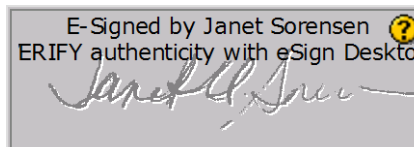




October 17, 2014

MEMORANDUM FOR: KELLY M. SIGMON
VICE PRESIDENT, RETAIL AND CUSTOMER SERVICE
OPERATIONS

JAMES A. NEMEC
VICE PRESIDENT, CONSUMER AND INDUSTRY
AFFAIRS



FROM: Janet M. Sorensen
Deputy Assistant Inspector General
for Revenue and Resources

SUBJECT: Management Alert – Retail Customer Service Management
Alert (Report Number MS-MA-15-002)

This management alert presents concerns regarding Retail Customer Service Point-of-Service (POS) surveys and survey information (Project Number 14RG019MS001). Issues regarding POS surveys and survey information came to our attention during our review of Retail Customer Service (Project Number 14RG019MS000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Joe Wolski, director, Sales and Marketing, or me at 703-248-2100.

cc: Corporate Audit and Response Management

Attachment

Introduction

The U.S. Postal Service has implemented an aggressive outreach program to understand and measure the customer experience across all channels and to complete extensive customer experience assessments. As part of the outreach program, the Postal Service developed a survey to obtain critical customer feedback from retail customers. This survey is provided to retail customers at the bottom of their sales receipt with an Internet link and Quick Response Code the customer can use to provide feedback on his or her experience. Sales and Services associates (SSA) highlight or circle the survey link to encourage customers to provide feedback about their customer service experience. Currently, the results of these surveys are reported by the survey company to the Postal Service's Consumer and Industry Affairs group.

Conclusion

During our observations of retail transactions, we noted that SSAs did not always inform customers about the availability and location of the Point-of-Service (POS) survey link at the end of their transaction receipt. As a result, customers are not encouraged to complete the POS survey, limiting the information available about customer service and satisfaction. Additionally, the Postal Service has not provided consistent guidance about the use and communication of POS survey information to area, district, and unit level offices. Consequently, unit management cannot always take appropriate action to address customer service issues or recognize excellence.

Point-of-Service Guidance

During our observations of retail transactions, we noted that retail associates did not always inform customers about the availability and location of the POS survey link at the end of their transaction receipt. At the 60 randomly selected retail units we visited, we noted that SSAs at 55 of them (92 percent) did not inform customers about or show them the survey link on the receipt. In seven instances, SSAs tore the receipt above the survey link before it finished printing and did not provide it to the customer. Although SSAs have been instructed through stand-up talks to draw customers' attention to the POS survey link, our results indicated this instruction is rarely followed. As a result, customers are not encouraged to complete the POS survey, limiting the information available about customer service and satisfaction.

In addition, we noted during interviews with four Postal Service areas that POS survey results are not always communicated to the retail units due to a lack of consistent guidance from headquarters. Individual areas and districts vary the guidance they provide on the roles and responsibilities of their district and unit management relating to obtaining and analyzing POS survey information.

For example, we found:

- One area used information from the POS survey to measure performance at the unit level, while another area left it to the discretion of the districts.
- One district created the POS reports at the district level and sent them to the units, while another district instructed units to pull the POS reports from the Postal Service's Consumer and Industry Affairs website themselves.

As a result of these inconsistencies, unit management cannot always take appropriate action to address customer service issues or recognize excellence. This alert brings to your attention the need to immediately reinforce instructions to employees to inform customers about, and provide, the POS survey link at the end of their transaction receipts. It also identifies the need to provide guidance to areas and districts to consistently communicate POS survey information.

Recommendations

We recommend the vice president, Retail and Customer Service Operations:

1. Reinforce the requirement that Sales and Services associates inform customers about the availability and location of the Point-of-Service survey link at the bottom of transaction receipts.

We recommend the vice president, Retail and Customer Service Operations, in cooperation with the vice president, Consumer and Industry Affairs:

2. Provide guidance to the areas, districts, and units on using Point-of-Service survey information to increase Postal Service customer satisfaction.

Management's Comments

Management agreed with the finding and recommendations.

Regarding recommendation 1, management stated they will reinforce the requirement that sales and services associates inform customers about the availability and location of the POS survey link at the bottom of transaction receipts by November 30, 2014.

Regarding recommendation 2, management stated they will provide guidance to the areas, districts, and units on using POS survey information to increase the Postal Service's customer satisfaction by November 30, 2014.

See [Appendix A](#) for management's comments, in their entirety.

Evaluation of Management's Comments

The U.S. Postal Service Office of Inspector General considers management's comments responsive to the recommendations and corrective actions should resolve the issues identified in the report.

Appendix A: Management's Comments

KELLY M. SIGMON
VICE PRESIDENT, RETAIL AND CUSTOMER SERVICE OPERATIONS



October 14, 2014

To: LORI DILLARD, DIRECTOR, AUDIT OPERATIONS

SUBJECT: Draft Management Alert – Retail Customer Service Management Alert (Report Number MS-MA-14-DRAFT)

The Postal Service agrees with the OIG to immediately reinforce instructions to employees to inform customers about, and provide the POS survey link at the end of their transaction receipts.

Recommendation 1:

We recommend the Vice President, Retail and Customer Service Operations:

1. Reinforce the requirement that sales and services associates inform customers about the availability and location of the Point-of-Service survey link at the bottom of transaction receipts.

Management Response/Action Plan:

Response: Agree. The Postal Service agrees with the OIG recommendations and will reinforce the requirement that sales and services associates inform customers about the availability and location of the Point-of-Service survey link at the bottom of transaction receipts.

Target Implementation Date:

November 2014

Responsible Manager:

Kelly M. Sigmon, Vice President, Retail and Customer Service Operations

Recommendation 2:

We recommend the Vice President, Retail and Customer Service Operations, in cooperation with the Vice President, Consumer and Industry Affairs:

1. Provide guidance to the areas, districts, and units on using Point-of-Service survey information to increase Postal Service customer satisfaction.

475 L'ENFANT PLAZA SW
WASHINGTON DC 20260
202-268-2252
FAX: 202-268-3331
WWW.USPS.COM

Management Response/Action Plan:

Response: Agree. The Postal Service agrees with the OIG recommendations and will reinforce the requirement that sales and services associates inform customers about the availability and location of the Point-of-Service survey link at the bottom of transaction receipts. We will also provide guidance to the areas, districts, and units on using Point-of-Service survey information to increase Postal Service customer satisfaction.

Target Implementation Date:

November 2014

Responsible Official:

Kelly M. Sigmon, Vice President, Retail and Customer Service Operations

This report and management response does not contain any information that may be exempt from disclosure under FOIA



Kelly M. Sigmon
Vice President, Retail and Customer Service Operations



James A. Nemecek
Vice President, Consumer and Industry Affairs

cc: Sally Haring
Manager, Corporate Audit Response Management
Marlene Wong
Audit Response Analyst
Megan Brennan
Chief Operating Officer