 95.35 | 95.98 | 96.73 | 96.85 | 97.01 | 97.22 | 97.50 | 97.82 | 98.16 | 98.54 | 98.98 | 99.50 |
|  | CX - BMEU | 94.60 | 94.68 | 94.77 | 94.88 | 94.99 | 95.13 | 95.28 | 95.49 | 95.76 | 96.12 | 96.58 | 97.07 | 97.62 | 98.25 | 99.00 |
|  | CX - POS | 83.71 | 85.91 | 88.59 | 89.05 | 89.65 | 90.42 | 90.57 | 90.77 | 91.05 | 91.40 | 92.46 | 93.58 | 94.83 | 96.28 | 98.00 |
| 12 | CX - USPS.com | 55.00 | 56.15 | 57.55 | 59.41 | 61.87 | 65.00 | 66.50 | 68.60 | 71.40 | 75.00 | 76.60 | 78.30 | 80.20 | 82.40 | 85.00 |
|  | CX - eCC Score | 35.00 | 36.65 | 38.67 | 46.50 | 56.84 | 70.00 | 70.25 | 70.55 | 70.90 | 71.30 | 71.80 | 72.40 | 73.10 | 73.95 | 75.00 |
|  | CX - eCC % Improvement | 2.50 | 3.70 | 4.98 | 6.40 | 8.05 | 10.00 | 11.00 | 12.20 | 13.60 | 15.20 | 17.20 | 19.60 | 22.40 | 25.80 | 30.00 |
|  | Customer Experience Index | 71.85 | 74.04 | 76.72 | 77.81 | 79.25 | 81.09 | 81.68 | 82.50 | 83.59 | 85.00 | 85.80 | 86.65 | 87.60 | 88.70 | 90.00 |
| 13 | EEO Formals Per 100 Employees vs SPLY | 1.45 | 1.25 | 1.01 | 1.00 | 0.98 | 0.95 | 0.92 | 0.87 | 0.82 | 0.74 | 0.65 | 0.55 | 0.43 | 0.30 | 0.15 |
| 14 | 3-5 Day Surface (STC only) | 88.78 | 89.82 | 90.92 | 92.14 | 93.57 | 95.25 | 95.47 | 95.79 | 96.20 | 96.74 | 96.94 | 97.16 | 97.40 | 97.67 | 98.00 |
| 15 | AAU / ADE Scan Performance | 98.07 | 99.15 | 99.23 | 99.32 | 99.43 | 99.56 | 99.59 | 99.64 | 99.69 | 99.77 | 99.79 | 99.81 | 99.84 | 99.87 | 99.90 |
| 16 | OE / DE Scan Performance | 93.16 | 93.42 | 93.69 | 94.00 | 94.35 | 94.77 | 94.98 | 95.27 | 95.67 | 96.17 | 96.46 | 96.77 | 97.12 | 97.52 | 98.00 |
|  | Machine "At Risk" - AFCS | 3.42 | 2.85 | 2.28 | 1.71 | 1.14 | 0.57 | 0.00 | -0.22 | -0.44 | -0.66 | -0.88 | -1.10 | -1.32 | -1.54 | -1.76 |
|  | Machine "At Risk" - AFCS200 | 2.88 | 2.40 | 1.92 | 1.44 | 0.96 | 0.48 | 0.00 | -0.34 | -0.68 | -1.02 | -1.36 | -1.70 | -2.04 | -2.38 | -2.72 |
|  | Machine "At Risk" - AFSM | 1.62 | 1.35 | 1.08 | 0.81 | 0.54 | 0.27 | 0.00 | -0.10 | -0.20 | -0.30 | -0.40 | -0.50 | -0.60 | -0.70 | -0.80 |
|  | Machine "At Risk" - DBCS | 1.14 | 0.95 | 0.76 | 0.57 | 0.38 | 0.19 | 0.00 | -0.07 | -0.14 | -0.21 | -0.28 | -0.35 | -0.42 | -0.49 | -0.56 |
|  | Machine "At Risk" - FSS | 1.32 | 1.10 | 0.88 | 0.66 | 0.44 | 0.22 | 0.00 | -0.10 | -0.20 | -0.30 | -0.40 | -0.50 | -0.60 | -0.70 | -0.80 |
|  | Machine "At Risk" - APBS First Class / Priority | 5.82 | 4.85 | 3.88 | 2.91 | 1.94 | 0.97 | 0.00 | -0.50 | -1.00 | -1.50 | -2.00 | -2.50 | -3.00 | -3.50 | -4.00 |
| 17 | Machine "At Risk" - APBS Standard | 7.20 | 6.00 | 4.80 | 3.60 | 2.40 | 1.20 | 0.00 | -0.49 | -0.98 | -1.47 | -1.96 | -2.45 | -2.94 | -3.43 | -3.92 |
|  | Machine "At Risk" - APBS International | 7.20 | 6.00 | 4.80 | 3.60 | 2.40 | 1.20 | 0.00 | -0.92 | -1.84 | -2.76 | -3.68 | -4.60 | -5.52 | -6.44 | -7.36 |
|  | Machine "At Risk" - APPS First Class / Priority | 5.82 | 4.85 | 3.88 | 2.91 | 1.94 | 0.97 | 0.00 | -0.50 | -1.00 | -1.50 | -2.00 | -2.50 | -3.00 | -3.50 | -4.00 |
|  | Machine "At Risk" - APPS Standard / Standard Post | 7.20 | 6.00 | 4.80 | 3.60 | 2.40 | 1.20 | 0.00 | -0.22 | -0.44 | -0.66 | -0.88 | -1.10 | -1.32 | -1.54 | -1.76 |
|  | Machine "At Risk" - APPS International | 7.20 | 6.00 | 4.80 | 3.60 | 2.40 | 1.20 | 0.00 | -0.49 | -0.98 | -1.47 | -1.96 | -2.45 | -2.94 | -3.43 | -3.92 |
|  | Machine "At Risk" - SPSS - Parcel | 3.60 | 3.00 | 2.40 | 1.80 | 1.20 | 0.60 | 0.00 | -0.18 | -0.36 | -0.54 | -0.72 | -0.90 | -1.08 | -1.26 | -1.44 |
|  | Machine "At Risk" - SPSS - Bundle | 3.30 | 2.75 | 2.20 | 1.65 | 1.10 | 0.55 | 0.00 | -0.42 | -0.84 | -1.26 | -1.68 | -2.10 | -2.52 | -2.94 | -3.36 |
|  | Machine "At Risk" - SPSS - International | 4.08 | 3.40 | 2.72 | 2.04 | 1.36 | 0.68 | 0.00 | -0.39 | -0.78 | -1.16 | -1.55 | -1.94 | -2.33 | -2.71 | -3.10 |
|  | Machine "At Risk" - PSM | 2.64 | 2.20 | 1.76 | 1.32 | 0.88 | 0.44 | 0.00 | -0.22 | -0.44 | -0.66 | -0.88 | -1.10 | -1.32 | -1.54 | -1.76 |
| 18 | RVS Scan Performance | 90.00 | 90.73 | 91.50 | 92.36 | 93.36 | 94.54 | 94.60 | 94.68 | 94.78 | 94.92 | 95.41 | 95.94 | 96.52 | 97.20 | 98.00 |
| 19 | REC Site Efficiency | 870.00 | 871.47 | 873.26 | 885.95 | 902.69 | 924.00 | 926.73 | 930.55 | 935.65 | 942.20 | 943.93 | 945.76 | 947.82 | 950.19 | 953.00 |
|  | REC Site Keyer Effectiveness | 85.00 | 85.41 | 85.92 | 86.00 | 86.11 | 86.25 | 86.34 | 86.48 | 86.65 | 86.88 | 86.93 | 86.99 | 87.05 | 87.12 | 87.20 |
| 20 | * Parcel Return Scan Performance | 90.00 | 91.12 | 92.31 | 93.64 | 95.18 | 97.00 | 97.03 | 97.07 | 97.13 | 97.20 | 97.57 | 97.96 | 98.40 | 98.90 | 99.50 |
| 21 | * CBP Successful Hold Percentage | 90.00 | 91.43 | 92.86 | 93.57 | 94.29 | 95.00 | 95.86 | 96.71 | 97.57 | 98.00 | 98.43 | 98.86 | 99.07 | 99.29 | 99.50 |

* Measured - Not Weighed

**FY2019 Corporate Scorecards**

| CORPORATE INDICATORS | Area DP Office | | Area DPS | | Area DNO | | Area MIPS | | Area Maintenance | | Area MOS | | Area Marketing | | District Marketing | | Area Finance | | District Finance | | Area HR | | District HR | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth |
| Priority Mail Composite | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Dist | 10% | Area | 10% | Dist | 10% | Area | 10% | Dist |
| First-Class Parcels | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist |
| First-Class Letters & Flats Composite | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist |
| Parcel Select | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist |
| Marketing Mail / Periodicals Composite | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist |
| Composite Scan Performance | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist | 5% | Area | 5% | Dist |
| Total Accidents | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Dist | 15% | Area | 15% | Dist | 15% | Area | 15% | Dist |
| Controllable Income ($B) | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation |
| Deliveries Per Total Workhours % SPLY | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Total Revenue FPR % Plan | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Customer Experience | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Dist | 10% | Area | 10% | Dist | 10% | Area | 10% | Dist |
| | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

**FY2019 Unit Scorecards**

| UNIT INDICATORS | Area DP Office | | Area DPS | | Area DNO | | Area MIPS | | Area Maintenance | | Area MOS | | Area Marketing | | District Marketing | | Area Finance | | District Finance | | Area HR | | District HR | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth |
| Total Operating Expense % Plan | 30% | Area | 40% | Area | 40% | Area | 40% | Area | 30% | Area | 30% | Area | 25% | Area | 25% | Dist | 40% | Area | 40% | Dist | 20% | Area | 20% | Dist |
| Total Workhours % Plan | | | | | | | | | | | | | | | | | | | | | | | | |
| Grievance Backlog & Cost Reduction | 10% | Area | | | | | 10% | Area | | | 10% | Area | | | | | | | | | 10% | Area | 10% | Dist |
| Employee Availability | 10% | Area | | | | | | | 25% | Area | | | 20% | Area | 20% | Area | 20% | Area | 20% | Dist | 20% | Area | 20% | Dist |
| Trips on Time | | | 25% | Area | 25% | Area | 15% | Area | | | 15% | Area | | | | | | | | | 25% | Area | 25% | Area |
| Total Accidents | 15% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | | | | | | | | | 10% | Area | 10% | Dist |
| Non-Career Employee Turnover | 15% | Area | | | | | | | | | | | 30% | Area | 30% | Dist | 10% | Area | 10% | Dist | | | | |
| Retail Revenue % Plan | 10% | Area | | | | | | | | | | | | | | | 10% | Area | 10% | Dist | | | | |
| SV / BV Scan Performance | 10% | Area | 15% | Area | 15% | Area | 10% | Area | 10% | Area | 10% | Area | | | | | | | | | | | | |
| Del Unit BV Scan Performance | 15% | Area | 15% | Area | | | | | 25% | Area | 15% | Area | | | | | | | | | | | | |
| Controller Index | | | | | | | | | | | | | | | | | 20% | Area | 20% | Dist | | | | |
| Customer Experience | 15% | Area | 15% | Area | 35% | Area | 15% | Area | | | | | 35% | Area | 35% | Dist | | | | | 15% | Area | 15% | Dist |
| EEO Formals Per 100 Employees vs SPLY | | | | | | | | | | | | | | | | | | | | | 15% | Area | 15% | Dist |
| 3-5 Day Surface | | | | | 10% | Area | | | | | | | | | | | | | | | | | | |
| AAU / ADE Scan Performance | | | 20% | Area | | | 15% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Dist | | | | | | | | |
| OE / DE Scan Performance | | | | | | | | | | | | | | | | | | | | | | | | |
| Machine At Risk | | | 15% | Area | | | 10% | Area | 25% | Area | 15% | Area | | | | | | | | | | | | |
| RVS Scan Performance | | | | | | | | | | | | | | | | | | | | | | | | |
| REC Site Efficiency | | | | | | | | | | | | | | | | | | | | | | | | |
| * Parcel Return Scan Performance | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Dist | Measure / Not Weighted | Area | Measure / Not Weighted | Dist | Measure / Not Weighted | Area | Measure / Not Weighted | Dist |
| * CBP Successful Hold Percentage | Measure / Not Weighted | Area (w/SC only) | | | | | | | | | | | | | | | | | | | | | | |
| * Measured - Not Weighted | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |
| BUSINESS | 44% | | 40% | | 50% | | 46% | | 44% | | 46% | | 46% | | 46% | | 52% | | 52% | | 36% | | 36% | |
| CUSTOMER | 31% | | 47% | | 37% | | 41% | | 41% | | 41% | | 45% | | 45% | | 27% | | 27% | | 27% | | 27% | |
| EMPLOYEE | 25% | | 13% | | 13% | | 13% | | 15% | | 13% | | 9% | | 9% | | 21% | | 21% | | 37% | | 37% | |
| | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

**FY2019 Corporate Scorecards**

| CORPORATE INDICATORS | District Mgr (Officer) | | Attendance Control Officer | | Sr Mgr Plant Mgr (Officer) | | District MOPS | | MPOO | | Post Office PCES or 26 / MCSO | | Stations or Branch (M, 5, SCS) - PCES & 26 | | Post Office 24 - 22 | | Post Office 21 - 20 | | Post Office 18 or Below | | Plant Mgr or MOO 500 | | Plant Maintenance | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth |
| Priority Mail Composite | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist |
| First-Class Parcels | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist |
| First-Class Letters & Flats Composite | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist |
| Parcel Select | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist |
| Marketing Mail / Periodicals Composite | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist |
| Composite Scan Performance | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist | 5% | Dist |
| Total Accidents | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist | 15% | Dist |
| Controllable Income ($B) | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation |
| Deliveries Per Total Workhours % SPLY | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Total Revenue FPR % Plan | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Customer Experience | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist |
| | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

**FY2019 Unit Scorecards**

| UNIT INDICATORS | District Mgr (Officer) | | Attendance Control Officer | | Sr Mgr Plant Mgr (Officer) | | District MOPS | | MPOO | | Post Office PCES or 26 / MCSO | | Stations or Branch (M, 5, SCS) - PCES & 26 | | Post Office 24 - 22 | | Post Office 21 - 20 | | Post Office 18 or Below | | Plant Mgr or MOO 500 | | Plant Maintenance | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth | Weight | Depth |
| Total Operating Expense % Plan | 30% | Dist | 25% | | 30% | Dist | 40% | Dist | 30% | MPOO | 30% | LF | 30% | LF | 30% | LF | 30% | LF | | | 30% | LF | 30% | LF |
| Total Workhours % Plan | | | | | | | | | | | | | | | | | | | 15% | LF | | | | |
| Grievance Backlog & Cost Reduction | 10% | Dist | 10% | Dist | 10% | Dist | | | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | | | 10% | Dist | 10% | Dist |
| Employee Availability | 10% | Dist | 50% | Dist | 10% | Dist | | | 10% | MPOO | 10% | LF | 10% | LF | 10% | LF | 10% | MPOO | 10% | MPOO | 10% | LF | | |
| Trips on Time | | | | | | | | | | | | | | | | | | | | | 10% | LF | 10% | LF |
| Total Accidents | 15% | Dist | 15% | Dist | 15% | Dist | 10% | Dist | 10% | MPOO | 10% | LF | 10% | LF | 10% | LF | 15% | LF | 15% | MPOO | 10% | LF | 10% | LF |
| Non-Career Employee Turnover | 15% | Dist | | | 15% | Dist | | | 10% | MPOO | 10% | LF | | | | | | | | | | | | |
| Retail Revenue % Plan | 10% | Dist | | | 10% | Dist | | | 10% | MPOO | | | 10% | LF | 10% | LF | 10% | LF | 20% | LF | | | | |
| SV / BV Scan Performance | 10% | Dist | | | 10% | Dist | 15% | Dist | 10% | MPOO | 10% | LF | 10% | FN | 10% | LF | | | | | 10% | LF | 10% | LF |
| Del Unit BV Scan Performance | | | | | | | | | | | | | | | | | | | | | | | | |
| Controller Index | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Experience | | | | | | | 15% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | 15% | Dist | 20% | Dist | | | | |
| EEO Formals Per 100 Employees vs SPLY | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-6 Day Surface | | | | | | | | | | | | | | | | | | | | | | | | |
| AAU / ADE Scan Performance | | | | | | | 20% | Dist | 10% | MPOO | 10% | LF | 10% | FN | 10% | LF | 20% | LF | 20% | LF | | | | |
| OE / DE Scan Performance | | | | | | | | | | | | | | | | | | | | | 10% | Dist | 10% | Dist |
| Machine At Risk | | | | | 10% | Dist | | | | | | | | | | | | | | | 10% | LF | 20% | LF |
| RVS Scan Performance | | | | | | | | | | | | | | | | | | | | | | | | |
| REC Site Efficiency | | | | | | | | | | | | | | | | | | | | | | | | |
| * Parcel Return Scan Performance | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist |
| * CBP Successful Hold Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

\* Measured - Not Weighted

| | District Mgr (Officer) | Attendance Control Officer | Sr Mgr Plant Mgr (Officer) | District MOPS | MPOO | Post Office PCES or 26 / MCSO | Stations or Branch (M, 5, SCS) - PCES & 26 | Post Office 24 - 22 | Post Office 21 - 20 | Post Office 18 or Below | Plant Mgr or MOO 500 | Plant Maintenance |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BUSINESS | 44% | 38% | 40% | 40% | 40% | 40% | 44% | 44% | 40% | 38% | 44% | 44% |
| CUSTOMER | 31% | 27% | 35% | 47% | 39% | 39% | 39% | 39% | 41% | 43% | 39% | 43% |
| EMPLOYEE | 25% | 35% | 25% | 13% | 21% | 21% | 17% | 17% | 19% | 19% | 17% | 13% |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

# FY2019 NPA CORPORATE UNIT INDICATORS - TARGETS, WEIGHTS, DEPTH, THRESHOLDS

## FY2019 Corporate Scorecards

| CORPORATE INDICATORS | Plant MIPS Weight | Plant MIPS Depth | Plant TANS Weight | Plant TANS Depth | NDC Mgr or MDO SDO Weight | NDC Mgr or MDO SDO Depth | NDC Maintenance Weight | NDC Maintenance Depth | NDC MIPS Weight | NDC MIPS Depth | NDC TANS Weight | NDC TANS Depth | ISC Mgr or MDO SDO Weight | ISC Mgr or MDO SDO Depth | ISC Maintenance Weight | ISC Maintenance Depth | ISC MIPS Weight | ISC MIPS Depth | ISC TANS Weight | ISC TANS Depth | REC Weight | REC Depth | STC Weight | STC Depth |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Priority Mail Composite | 10% | Dist | 10% | Dist | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area |
| First-Class Parcels | 5% | Dist | 5% | Dist | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area |
| First-Class Letters & Flats Composite | 5% | Dist | 5% | Dist | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area |
| Parcel Select | 5% | Dist | 5% | Dist | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area |
| Marketing Mail / Periodicals Composite | 5% | Dist | 5% | Dist | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area |
| Composite Scan Performance | 5% | Dist | 5% | Dist | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area | 5% | Area |
| Total Accidents | 15% | Dist | 15% | Dist | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area | 15% | Area |
| Controllable Income ($B) | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation | 20% | Nation |
| Deliveries Per Total Workhours % SPLY | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Total Revenue FPR % Plan | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation | 10% | Nation |
| Customer Experience | 10% | Dist | 10% | Dist | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Area |
| **Total** | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

## FY2019 Unit Scorecards

| UNIT INDICATORS | Plant MIPS Weight | Plant MIPS Depth | Plant TANS Weight | Plant TANS Depth | NDC Mgr or MDO SDO Weight | NDC Mgr or MDO SDO Depth | NDC Maintenance Weight | NDC Maintenance Depth | NDC MIPS Weight | NDC MIPS Depth | NDC TANS Weight | NDC TANS Depth | ISC Mgr or MDO SDO Weight | ISC Mgr or MDO SDO Depth | ISC Maintenance Weight | ISC Maintenance Depth | ISC MIPS Weight | ISC MIPS Depth | ISC TANS Weight | ISC TANS Depth | REC Weight | REC Depth | STC Weight | STC Depth |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total Operating Expense % Plan | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 30% | LF | 40% | LF | 30% | LF |
| Total Workhours % Plan | | | | | | | | | | | | | | | | | | | | | | | | |
| Grievance Backlog & Cost Reduction | 10% | Dist | 10% | Dist | 10% | Area | 10% | Area | 10% | Area | 10% | Area | 10% | Dist | 10% | Dist | 10% | Dist | 10% | Dist | | | 10% | Dist |
| Employee Availability | | | | | | LF | | | | | | | | LF | | | | | | | | | | |
| Trips on Time | 10% | LF | 20% | LF | 10% | LF | 10% | LF | 10% | LF | 20% | LF | 10% | LF | 10% | LF | 10% | LF | 20% | LF | 20% | | 20% | |
| Total Accidents | 10% | LF | 15% | LF | 10% | LF | 10% | LF | 10% | LF | 15% | LF | 10% | LF | 10% | LF | 10% | LF | 15% | LF | 10% | LF | 10% | LF |
| Non-Career Employee Turnover | 10% | LF | | | | LF | | | 10% | LF | | | | LF | | | | | | | 10% | LF | | |
| Retail Revenue % Plan | | | | | | | | | | | | | | | | | | | | | | | | |
| SV / BV Scan Performance | 10% | LF | 25% | LF | | LF | | LF | 10% | LF | 25% | LF | | LF | | LF | 10% | LF | 15% | LF | | | 20% | LF |
| Del Unit BV Scan Performance | | | | | | | | | | | | | | | | | | | | | | | | |
| Controller Index | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Experience | | | | | | | | | | | | | | | | | | | | | | | | |
| EEO Formals Per 100 Employees vs SPLY | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-5 Day Surface | | | | | | | | | | | | | | | | | | | | | | | | Nation |
| AAU / ADE Scan Performance | | | | | 10% | Service Area | 10% | Service Area | 10% | Service Area | | | | | | | | | | | | | | |
| OE / DE Scan Performance | 10% | Dist | | | 10% | LF | 20% | LF | 10% | LF | | | | | | | | | | | | | | |
| Machine At Risk | 10% | LF | | | | | | | | | | | 20% | LF | 20% | LF | 10% | LF | | | | | | |
| RVS Scan Performance | | | | | | | | | | | | | 10% | LF | 10% | LF | 10% | LF | | | 10% | LF | | |
| REC Site Efficiency | | | | | | | | | | | | | | | | | | | | | 20% | LF | | |
| * Parcel Return Scan Performance | Measure / Not Weighted | Dist | Measure / Not Weighted | Dist | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area | Measure / Not Weighted | Area |
| * CBP Successful Hold Percentage | | | | | Measure / Not Weighted | ISC Level | | | | | | | Measure / Not Weighted | ISC Level | Measure / Not Weighted | ISC Level | Measure / Not Weighted | ISC Level | | | | | | |
| **BUSINESS** | 44% | | 48% | | 44% | | 44% | | 44% | | 48% | | 44% | | 44% | | 44% | | 48% | | 40% | | 48% | |
| **CUSTOMER** | 39% | | 37% | | 39% | | 43% | | 39% | | 37% | | 39% | | 43% | | 39% | | 37% | | 35% | | 43% | |
| **EMPLOYEE** | 17% | | 15% | | 17% | | 13% | | 17% | | 15% | | 17% | | 13% | | 17% | | 15% | | 25% | | 9% | |
| **Total** | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | | 100% | |

* Measured - Not Weighted

Office of
National President
Brian J. Wagner
National Headquarters

January 3, 2019

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9024
Washington DC 20260-4000

**Subject: USPS FY2019 NPA Corporate/Unit Indicators Final Decision**

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your December 12, 2018, correspondence related to the final USPS FY2019 National Performance Assessment (NPA) Unit Indicators decision. NAPS thanks the Postal Service for providing our association the opportunity to attend FY2019 NPA planning meetings at Bolger Academy and the numerous teleconferences to provide input on the NPA scaling methodology, unit scorecards, and NPA Corporate and Unit targets and thresholds.

However, our association does not fully agree with the USPS FY2019 NPA Corporate/Unit Indicator proposal as stated in your December 12th correspondence. Specifically, NAPS has the following concerns and objections:

- The NPA process and scorecard calculations are too complicated. NAPS recommends that the Postal Service consider implementing Unit Indicators and scorecards where EAS employees have more line-of-sight, sphere of influence, and direct control of their respective unit indicators and scorecards. For example, more unit indicators measured and weighted heavier to the unit finance number rather than the lead finance number.

- The Postal Service established anchor goals at Cell 1, 6, and 15, with additional anchor goals at Cell 3 and 10. It was explained to NAPS via the Planning Team that the Executive Leadership Team (ELT) recommended that anchors should be added to any indicator in which the target was not reached. Based on this recommendation, various thresholds were adjusted and Cell 3 was adjusted at one hundredth of a point greater than the current national median. This median will be updated with end of year data once it's available. If the target was reached for any of the unit indicators, then no anchors were added to thresholds 1-6 for that indicator. In discussion with NAPS, we concurred that an only one additional anchor goal would be appropriate and it should be in Cell 10.

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Furthermore, based on September 2018's NPA Composite Performance Summary Scores (enclosed), over 16,000 EAS are projected not to receive a PFP payout. NAPS is concerned that having an anchor goal in any Cell 3 of the FY2019 NPA indicators may further increase the number of EAS who may not receive a PFP payout in FY2019. Therefore, NAPS objects to any anchor goal in Cell 3 and request all such anchors be removed.

- As shown in the attached graph, based on USPS data since FY2014, the Corporate Priority Mail Composite target of 94.8 for Cell 6 has not been achieved nationally. Furthermore, other graphs depict USPS NPA goals not being achieved nationally or demonstrating inconsistent USPS performance. Therefore, NAPS recommends FY2019 NPA targets and thresholds be based on FY2018 demonstrated performance at the national level.

Below are other concerns NAPS has with the current NPA process.

- Previously, the Priority Mail Composite Priority Score had been re-calculated for USPS peak season. The change was actually calculated using the Corporate Total Summary score. This USPS methodology is taking away from the other goals achieved. NAPS suggests that if a change is made for FY2019, it should only change the specific Priority score, not the overall Corporate Summary score. Furthermore, this calculation needs to be published in the FY2019 NPA guidelines to ensure all impacted by NPA understands this methodology.

- Employee Availability Improvement Pre-approved/Advanced Leave With Out Pay (LWOP) should not be included in this calculation. By trying to make goals in TOE % Plan and Total Work hours % Plan, this negatively affects the goals of Employee Availability and Employee Availability Improvement. By approving advanced LWOP, the unit saves work hours and cost. Therefore, the unit should not be penalized when such action is contrary to another unit indicator. The goal for any business should be to complete the function of the job in the most cost-effective manner using the least amount of work hours.

- Trips On Time and Trips On Time % Extra raise concerns. Though this is a very good and measurable goal, the concern is the mail reaching its destination. In addition to these two goals, there should be a goal for the dispatching of specific mail to the offices/stations. Example: DPS mail dispatched by 5:00 AM, automated flats dispatched by 6:00 AM, SPRs/IPPs dispatched by 4:00 AM. The present concern is the trips may be leaving as scheduled and on time, but without the proper mail mix. The early arriving trips are bringing little mail. Whereas, later arriving trips are either nearly or at full capacity. To make the goal of % of extra trips, mail is held for a later scheduled trip. Example: many offices receive a trip later in the morning with Priority Express mail. They will also receive working mail such as parcels and IPPs that still need to be sorted for delivery on the Priority Express mail trip. Making these two goals does not support an efficient and cost-effective operation solely. Integrity of ensuring mail is available for dispatch is the key to running a cost effective and efficient operation.

- NAPS has concerns regarding Machines-At-Risk. Certain mail processing operations handle a great deal of foreign packages. Illegible addresses greatly affects their scores. This is a goal of the plant maintenance staff. NAPS was made aware by our membership that, with all the daily machine maintenance, EAS with Machines-At Risk are still held

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accountable for the score even though their plant sorts foreign mail where most in the country do not. They are still held at the same standard as all the rest. Processing Plants that process incoming foreign mail should have a different score from those that do not because of the readability issue.
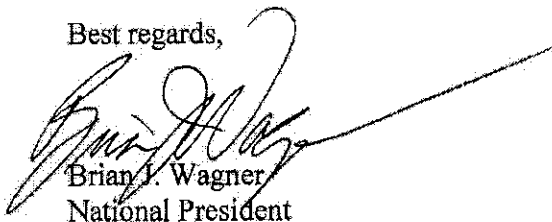
- NAPS is aware that the three Corporate Indicators; Controllable Income, Total Revenue FPR % to Plan, and Deliveries Per Total Workhours % SPLY achieved Cell 1, Cell 7, and Cell 0 respectively at the end of FY2018. These Corporate Indicators are too heavily weighted with respect to the other Corporate Indicators, as they make up 40% of EAS's Corporate score and 24% of EAS's NPA Composite scorecard. There is not a valid reflection of an individual's impact on those indicators. Therefore, NAPS requests the weights of these indicators be reduced and spread among the other Corporate Indicators to provide a fairer and more reasonable scorecard.

- NAPS is not in agreement with the Postal Service changing the following scorecards: *Post Offices PCES or 26/MSCO, Post Office 24-22,* and *Station or Branch* to include the Unit Indicator -- Grievance Backlog & Cost Reduction. NAPS agrees that grievance costs need to be reduced. Front-line EAS and post offices have no control from keeping unions from filing grievances (i.e. JSOV, Article 8, crossing craft assignments, etc.) even if EAS, including higher level EAS, follow the collective bargaining agreements (CBAs). When grievances are sent to the USPS Dispute Resolution Team (DRT), local offices have no control of how the DRT will settle such grievances.

In addition, Offices/Stations/Branches in many places must ask for authorization to utilize overtime. When denied by the M.P.O.O. or M.C.S.O. or the District Manager this results in Article 8 violations and supervisor/postmasters doing craft work. Though Offices/Stations/Branches are to follow the procedures outlined in the OTADMIN program, such offices will receive instructions from postal leadership that are in conflict with what the OTADMIN program requires in overtime utilization. Post Offices/Stations/Branches must follow the instructions given resulting in numerous Article 8 grievances and financial payouts that are a detriment to the NPA goals.

In FY2018, the USPS paid out in grievance settlements through July 2018 approximately $114 million. The top five national issues; Article 8 (overtime), cross craft assignments, MS-47 Maintenance Craft PSE, performance of bargaining unit work, and operational window, accounted for approximately $62.3 million of the $144 million in grievance settlements. Therefore, NAPS requests the Grievance Backlog & Cost Reduction Unit indicator be removed from the *Post Offices PCES or 26/MSCO, Post Office 24-22,* and *Station or Branch* scorecards.

Thank you for your full and fair consideration of NAPS' input to our recommendations on the FY2019 NPA indicators, targets, thresholds, and unit scorecards.

Best regards,

Brian J. Wagner
National President

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