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Chief Retail & Delivery Officer
& Executive Vice President



CRDO Scorecard

- Introduced on May 17, 2021
- Rankings for: Districts / PCES PM / PM26 / MPOO 25 / PM24 / MPOOs
- Rankings are based on 20 metrics
 - Included as a reference but not ranked are:
 - City Carrier Employee Availability
 - Distribution Clerk Employee Availability
- 17 of the 20 metrics tracked have shown continued improvement
 - Largest improvements
 - Office Variance to 60 mins – >20% reduction in hours
 - Non-Delivery % – reduced the number of missed deliveries by 1.9%
 - Priority 1 Day – improved scores by 2.1 percentage points
 - Collection & Delivery Samplings have increased 6.9% & 4.8% respectively



A graphic for the CRDO Scorecard. It features a solid blue circle in the center with the text 'CRDO Scorecard' in white. This central circle is surrounded by a larger, concentric dotted white circle. The entire graphic is set against a dark blue background.

CRDO Scorecard

Carriers BT to Scheduled BT
CSV %
F4 OT Ratio
Total Var to Base
Office Var to 60 Mins
Street Var to Base
Carriers after 19:00
City Carrier PreTour
City Carrier OT Ratio

CDI Non Delivery %
Collection Sampling Compliance
Delivery Sampling Compliance
All Scanning Scores
Scanning Integrity
Hours Per Route
Accident Rate
Rural Adhoc Hrs per Route
F4 & F2 Employee Availability



**Customer
Experience**

First Contact < 24 hours
POS mPOS
Package Inquiries
Change of Address
Hold Mail

POS OSAT
WTIL
Service Requests Open
Redelivery
Premium Forward

Retail and Delivery Key Performance Indicators - Triangulation

- Carriers out after 2000
- Employee Availability (City Carriers/Clerks)
- Routes Less Than 35% Delivered
- Last Mile Failures (Letters/Flats)
- Destinating Processing Scan No Arrival at Unit/Stop the Clock Scan
- Arrival at Unit Scan – No Stop the Clock Scan
- Near Zero Containers (at least 20 pieces failed)
- 360 Cases - no mail for 2 days and Where's my package?
- Carrier Delivery Indicator (CDI) – non-Delivery through GPS
- Remote Forwarding System Cycle Times
- Priority 1 day and Parcel Select Performance

CRDO C

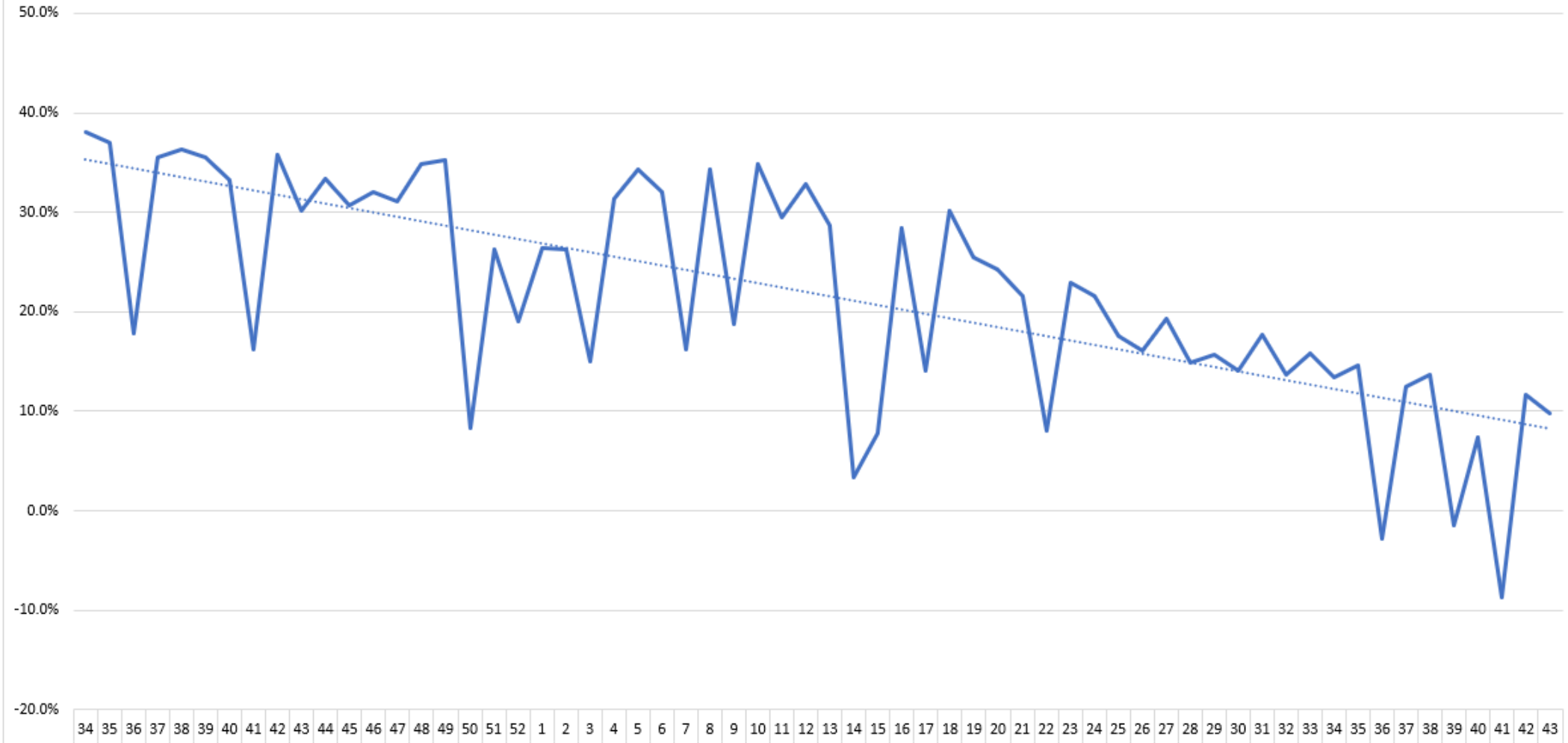
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Low to High		GOALS		>50.5%		>87.46%		>40%		>92.5%		<10%		<1.5%		<1.5%		<=8.00		<15%	
High to Low		WEIGHTS		6.0%		3.8%		3.8%		9.0%		4.0%		14.0%		10.0%		10.0%		1.0%	
Area	District	Employee Retention		POS OSAT		C360 OSAT		CSV %		F4 OT Ratio		Office Var to 60 Mins		Street Var to Base		Hours Per Route		All Carriers after 19:00			
		46.7%	10	91.8%	1	53.9%	1	92.4%	16	7.0%	2	2.4%	17	1.5%	9	7.72	3	4.0%	3		
		39.4%	39	90.7%	4	43.1%	16	91.8%	19	10.6%	20	3.0%	20	5.3%	33	7.85	7	5.9%	8		
		46.3%	11	89.1%	13	49.7%	3	88.8%	40	6.8%	1	6.9%	29	3.0%	15	7.84	6	5.1%	5		
		39.4%	38	88.0%	15	47.6%	5	92.6%	15	10.9%	24	-0.3%	13	3.4%	18	8.35	38	1.3%	1		
		36.0%	45	90.9%	2	47.5%	6	91.2%	25	12.0%	34	-2.8%	10	-0.8%	1	7.83	5	13.4%	28		
		48.2%	5	87.2%	21	46.4%	7	91.4%	24	7.2%	3	-1.1%	11	3.8%	22	7.88	8	1.9%	2		
		49.7%	3	90.7%	3	43.3%	15	94.5%	8	13.4%	43	-0.9%	12	1.6%	10	7.94	14	9.9%	18		
		38.9%	40	88.1%	14	40.8%	28	95.5%	3	12.9%	41	-5.6%	6	0.6%	4	7.66	1	11.0%	22		
		44.8%	16	84.5%	36	44.9%	10	83.9%	45	8.9%	6	-9.5%	3	2.9%	14	8.04	19	9.2%	14		
		44.4%	19	89.7%	8	40.6%	29	89.2%	37	9.6%	14	-4.5%	7	-0.3%	2	7.68	2	5.0%	4		
		44.7%	17	84.0%	40	40.5%	30	95.3%	5	12.6%	37	14.3%	43	4.8%	30	8.24	33	9.5%	15		
		38.9%	41	85.9%	24	44.3%	13	94.8%	6	10.7%	22	3.2%	23	3.2%	17	8.17	28	13.3%	27		
		47.5%	7	88.0%	16	44.3%	12	89.3%	36	9.3%	11	15.7%	45	2.5%	13	7.93	12	8.4%	12		
		46.1%	12	89.3%	11	44.8%	11	94.4%	9	12.3%	36	-7.1%	4	14.5%	50	8.78	50	11.6%	25		
		45.2%	14	85.3%	33	40.4%	31	94.8%	7	11.8%	29	-11.0%	2	3.6%	21	8.07	23	15.4%	36		
		40.8%	33	90.6%	5	47.9%	4	92.7%	14	9.1%	7	-4.0%	8	6.2%	39	8.43	42	14.9%	33		
		42.6%	25	85.5%	27	37.0%	38	94.2%	10	11.5%	26	-6.7%	5	6.6%	42	8.15	26	6.6%	9		
		43.5%	21	87.8%	19	43.1%	17	91.1%	27	7.8%	4	2.5%	18	1.2%	6	7.77	4	9.6%	16		
		45.5%	13	87.4%	20	43.1%	18	84.3%	43	9.6%	13	9.3%	33	4.2%	24	8.03	18	6.7%	10		
		32.5%	49	87.9%	17	45.4%	9	91.0%	28	9.9%	16	-0.2%	14	4.3%	25	8.21	30	28.9%	46		
		37.5%	43	84.4%	38	30.7%	49	90.0%	31	12.0%	33	-3.6%	9	2.4%	12	7.90	11	9.0%	13		

Low to High		GOALS		<10%		103%		<3%		>-2.0%		0		>99.90%		>99.7%		>95%		<14.0				
High to Low		WEIGHTS		4.0%		Variable up to 38%		7.5%		7.5%		2.0%		4.0%		3.0%		3.0%		7.5%				
Area	District	City Carrier OT Ratio		Rural % to STD		NDI Non Delivery %		Last Mile Flats		Scanning Integrity		All Scanning Performance		Parcel Select		Priority 1 day		Accident Rate		8 Week Trend Rank	4 Week Trend Rank	Week 41 Rank		
		11.6%	2	103.2	16	4.7%	32	-1.8%	10	0.121%	41	99.88%	30	99.87%	33	97.25%	6	12.04	22	1	2	1		
		16.6%	22	102.9	10	4.1%	23	-1.7%	7	0.058%	15	99.93%	4	99.94%	7	96.28%	19	10.45	9	2	4	3		
		14.3%	7	102.3	8	4.1%	26	-1.3%	2	0.105%	34	99.89%	25	99.89%	25	97.75%	2	13.01	33	3	3	5		
		11.4%	1	107.9	44	2.6%	5	-2.1%	13	0.050%	11	99.92%	8	99.92%	8	96.73%	12	8.60	2	4	1	6		
		17.8%	29	102.3	7	3.3%	13	-2.1%	14	0.139%	46	99.91%	12	99.91%	15	96.15%	20	12.52	28	5	8	2		
		12.3%	4	102.9	11	7.1%	47	-2.5%	23	0.100%	32	99.90%	18	99.90%	24	95.87%	28	10.83	11	6	13	10		
		17.7%	28	104.3	26	4.3%	27	-3.3%	33	0.089%	29	99.96%	1	99.96%	1	94.37%	39	11.11	13	7	6	4		
		18.2%	33	102.2	6	4.7%	30	-2.9%	28	0.075%	19	99.94%	2	99.95%	3	92.96%	46	13.06	34	8	5	7		
		19.2%	37	102.4	9	3.4%	15	-3.7%	40	0.041%	5	99.89%	26	99.90%	22	96.08%	21	11.11	14	9	14	25		
		17.5%	27	103.2	15	4.0%	21	-3.0%	29	0.055%	13	99.93%	5	99.94%	5	95.45%	31	15.83	48	10	9	9		
		13.1%	5	103.4	18	3.1%	12	-2.3%	17	0.028%	2	99.93%	6	99.94%	6	97.12%	7	11.95	20	11	15	15		
		14.6%	9	104.8	31	2.9%	10	-2.2%	16	0.047%	8	99.89%	24	99.89%	28	97.31%	5	11.16	15	12	11	14		
		19.8%	40	101.2	1	4.1%	25	-2.8%	26	0.105%	35	99.77%	43	99.75%	44	95.91%	27	10.45	10	13	17	16		
		14.8%	10	124.8	49	2.3%	3	-1.5%	4	0.033%	3	99.78%	40	99.85%	36	97.71%	3	12.31	24	14	18	29		
		15.0%	12	104.0	23	4.8%	33	-2.0%	12	0.111%	38	99.89%	29	99.92%	9	95.95%	26	12.92	32	15	10	13		
		14.9%	11	104.1	24	2.1%	2	-1.8%	9	0.118%	39	99.90%	17	99.89%	26	96.42%	18	14.56	42	16	7	8		
		15.0%	13	103.8	22	4.1%	24	-2.5%	21	0.103%	33	99.90%	16	99.91%	17	97.06%	9	12.27	23	17	16	12		
		16.4%	19	103.3	17	6.4%	45	-2.5%	22	0.078%	22	99.91%	10	99.92%	11	94.95%	35	15.55	47	18	21	17		
		15.7%	16	101.5	4	3.8%	19	-2.8%	27	0.087%	28	99.86%	34	99.86%	34	96.53%	15	12.38	25	19	22	20		
		25.6%	48	110.6	46	2.9%	11	-1.6%	5	0.079%	23	99.92%	9	99.92%	10	96.63%	14	11.31	17	20	12	11		
		14.5%	8	103.6	20	3.8%	18	-2.2%	15	0.050%	12	99.89%	23	99.89%	27	96.04%	23	14.83	45	21	27	26		

CRDO Trends
FY21 Week 34 –
FY22 Week 43

Office Var to 60 Minutes



Period	Score
FY 21 Week 34	38.0%
FY 22 Week 43	9.7%
Improvement	28.3%



Reduction of Vaiance AM Office Hours to 1 Hour per Route



Best Performance not during a Holiday Week
Week 40 = 7.4%

* The large dip in the metrics corresponds to Holiday Weeks

Hours per Route

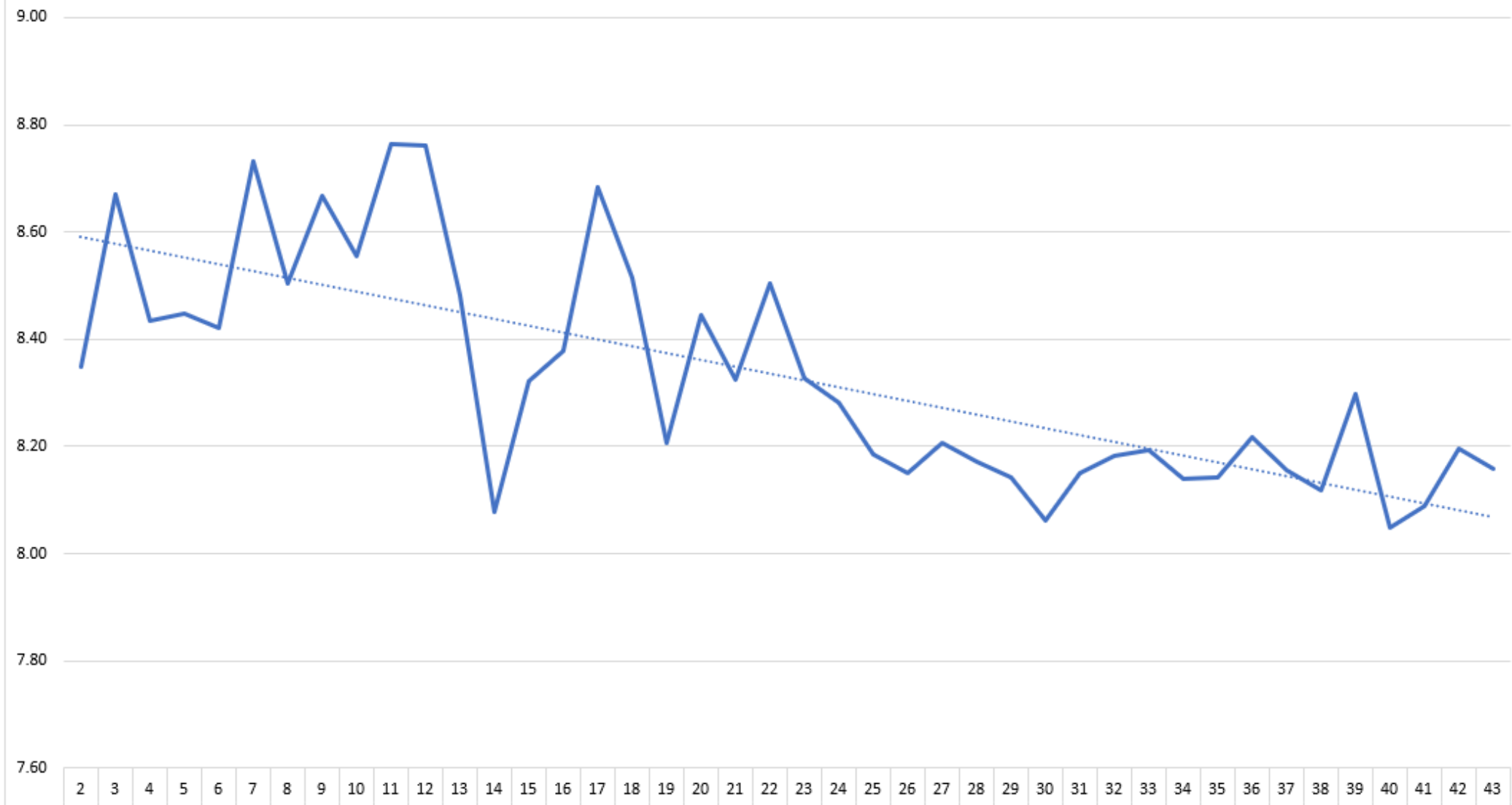
Period	Score
FY22 Week 2	8.35
FY 22 Week 43	8.16
Improvement	0.19



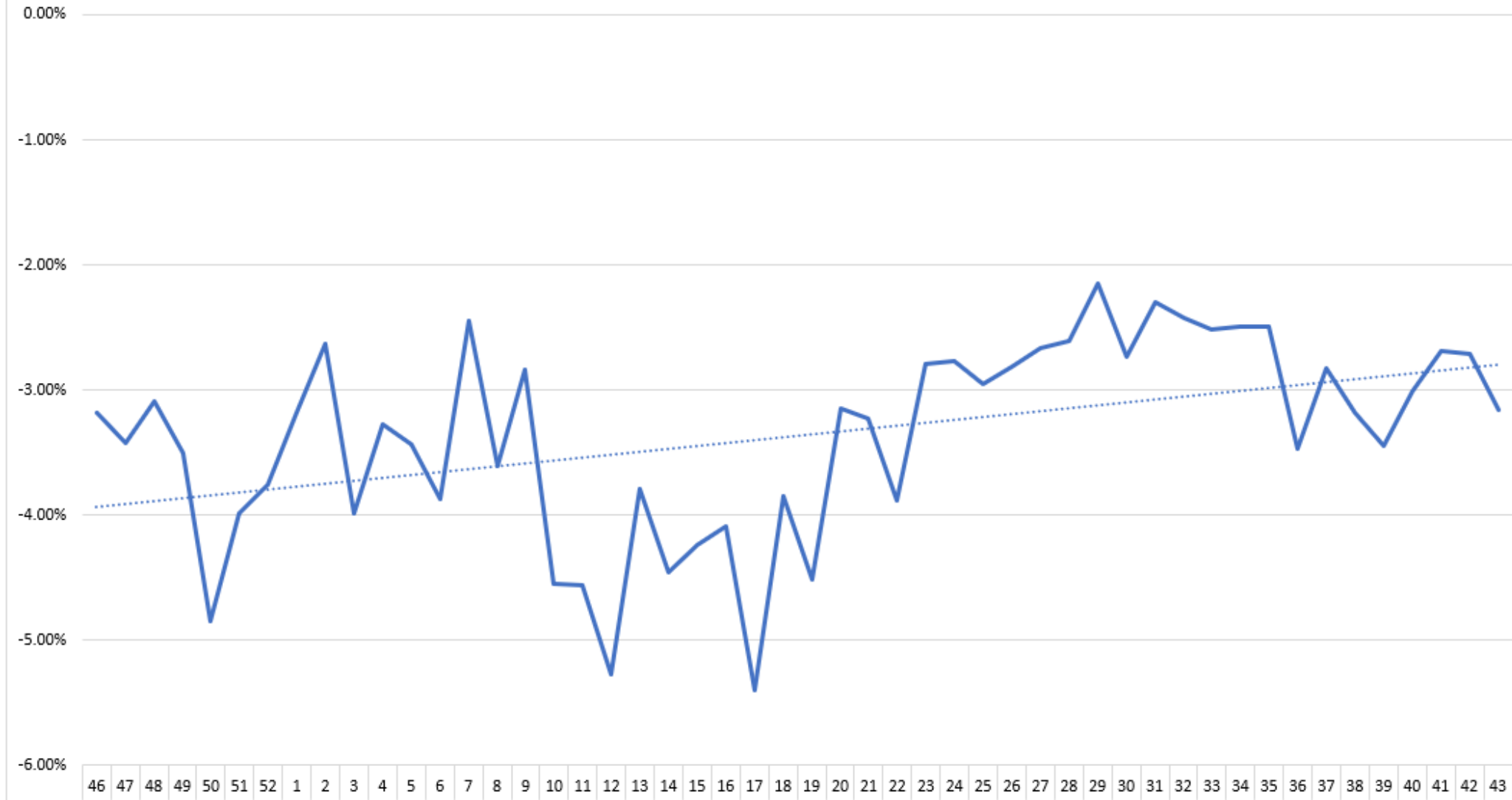
Reduction of Total Office and Street Hours per Route



Best Performance
Week 40 = 8.05



Last Mile Flats



Period	Score
FY 21 Week 46	-3.18%
FY 22 Week 43	-3.16%
Improvement	0.02%



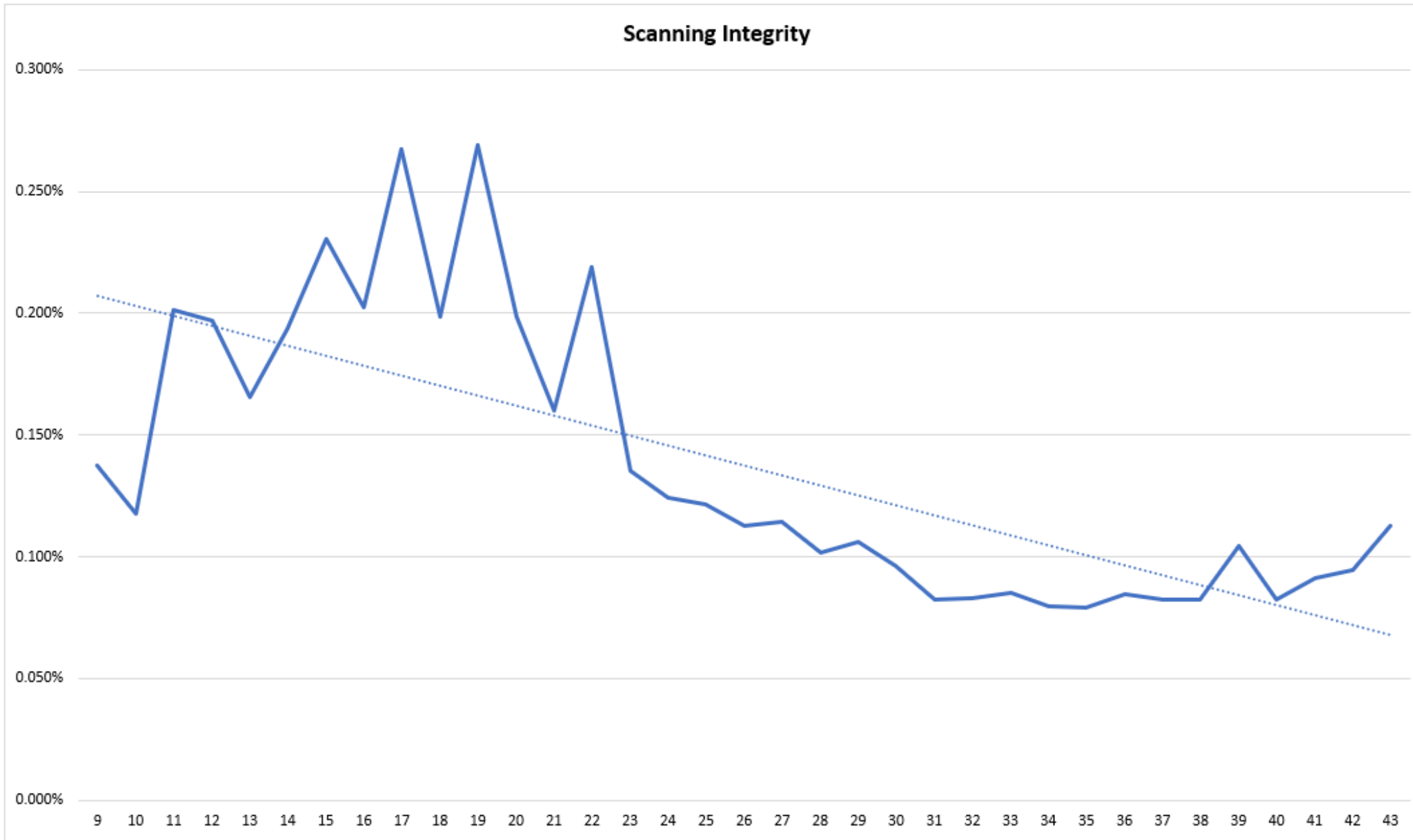
0.02%

Improvement in Last Mile Flat Impact. Less Flat Failures in Service Performance Measurement

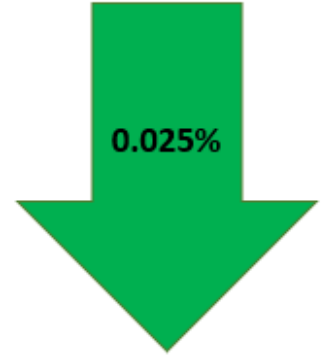


**Best Performance
Week 29 = -2.15%**

Scanning Integrity



Period	Score
FY 22 Week 9	0.138%
FY 22 Week 43	0.113%
Improvement	0.025%



Reduction of stop the clock scans made in the Office 15:00 – 23:00



Best Performance
Week 35 = 0.079%

Last Mile Improvements

Execution

- Flat & Letter Performance
 - Case Flats First
 - Scan Flats First
 - No casing DPS
- Mail Color Code Compliance
 - Deliver Mail received from plant same day
- Sampling Compliance (Includes No Trigger)
 - Increase Sample Size
 - Proper Scanner Set Up
 - On Street
 - PO Box
- Red Line Back Door Process
- Learn & Grows
 - Standard Work
 - Job Aids

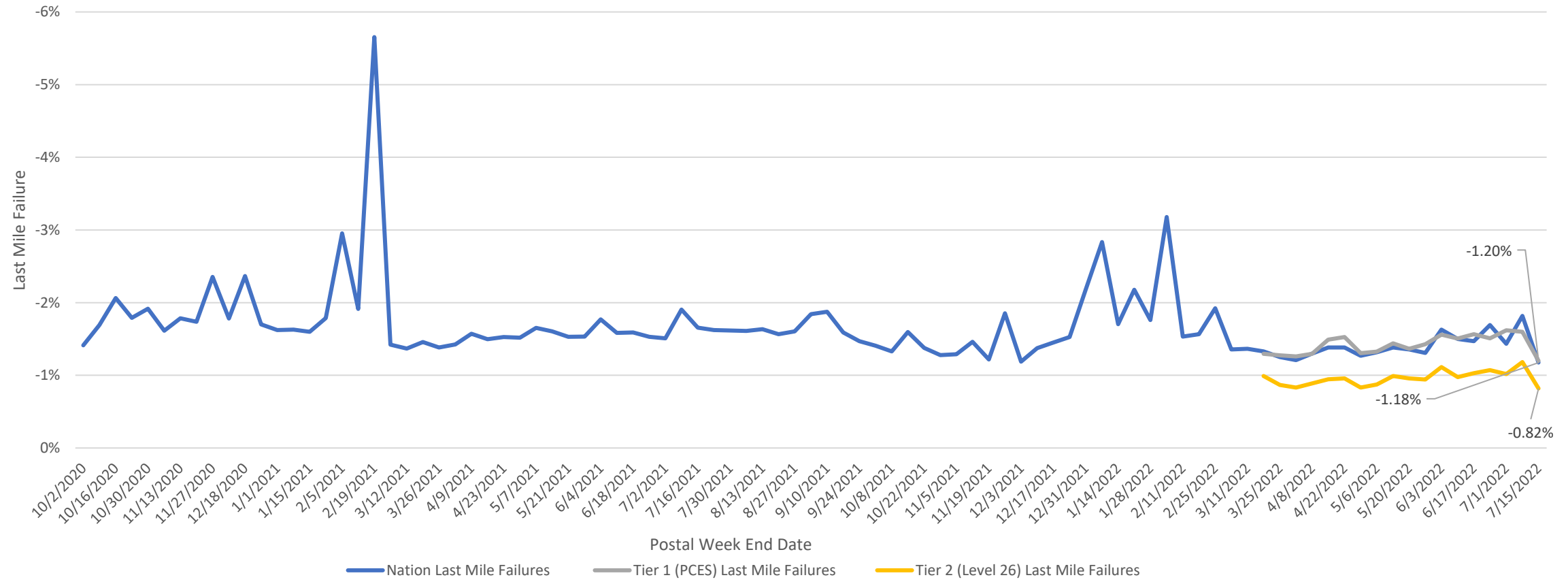
Compliance

- Mail Fails Here Last Mile Dashboard
 - LMI Score (-1% Target)
 - Sampling Performance (92% Target)
 - Composite Score
- Piece Level Data Mail in Measurement
- Ignored, No Pieces to Scan, No Trigger
- Office Cameras
- Average Days Delayed Analysis
 - Mail Rotation Play
 - Mail Rotation Dashboard
- CSI/NDI
- Weekly Scanning Scorecard
- Triangulation Report
- C360 CX Cases
- Late Carriers

Follow Up

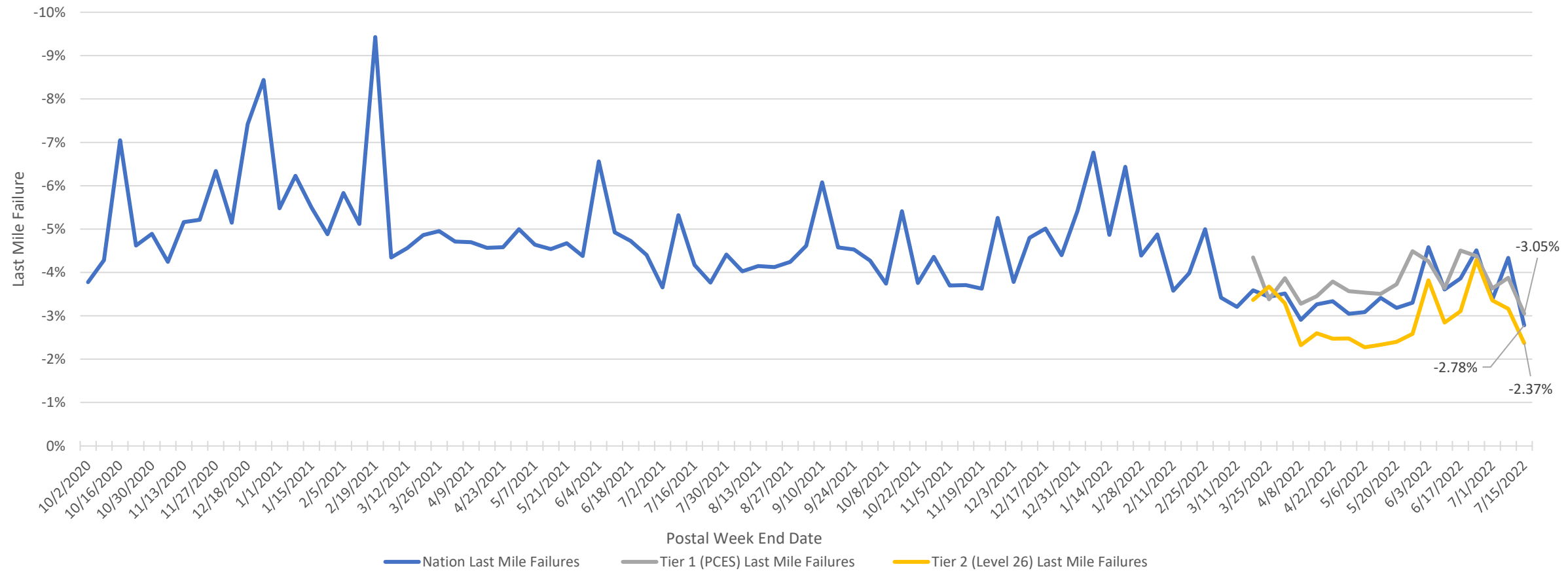
- Weekly Get it Right Performance Call
 - District Managers
 - PCES Postmasters
 - Level 26 Postmasters
 - MPOO's
 - Mail KPI's
- Rapid Response
 - Levels 1 thru 3
- Gemba's
 - In person
 - Virtual

Last Mile Failures – Letters Trend



Last Mile Failures are based on sample pieces for each respective week.

Last Mile Failures – Flats Trend



Integrated Operating Plan (IOP) and

**What we do daily and
how we communicate as
partners matters.**

**It matters to our
operations **It matters to
our customers.****

20

Key Process Indicators

**Processing Quality
Logistics - Arrival
Timely Delivery
Customer Experience**

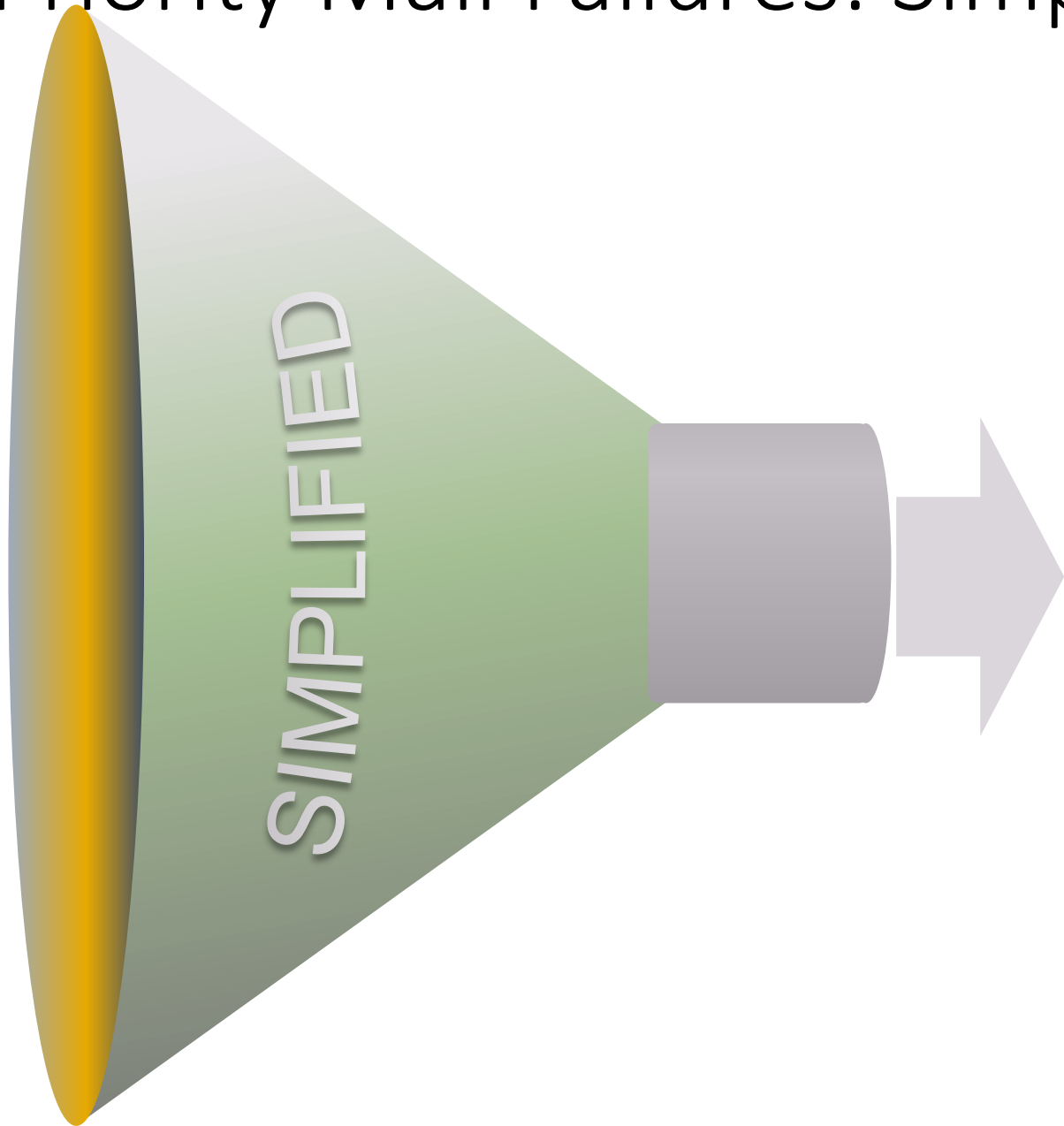
IOP Scorecard KPI and Goals



Priority Mail Failures: Simplified Root Causes

~150 current failed categories

TurnaroundPDCtoAAUFailure
 ADCOnTimeAAUPOBoxFailure
 ADCOnTimeAAUPOBoxFailureNoSCFScan
 ADCOnTimeAAUFirmFailure
 SCFOnTimeAAUFailure
 SCFOnTimeAAUFirmFailure
 DeliveryFailure
 FirmFailure
 POBoxFailure
 ADC2OnTimeNoAAUScanDeliveryFailure
 ADCOnTimeNoAAUScanDeliveryFailure
 SCFOnTimeNoAAUFailure
 MissentBackToPDC
 UnitFailure
 AcceptToOPDCFailure
 AcceptToOPDCNextDayAfterNoon
 LateOriginAcceptance
 NMOProcessingFailure
 OPDCProcessingFailure
 OriginAcceptanceToOPDCFailure
 TurnaroundPDCProcessingFailure
 TurnaroundPOSToPDCFailure
 WeekendAcceptToOPDCFailure
 WeekendOPDCProcessingFailure
 OPDCOnTimeADCFailure
 OPDCOnTimeADC2Failure
 OPDCOnTimeNoADCScanSCFFailure
 ADC2ProcessingFailure
 ADC2ToADCFailure
 ADCOnTimeSCFFailure
 ADCProcessingFailure
 ADCToADC2Failure
 RedirectFailure
 SCFProcessingFailure
 WkEndOPDCOnTimeRedirectFail
 WrongDDU
 SCFMissentToADC
 DestinationWrongDDU
 MissentWrongDDU
 ScannedMissent
 Missent
 MissentNoADCScanSCFLate
 MissentToWeekendPDCADCFailure
 OriginPDCtoNMOFailure
 OutgoingSentToTurnAround
 TurnaroundMissent
 TurnaroundMissentToOutgoing
 TurnaroundPDCMissent
 ADC2Missent
 ADC2MissentToOrigin
 ADCMissent
 ADCMissentToOrigin
 ADCSentBackToOrigin
 NoOriginScansRedirectFailure
 OPDCOnTimeRedirectFailure
 TurnaroundFailedAAUNoPDCScan
 ADC2OnTimeAAUFailureNoSCFScan
 NoTurnaroundPDCNoAAUScan
 TurnaroundNoPDCNoAAUScan
 ADCOnTimeAAUFailureNoSCFScan
 ADCOnTimeAAUFirmFailureNoSCFScan
 ADC2OnTimeAAUFailure
 ADC2OnTimeAAUFirmFailureNoSCFScan
 ADC2OnTimeAAUPOBoxFailureNoSCFScan
 ADCOnTimeAAUFailure



SIMPLIFIED

12 failed categories

- DELIVERY**
 - Late AAU Scan in Delivery
 - Late Delivery Scan
 - Missing AAU Scan in Delivery
 - Second AAU Scan
- PROCESSING**
 - Late Processing Scan
 - Missent by Processing
 - Missent to Wrong DDU by Processing
 - Unload on time, late Processing
- LOGISTICS**
 - Late transportation/Incorrect Flow
 - Shared Logistics & Processing
- SHARED**
 - Missing SCF Scan & Late AAU
 - Other

Priority Mail Failure Report

- Priority Mail Highlights Daily – Origin and Destinating
 - Area
 - Region
 - Division
 - District
 - Unit
- Trend Data: Week to Date | Month to Date | Quarter to Date
- Identify individual and shared opportunities
- Increase line of sight and accountability

“We are rapidly implementing changes that will transform the United States Postal Service into the high performing organization our customers and the public expect and deserve.”

— **Louis DeJoy**, Postmaster General and Chief Executive Officer

“ ... we aligned our organizational strategy and structure to improve line of sight and drive operational precision, while increasing role clarity and accountability.”

Delivering for America Plan

DELIVERING FOR AMERICA

First-year Progress Report



 UNITED STATES
POSTAL SERVICE®

APRIL 7, 2022