Edward F. Phelan
Vice President, Delivery and Post Office Operations

UNITED STATES POSTAL SERVICE

September 13, 2013

VICE PRESIDENTS, AREA OPERATIONS

SUBJECT: Retail Customer Experience Evaluations

This letter is a reminder concerning the proper use of the Retail Customer Experience (RCE) Program Evaluations.

The program's primary purpose is to provide a tool that helps identify and measure the customer's retail experience. Evaluation results should be used to correct conditions that are detrimental to the customer experience and coach Sales and Service Associates (SSA's) on revenue growth and customer satisfaction opportunities.

RCE scores being use inappropriately as the basis for discipline, Letters of Warnings and now Emergency Placements are not the intent of the program. The RCE is intended to help drive correct behavior and assit in making clear to our SSA's why retail performance is so important to the Postal Service. This message will be totally lost if discipline is the response to unacceptable scores.

We have to look beyond the scope of our employees and put ourselves in the position of the customer. An RCE Shopper is simply a customer. How can we give them an outstanding experience? We can do so by using the perfect transaction as a template (not a robotic requirement) to offer the services that meets the customers needs.

The utilization of the PS Form 4000A for retail lobby observations and PS Form 4000B for retail employee observations are the tools that observe interactions and addresses deficiencies. If the employee does not meet expectations, coach the employee in ways to improve knowledge and performance and correct the behavior.

The RCE Program is not to be used for discipline. Please share this information with your Field Operations and Labor Relations personnel.

Thank you in advance for your continued support concerning this matter.

Edward F. Phelan, Jr.

cc: Manager, Customer Service Operations, HQ
    Labor Relations, Headquarters
    Robert Strunk, Director Clerk Craft, APWU

UNITED STATES
POSTAL SERVICE

April 7, 2014

VICE PRESIDENTS, AREA OPERATIONS
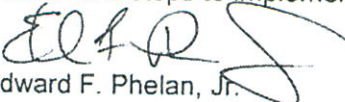
SUBJECT: Redundant Reports

This letter is to once again reinforce the reduction of redundant reports and logs at the local level.

Since 2012, the Postal Service in conjunction with our management associations, the National Association of Postal Supervisors, the National Association of Postmasters of the United States and the National League of Postmaster of the United States have discussed concerns that field management at times requires time consuming and unnecessary reports and logs.

While we have had success in reducing redundant and unnecessary reports, we continue to have to address concerns about this issue at the national level with local management. It is my position that leaders at the area and district levels and lead field representative of our management associations are best situated to determine whether a report or log used locally contributes toward performance improvement and increased efficiency.

To that end, district level management should meet with lead local representatives of our management associations when there are concerns about whether any local reporting, logging or tracking tools contribute meaningfully toward our performance and efficiency goals or redundant and unnecessary. We should anticipate that most, if not all related concerns will be worked out locally or if necessary, at the area level.

Please take steps to implement this approach in your respective areas.

Edward F. Phelan, Jr.

cc: Management Associations

Corporate

Performance Indicator	Goal	Achieved	Cell Value		Allocated Weight		Weighted Rating
Priority Mail Composite	94.80	86.48	0	x	15%	=	0.0000
First-Class Composite	96.00	92.62	1	x	10%	=	0.1000
Parcel Select	99.50	99.35	5	x	5%	=	0.2500
Standard Composite	91.00	86.59	1	x	5%	=	0.0500
Composite Scan Performance	97.00	95.63	2	x	10%	=	0.2000
OSHA I&I Rate	5.10	6.36	1				
OSHA I&I Improv	-1.00	4.43	2				
OSHA I&I Avg			2	x	7.5%	=	0.1500
VOE Survey Rate	65.10	64.82	5				
VOE Improv	0.2	0.2	6				
VOE Survey Avg			6	x	7.5%	=	0.4500
Operating Income	1.10	1.01	5	x	20%	=	1.0000
Total Deliv per Hour	43.3	40.5	0	x	10%	=	0.0000
Tot Rev FPR % Plan	0.00	-0.24	5	x	10%	=	0.5000
Customer Experience Measurement	82.5	0.0	0	x	0%	=	0.0000
EEO Compl Per 100 Empl VS SPLY (Corp)	1.00	1.03	5	x	0%	=	0.0000

Corporate Performance Summary 2.70

NATIONAL PERFORMANCE ASSESSMENT

Corporate Performance Summary (Cluster) - FEB FY2014 Year-to-date

Cluster	1-3	Cluster	1-3	Cluster	4-9
Central Pennsylvania	3.05	Northern Virginia	3.58	Honolulu	5.08
Ohio Valley	3.03	Hawkeye	3.55	Appalachian	4.65
Western	2.98	Kentuckiana	3.53	Oklahoma	4.63
Triboro	2.90	Salt Lake City	3.50	Central Plains	4.28
Northern Ohio	2.90	Greater Indiana	3.50	Rio Grande	4.20
Arkansas	2.88	**Pacific**	3.45	Sierra Coastal	4.15
Albany	2.85	Santa Ana	3.43	Tennessee	4.05
Eastern	2.83	Greensboro	3.43	Alaska	4.05
Gateway	2.75	Suncoast	3.38	Mid-Carolinas	4.00
National	**2.70**	Dallas	3.38		
Northern New England	2.70	Arizona	3.35		
Fort Worth	2.65	Greater South Carolina	3.28		
Northern New Jersey	2.63	**Capital Metro**	3.28		
Colorado/Wyoming	2.58	Richmond	3.25		
Central Illinois	2.50	New York	3.23		
Great Lakes	2.50	Caribbean	3.20		
South Jersey	2.45	Western New York	3.18		
Philadelphia Metropolitan	2.45	Bay Valley	3.18		
Baltimore	2.45	Western Pennsylvania	3.15		
Nevada Sierra	2.43	Northland	3.15		
Westchester	2.40	Louisiana	3.15		
Capital	2.38	Lakeland	3.15		
Greater Boston	2.28	Mississippi	3.13		
Northeast	2.28	Atlanta	3.13		
Connecticut Valley	2.20	**Southern**	3.13		
South Florida	2.10	Gulf Atlantic	3.10		
Mid-America	2.08	Houston	3.08		
Long Island	1.90	Portland	3.05		
Chicago	1.88	Los Angeles	3.05		
Detroit	1.83	Greater Michigan	3.05		

Cluster	1-3
Seattle	3.95
San Diego	3.87
Sacramento	3.85
Dakotas	3.65
San Francisco	3.63
Alabama	3.60

Column band headers: 1-3 | 4-9 | 13-15 | 10-12 | National