



**Don Flak**  
**Executive Director**  
**Performance and Field Operations Support**

**August 9, 2023**

**HQ**  
**JUNE YTD**

## Report Card Detail - JUN FY2023 Year-to-date

HQ CCBSO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Shipping and Package Services Rev % Plan	0.00	-0.72	4 x	40% =	1.6000
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	Shipping and Package Services Vol % Plan	0.00	0.74	5 x	40% =	2.0000
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	FE Score Average	5.00	5.00	5 x	20% =	1.0000
Functional Effectiveness HQ CCBSO			5 x	40% =	2.0000					Functional Effectiveness HQ CCBSO	5
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000						
Competitive Composite	95.75	95.83	5 x	5% =	0.2500						
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600						
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	13.25	13.12	5								
Total Accidents Imp	-10.00	-2.33	1								
Total Accidents Avg			5 x	5.5% =	0.2750						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					4.34						

## Report Card Detail - JUN FY2023 Year-to-date

HQ CCMO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Annual Sales Closed % Plan	100.00	121.44	7 x	50% =	3.5000
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	CX Resolution - C360 - Successful Resolution	39.21	44.87	10		
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	CX Resolution - BSN - Answered Clearly	98.60	99.36	8		
Functional Effectiveness HQ CCMO			7 x	40% =	2.8000	CX Resolution - CCC - IVR	52.76	58.47	6		
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000	CX Resolution - CCC - Live Agent	55.69	63.96	7		
Competitive Composite	95.75	95.83	5 x	5% =	0.2500	CX Resolution Composite	5.00	7.00	7 x	30% =	2.1000
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600	MSSC OSAT Survey	90.00	92.63	6 x	20% =	1.2000
Customer Experience - Delivery	80.94	75.55	3			Functional Effectiveness HQ CCMO					7
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	13.25	13.12	5								
Total Accidents Imp	-10.00	-2.33	1								
Total Accidents Avg			5 x	5.5% =	0.2750						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					5.14						

## Report Card Detail - JUN FY2023 Year-to-date

HQ CFO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100
Functional Effectiveness HQ CFO	5	5	5 x	40% =	2.0000
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000
Competitive Composite	95.75	95.83	5 x	5% =	0.2500
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600
Customer Experience - Delivery	80.94	75.55	3		
Customer Experience - C360 Rate	40.05	41.94	5		
Customer Experience - C360 Imp	5.00	9.70	6		
Customer Experience - BSN	98.00	98.80	10		
Customer Experience - BMEU	96.29	96.93	9		
Customer Experience - POS	87.46	86.75	4		
Customer Experience - CCC	69.88	84.50	10		
Customer Experience - USPS.com	73.41	72.63	4		
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300
Total Accidents Rate	13.25	13.12	5		
Total Accidents Imp	-10.00	-2.33	1		
Total Accidents Avg			5 x	5.5% =	0.2750
Employee Availability Rate	92.52	90.96	3		
Employee Availability Imp	0.50	1.05	6		
Employee Availability Avg	5.00	5.00	5		
Employee Separation Rate	-6.00	12.39	2		
Grievance - Step	1.50	0.39	8		
Grievance - Case Pending	0.00	18.30	3		
Grievance - Cost Reduction	0.00	-2.23	5		
Grievance Avg	5.00	5.00	5		
Employee Utilization			4 x	13% =	0.5200
NPA Composite Performance Summary					4.34

## Report Card Detail - JUN FY2023 Year-to-date

HQ CHRO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Onboarding Achievement Rate	-15.00	-24.41	7 x	25% =	1.7500
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	EEO Formals Per 100 Employees vs SPLY	0.95	1.05	2 x	25% =	0.5000
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	Employee Utilization - CHRO	5.00	4.00	4 x	50% =	2.0000
Functional Effectiveness HQ CHRO			4 x	40% =	1.6000	Functional Effectiveness HQ CHRO					4
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000						
Competitive Composite	95.75	95.83	5 x	5% =	0.2500						
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600						
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	13.25	13.12	5								
Total Accidents Imp	-10.00	-2.33	1								
Total Accidents Avg			5 x	5.5% =	0.2750						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					3.94						

## Report Card Detail - JUN FY2023 Year-to-date

HQ CIO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100
Functional Effectiveness HQ CIO	5	5	5 x	40% =	2.0000
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000
Competitive Composite	95.75	95.83	5 x	5% =	0.2500
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600
Customer Experience - Delivery	80.94	75.55	3		
Customer Experience - C360 Rate	40.05	41.94	5		
Customer Experience - C360 Imp	5.00	9.70	6		
Customer Experience - BSN	98.00	98.80	10		
Customer Experience - BMEU	96.29	96.93	9		
Customer Experience - POS	87.46	86.75	4		
Customer Experience - CCC	69.88	84.50	10		
Customer Experience - USPS.com	73.41	72.63	4		
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300
Total Accidents Rate	13.25	13.12	5		
Total Accidents Imp	-10.00	-2.33	1		
Total Accidents Avg			5 x	5.5% =	0.2750
Employee Availability Rate	92.52	90.96	3		
Employee Availability Imp	0.50	1.05	6		
Employee Availability Avg	5.00	5.00	5		
Employee Separation Rate	-6.00	12.39	2		
Grievance - Step	1.50	0.39	8		
Grievance - Case Pending	0.00	18.30	3		
Grievance - Cost Reduction	0.00	-2.23	5		
Grievance Avg	5.00	5.00	5		
Employee Utilization			4 x	13% =	0.5200
NPA Composite Performance Summary					4.34

Report Card Detail - JUN FY2023 Year-to-date

HQ CLO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9%	= 0.1800	Surface Transportation Trip Utilization	51.25	60.89	7 x	25%	= 1.7500
Total Revenue % to Plan	0.00	-1.45	3 x	7%	= 0.2100	Air Network Matrix Utilization	95.15	88.88	1		
Total Operating Expense (TOE)	0.00	1.38	3 x	7%	= 0.2100	Bypass Utilization	66.00	87.95	8		
Functional Effectiveness Logistics			4 x	40%	= 1.6000	Air Network Utilization	5.00	2.00	2 x	35%	= 0.7000
Market Dominant Composite	93.00	93.18	5 x	4%	= 0.2000	Trips on Time - Logistics	85.00	82.44	4 x	25%	= 1.0000
Competitive Composite	91.50	90.81	4 x	5%	= 0.2000	Employee Separation Rate - Logistics	-6.00	12.39	2 x	15%	= 0.3000
Scanning Visibility	92.00	94.72	6 x	4%	= 0.2400				Functional Effectiveness Logistics		4
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5%	= 0.3300						
Total Accidents Rate	14.25	21.51	0								
Total Accidents Imp	-10.00	5.45	0								
Total Accidents Avg			0 x	5.5%	= 0.0000						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13%	= 0.5200						
NPA Composite Performance Summary					3.69						

## Report Card Detail - JUN FY2023 Year-to-date

HQ CPDO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Operating Plan Precision	79.00	87.30	7 x	25% =	1.7500
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	Efficiency Index % SPLY - P&M	0.00	-0.96	4 x	25% =	1.0000
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	Four Walls Service	98.00	97.89	4		
Functional Effectiveness Processing & Maintenance			5 x	40% =	2.0000	Division Performance	96.50	96.73	5		
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000	Processing Index	5.00	5.00	5 x	40% =	2.0000
Competitive Composite	91.50	90.81	4 x	5% =	0.2000	Employee Separation Rate - P&M	-6.00	12.39	2 x	10% =	0.2000
Scanning Visibility	93.25	93.06	4 x	4% =	0.1600	Functional Effectiveness Processing & Maintenance					5
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	7.50	7.50	5								
Total Accidents Imp	-10.00	-1.25	1								
Total Accidents Avg			5 x	5.5% =	0.2750						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					4.29						



## Report Card Detail - JUN FY2023 Year-to-date

HQ CRDO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	F2DPH % SPLY	0.25	1.73	5 x	50% =	2.5000
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	CSV/SOV Variance	95.00	95.17	5		
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	CSV/SOV Opportunity % SPLY	19.98	46.18	6		
Functional Effectiveness Retail and Delivery			5 x	40% =	2.0000	CSV/SOV	5	6	6 x	30% =	1.8000
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000	Employee Separation Rate - R&D	-6.00	12.39	2 x	20% =	0.4000
Competitive Composite	95.75	95.83	5 x	5% =	0.2500	Functional Effectiveness Retail and Delivery					5
Scanning Visibility	99.30	99.14	3 x	4% =	0.1200						
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	14.25	14.58	4								
Total Accidents Imp	-10.00	2.10	0								
Total Accidents Avg			4 x	5.5% =	0.2200						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					4.24						

## Report Card Detail - JUN FY2023 Year-to-date

HQ CTO

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Total Operating Expense (TOE) - CTO	0.00	1.38	3 x	15% =	0.4500
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	Market Dominant Composite - CTO	93.00	93.18	3 x	25% =	0.7500
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	Competitive Composite - CTO	95.75	95.83	5 x	35% =	1.7500
Functional Effectiveness HQ CTO			4 x	40% =	1.6000	Scanning Visibility - CTO	97.16	96.97	4 x	25% =	1.0000
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000	Functional Effectiveness HQ CTO					4
Competitive Composite	95.75	95.83	5 x	5% =	0.2500						
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600						
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	13.25	13.12	5								
Total Accidents Imp	-10.00	-2.33	1								
Total Accidents Avg			5 x	5.5% =	0.2750						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					3.94						

## Report Card Detail - JUN FY2023 Year-to-date

## HQ Fleet Management

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating	Functional Effectiveness Breakdown	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800	Percent PMs Delinquent	4.00	2.80	6 x	40% =	2.4000
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100	Vehicle Availability	97.00	97.08	5 x	40% =	2.0000
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100	Employee Separation Rate - Fleet	-6.00	12.39	2 x	20% =	0.4000
Functional Effectiveness Fleet			5 x	40% =	2.0000				Functional Effectiveness Fleet		5
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000						
Competitive Composite	95.75	95.83	5 x	5% =	0.2500						
Scanning Visibility	99.30	99.14	3 x	4% =	0.1200						
Customer Experience - Delivery	80.94	75.55	3								
Customer Experience - C360 Rate	40.05	41.94	5								
Customer Experience - C360 Imp	5.00	9.70	6								
Customer Experience - BSN	98.00	98.80	10								
Customer Experience - BMEU	96.29	96.93	9								
Customer Experience - POS	87.46	86.75	4								
Customer Experience - CCC	69.88	84.50	10								
Customer Experience - USPS.com	73.41	72.63	4								
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300						
Total Accidents Rate	14.25	14.58	4								
Total Accidents Imp	-10.00	2.10	0								
Total Accidents Avg			4 x	5.5% =	0.2200						
Employee Availability Rate	92.52	90.96	3								
Employee Availability Imp	0.50	1.05	6								
Employee Availability Avg	5.00	5.00	5								
Employee Separation Rate	-6.00	12.39	2								
Grievance - Step	1.50	0.39	8								
Grievance - Case Pending	0.00	18.30	3								
Grievance - Cost Reduction	0.00	-2.23	5								
Grievance Avg	5.00	5.00	5								
Employee Utilization			4 x	13% =	0.5200						
NPA Composite Performance Summary					4.24						

## Report Card Detail - JUN FY2023 Year-to-date

HQ PMG

Performance Indicator	Goal	Achieved	Cell Value	Allocated Weight	Weighted Rating
Controllable Income	0.50	-1.56	2 x	9% =	0.1800
Total Revenue % to Plan	0.00	-1.45	3 x	7% =	0.2100
Total Operating Expense (TOE)	0.00	1.38	3 x	7% =	0.2100
Functional Effectiveness HQ PMG	5	5	5 x	40% =	2.0000
Market Dominant Composite	93.00	93.18	5 x	4% =	0.2000
Competitive Composite	95.75	95.83	5 x	5% =	0.2500
Scanning Visibility	97.16	96.97	4 x	4% =	0.1600
Customer Experience - Delivery	80.94	75.55	3		
Customer Experience - C360 Rate	40.05	41.94	5		
Customer Experience - C360 Imp	5.00	9.70	6		
Customer Experience - BSN	98.00	98.80	10		
Customer Experience - BMEU	96.29	96.93	9		
Customer Experience - POS	87.46	86.75	4		
Customer Experience - CCC	69.88	84.50	10		
Customer Experience - USPS.com	73.41	72.63	4		
Customer Experience Index	4.50	6.20	6 x	5.5% =	0.3300
Total Accidents Rate	13.25	13.12	5		
Total Accidents Imp	-10.00	-2.33	1		
Total Accidents Avg			5 x	5.5% =	0.2750
Employee Availability Rate	92.52	90.96	3		
Employee Availability Imp	0.50	1.05	6		
Employee Availability Avg	5.00	5.00	5		
Employee Separation Rate	-6.00	12.39	2		
Grievance - Step	1.50	0.39	8		
Grievance - Case Pending	0.00	18.30	3		
Grievance - Cost Reduction	0.00	-2.23	5		
Grievance Avg	5.00	5.00	5		
Employee Utilization			4 x	13% =	0.5200
NPA Composite Performance Summary					4.34