

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service
Questions from Chairman Gerald E. Connolly
Subcommittee on Government Operations

October 15, 2021, Hearing: “Waiting on the Mail: Postal Service Standard Drops in Chicago and the Surrounding Area”

1. Why has Chicago mail delivery performance remained below nationwide averages and performance targets for on-time delivery for First-Class Mail and magazines?

Response:

As provided in my testimony, several factors have impacted mail delivery performance beginning with complement, pandemic related leave, and other employee availability issues. Chicago’s First-Class Package delivery has been at, or above, the national score during the period of October 23 through November 4, 2021.

2. Please provide your staffing plan for the Chicago region that ensures you are prepared for the upcoming holiday peak season.

Response:

The staffing plan around the Chicago Post Office has been ongoing. In the last 6 months, the Chicago Post Office has hired 601 employees with 105 of them hired in the last month. We are working to hire an additional 50 PSEs and 120 CCAs in the coming weeks. Through October 2021 Chicago had more city carriers on the rolls than at the same time in any of the last 5 years.

3. Please provide your plan to address the concerns and close the recommendations offered in the Postal Service Office of the Inspector General audit report titled “Mail Delivery and Customer Service Issues—Select Chicago Stations, Chicago, IL,” along with the timeline for closing each recommendation.

Response:

All four recommendations in this OIG audit are addressed and closed.

Recommendations 2 and 3 were closed March 10, 2021 by ensuring that training continues throughout the District on requirements to report delayed mail and to ensure compliance daily. This process is ongoing. Recommendation 1 was closed April 14, 2021 by ensuring the district attendance control coordinator’s team works daily to address the “zero workhour” city carrier assistants who are not reporting to duty. Recommendation 4 was closed May 5, 2021 by ensuring the Manager, Operations Program Support oversees the PM Verification process and conducts onsite audits and GEMBA’s to ensure accuracy of the process and reporting.

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service

4. Please specify your plan and timeline for removing inactive city carrier assistants from employee rolls so that new hires can fill their spots.

Response:

The Chicago Post Office separated 404 inactive city carrier assistants (CCAs) from the rolls in FY2021 with a peak of 127 CCAs removed in July 2021. In FY2022, October 1, 2021, through November 1, 2021, an additional inactive 28 CCAs were removed from the rolls. There are 46 additional inactive CCA employees currently in the process of being removed. The district established a biweekly process to address any CCAs not actively working by proactively sharing status updates and taking appropriate actions if needed.

5. What percentage of mail volume in Chicago is excluded from on-time performance measurements? Why are these mail pieces excluded, and what efforts are underway to include them in future on-time performance measurements?

Response:

The percentage of Chicago 606 3-digit mail not included in the service performance measurement for the period of 7/6/21 to 11/15/21 was:

Presort First-Class Mail: 25.24%

Marketing Mail: 16.36%

Periodicals: 32.39%

In order for mail pieces to be included in measurement, we must have a valid start-the-clock and stop-the-clock event. Pieces are excluded from measurement when required input from our operations and/or the mailer is missing to determine the start or stop-the-clock event.

Below are specific reasons why Chicago mail is excluded from the service performance measurement.

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service

| Commercial Mail Exclusions - Dest ZIP3 606 from 07/06/2021 to 11/15/2021 | | | | |
|--|--|--------------------------|---------------------|-------------|
| Exclusion Reason | Exclusion Description | Presort First-Class Mail | USPS Marketing Mail | Periodicals |
| No Start-the-Clock | Lack of a container unload scan or inability to identify the Facility Access and Shipment Tracking (FAST) appointment associated to the container. | 37.99% | 30.59% | 10.02% |
| Long Haul | Mail verified at a Detached Mail Unit (DMU), then transported by USPS to a mail processing facility in a different district than the DMU. | 23.34% | 0.42% | 5.94% |
| Non-Compliant | Mail identified as non-compliant due to inaccuracies in mail preparation. | 0.08% | 0.33% | 4.52% |
| No Piece Scan | No automation scan observed for the mail piece | 21.23% | 31.57% | 59.68% |
| PARS | Undeliverable-as Addressed (UAA) mail as indicated by ACS and/or PARS operation when mail piece is processed. | 9.19% | 5.97% | 6.93% |
| Incorrect Entry Facility | Electronic documentation (eDoc) entry facility does not match the facility specified in the associated FAST appointment. | 0.04% | 3.20% | 4.16% |
| Non-Unique IMb | eDoc contains mail pieces with a non-unique IMb. | 2.15% | 2.32% | 0.92% |
| Inconsistent Service Performance Measurement Data | Mail piece received inconsistent scan events when calculating service performance measurement (container/mail piece scans not in chronological order). | 2.83% | 7.06% | 0.39% |
| Other | All other reasons | 2.28% | 2.38% | 1.31% |
| Inaccurate Scheduled Ship Date | eDoc scheduled ship date time is 48+ hours earlier than the postage statement finalization date time | 0.25% | 0.06% | 1.65% |
| Orphan Handling Unit | Mail piece associated to an Orphan Handling Unit not inducted at a Business Mail Entry Unit (BMEU) | 0.15% | 0.61% | 3.03% |
| Non-Unique Physical IMcb | Physical containers with non-unique Intelligent Mail container barcode (IMcb) on the placard | 0.44% | 0.07% | 0.05% |
| Invalid Entry Point for Discount Claimed | Entry Point for Entry Discount claimed in eDoc is invalid for the entry point and destination of the mail. | 0.04% | 15.21% | 1.40% |
| FAST Appointment Irregularity | Irregularity with the mailing/trip captured by FAST (e.g., contents not matching 8125). | 0.00% | 0.21% | 0.00% |

We have a headquarters team comprised of representatives from Enterprise Analytics, Operations and Product Solutions that actively works with the field to investigate and resolve the conditions that are causing mail to be excluded from measurement.

6. How is Chicago ensuring that mail pieces excluded from on-time performance measurements (“unmeasured mail”) are still meeting performance expectations? How do you respond to employee and customer concerns regarding delays of unmeasured mail? Please describe the processes you have in place to identify and address the root cause of such delays.

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service

Response:

Without valid start-the-clock and stop-the-clock events there is no way to measure service performance. However, our employees do not know whether mail pieces are in measurement or not, so they handle all pieces the same with regard to moving them through their operations.

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service

Questions from Rep. Danny K. Davis

October 15, 2021, Hearing: "Waiting on the Mail: Postal Service Standard Drops in Chicago and the Surrounding Area"

1. I have heard from constituents that mail is not getting delivered. I understand that mail may be out on the trucks for delivery but that many routes are not delivered each day. On average, how many of the routes or assignments in Chicago are not being delivered each day? Again, I am interested in the number of routes without completed deliveries.

Response:

Although most days all assignments (routes) are delivered, we may experience delivery failures due to criminal activity, weather events, or employee availability on an average of less than 10 assignments each day. If we experience a delivery failure on those routes, they are delivered the next day to include Sunday if needed.

2. Does the Postal Service in Chicago receive a daily listing of all addresses that do not receive mail delivery from each station manager? If so, can you share this list and verify its authenticity? If not, can the Postal Service start gathering this information daily?

Response:

Delayed volume is recorded the day it is delayed along with the number of failed deliveries. The individual address is not recorded.

3. The National Association of Letter Carriers has offered a number of ideas to immediately increase staffing in Chicago. Please respond about the implementation status of each suggestion:
 - a. allowing letter carriers outside of Chicago to deliver mail in Chicago whenever they are not scheduled in their home office to work;

Response:

This process has been in place since April 2021. It is used on an "as needed basis" and only if an employee volunteers.

Questions for Mr. Eddie C. Morgan, Jr.
Executive Postmaster, U.S. Postal Service

- b. accepting any transfer into Chicago for a letter carrier from other post offices that make the request;

Response:

All requests are reviewed according to our collective bargaining agreement, and the transfer process is followed, when appropriate.

- c. hiring any annuitant who wants to work immediately;

Response:

We are actively working with Human Resources on using carrier annuitants.

- d. utilizing a letter carrier to work with the Postal Service to help facilitate hiring, placement, and training of new letter carriers;

Response:

The District Human Resources team oversees hiring and placement, and they work with our labor unions on the training process.

- e. utilizing a letter carrier to work with the Postal Service to identify any current letter carrier not on approved leave for any portion of time so those people can be contacted, and a plan made for their future;

Response:

We have attendance coordinators and Managers designated to perform this work.

- f. utilizing a letter carrier to work with the Postal Service to identify any injured letter carriers who are not working a full schedule to try to find them work within the Postal Service's Chicago district.

Response:

District leadership manages this process through modified job assignments in accordance with our policies, collective bargaining agreements and all applicable laws. When we address any type of health issues we want that information to stay at a certain level that can be overseen and managed according to the law.