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LABOR RELATIONS



February 28, 2022

Mr. Ivan Butts
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Ivan:

As a matter of general interest, the Postal Service administered the Postal Pulse Survey from May 11, 2021, to June 11, 2021. The survey results were released to the organization on November 15, 2021.

Please find enclosed for your review a presentation that provides a summary of the national survey results.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "David E. Mills".

David E. Mills
Director
Labor Relations Policies and Programs

Enclosure

Postal Pulse Survey FY2021 Results

United States Postal Service

February 20, 2022



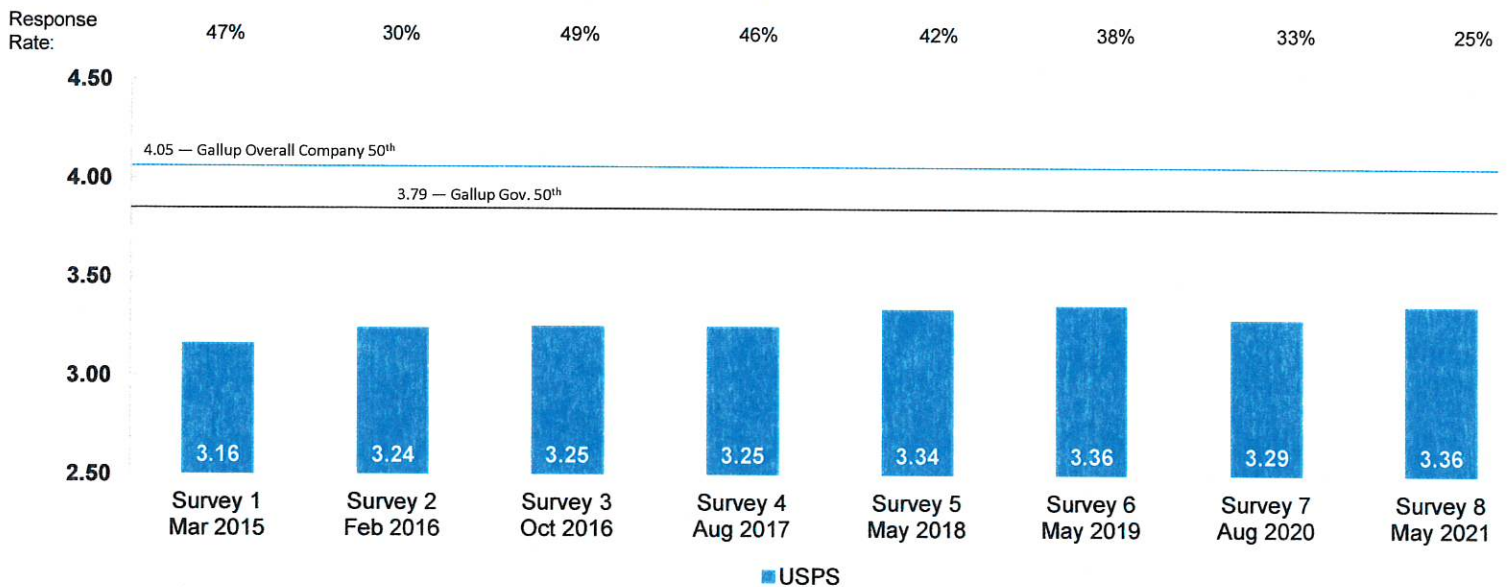
Postal Pulse Survey

These are the 12 survey questions of the "Q12." Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace. An engaged employee is more likely to exert extra, discretionary effort to get the job done right. The items of the Q12 have been found to be a powerful predictor of a variety of key business metrics.

	How do we grow?	Q12. This last year, I have had opportunities at work to learn and grow. Q11. In the last six months, someone at work has talked to me about my progress.
Growth	Do I belong?	Q10. I have a best friend at work. Q09. My fellow employees are committed to doing quality work. Q08. The mission or purpose of my company makes me feel my job is important. Q07. At work, my opinions seem to count.
Teamwork	What do I give?	Q06. There is someone at work who encourages my development. Q05. My supervisor, or someone at work, seems to care about me as a person. Q04. In the last seven days, I have received recognition or praise for doing good work. Q03. At work, I have the opportunity to do what I do best every day.
Individual	What do I get?	Q02. I have the materials and equipment I need to do my work right. Q01. I know what is expected of me at work.
Basic		

USPS Employee Engagement (2015-2021)

Employee engagement has gradually increased since 2015, except in 2020. The decline in 2020 is consistent with other organizations; Gallup's research found that engagement decreased in 2020 and then steadily recovered in 2021. The response rate declined steadily after 2016, with greater declines in recent years.



Note: Overall 50th GrandMean scores based on Gallup's Company Level Database for companies with 15,000 or more respondents; Government 50th GrandMean scores based on Gallup's Company Level Database for U.S. Government companies; Average participation for companies overall and U.S. Government companies is 82% and 68%, respectively, within Gallup's 2021 Workplace Database.

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Engagement Scores by Employee Type

Over the past eight surveys, USPS has made dramatic improvements in scores for such a large organization. The total change numbers represent a meaningful shift in culture and employee experience across most groups. Gallup's research using Postal Service's business metrics shows that engagement affects turnover, customer service, safe work practices and use of unscheduled leave.

SPECIAL POPULATIONS	N SIZE		GRANDMEAN		Meaningful Change
	Survey 1 March 2015	Survey 8 May 2021	Survey 1 March 2015	Survey 8 May 2021	+ -
					Total Change Surveys 1-8
USPS Nationwide	270,092	148,396	3.16	3.36	0.20
Field	263,106	136,452	3.16	3.33	0.17
Headquarters	6,978	8,589	3.53	3.91	0.38
Bargaining	230,480	118,087	3.11	3.28	0.17
Non-Bargaining	39,604	26,954	3.48	3.70	0.22
Career Workforce	215,938	124,916	3.08	3.31	0.23
Non-Career Workforce	54,146	20,125	3.51	3.68	0.17
Customer Service	209,676	108,699	3.21	3.36	0.15
Processing and Distribution	53,430	27,753	2.92	3.17	0.25
Postmasters	9,859	7,951	3.43	3.70	0.27
Plant & Other Field Managers	4,195	3,278	3.58	3.57	-0.01
HQ/Area/District Managers	874	892	3.77	4.12	0.35

Note: Meaningful differences are defined as 0.10 or more for groups of 1,000+ and 0.20 or more for groups of less than 1,000; total change represents the GrandMean difference from Survey 1 through Survey 8.

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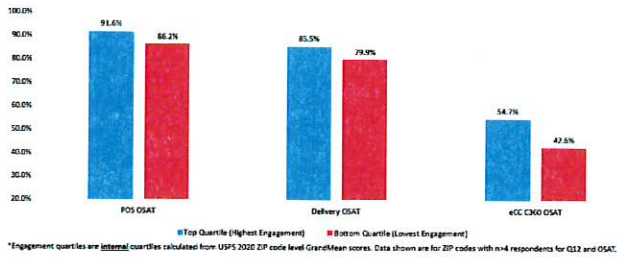
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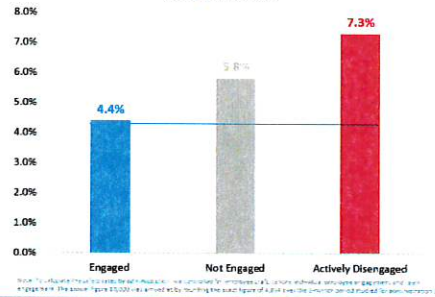
Why Engagement Matters

Gallup has compared our survey results with a variety of other Postal Service metrics. They found that when Postal employees are more engaged, they have fewer accidents, use less unscheduled leave, and yield higher customer satisfaction scores. They also found that employees who have subsequently left the Postal Service tended to have lower engagement than those who are still here.

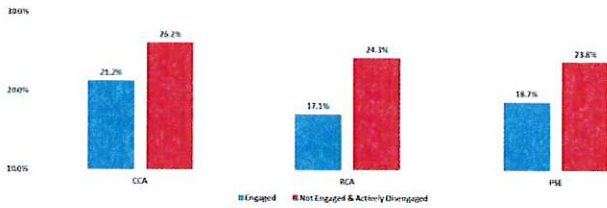
Customer Satisfaction Scores



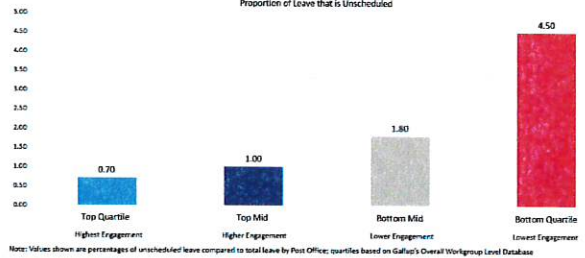
Rate of Accidents



Turnover Rates by Job Type and Engagement Classification



Proportion of Leave that is Unscheduled



Postal Pulse Survey FY2021 Results

Employee Engagement 2021

The overall engagement score from the 2021 Postal Pulse administration is 3.36. Completed surveys were received from 148,396 employees, a response rate of 25%.

ENGAGEMENT MEAN

2021: Engagement Mean



TOTAL PARTICIPATION

2021

Surveys Completed

148,396

+48,706

PARTICIPATION RATE

2021

Response Rate (%)

25

-8

Engagement Ratio

27% of the respondents were engaged and 35% were actively disengaged, which translates to an engagement ratio of 0.8. In other words, there was less than one engaged employee for each actively disengaged employee.

% ENGAGED

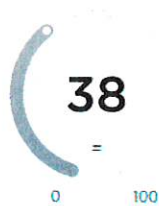
2021: Engaged



% Engaged calculation requires a minimum of 30 responses.

% NOT ENGAGED

2021: Not Engaged



% Not Engaged calculation requires a minimum of 100 responses.

% ACTIVELY DISENGAGED

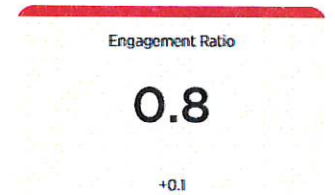
2021: Actively Disengaged



% Actively Disengaged calculation requires a minimum of 100 responses.

ENGAGEMENT RATIO

2021



Engagement Ratio calculation requires a minimum of 100 responses. This ratio represents the number of engaged employees for every one actively disengaged employee.

Highest and Lowest Ranked Items

The highest ranked items were Knows What's Expected (Q01), Opportunity to do Best (Q03) and Best Friend (Q10). The lowest ranked items were Development (Q06), Cares About Me (Q05) and Recognition (Q04).

HIGH RANKING ITEMS

Time Period: 2021

1

Know What's Expected (Q01)

[Learn More](#)

2

Opportunity to do Best (Q03)

[Learn More](#)

3

Best Friend (Q10)

[Learn More](#)

Rows are hidden when sample size is too low

NOTE: Item rank is based on Percentile Rank compared within Gallup's Overall Workgroup Database.

LOW RANKING ITEMS

Time Period: 2021

1

Development (Q06)

[Learn More](#)

2

Cares About Me (Q05)

[Learn More](#)

3

Recognition (Q04)

[Learn More](#)

Rows are hidden when sample size is too low

NOTE: Item rank is based on Percentile Rank compared within Gallup's Overall Workgroup Database.

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Basic Needs – What Do I Get?

Know What's Expected (Q01) is one of the highest ranked items, with a score of 4.29. In Gallup's database, this score ranks in the 32nd percentile, compared to other organizations that use their survey. Materials and Equipment (Q02) scored 3.60, which is in the 16th percentile of Gallup's database.

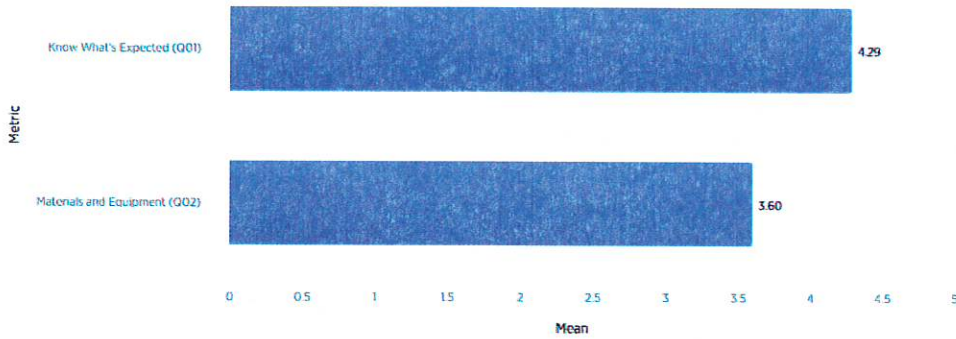
BASIC NEEDS - WHAT DO I GET?

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



PERCENTILE RANK

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



Metric	Score
(Q01)	32
(Q02)	16

■ < 25 ■ 25-50 ■ 50-75
■ 75-89 ■ > 89 ■ No data
● Low sample size < 5
 ** Data is concealed when sample size is too low
 Rows are hidden when sample size is too low

NOTE: Percentile Rank modules use Gallup's Overall Workgroup Database.

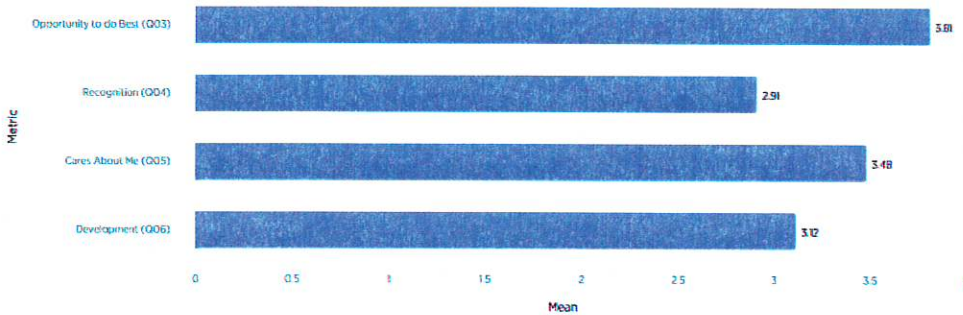
Data not meeting minimum sample size is excluded from the chart

Individual – What Do I Give?

Opportunity to do Best (Q03) is one of the highest ranked items, with a score of 3.81 and 26th percentile rank. Recognition (Q04), Cares About Me (Q05) and Development (Q06) are the lowest ranked items, with scores ranging from 2.91 to 3.48. These items rank between the 9th and 15th percentile in Gallup's database, compared to other organizations that use their survey.

INDIVIDUAL - WHAT DO I GIVE?

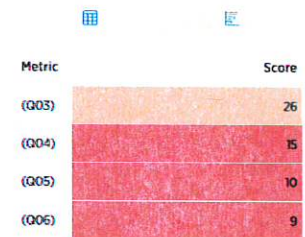
Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



Data not meeting minimum sample size is excluded from the chart.

PERCENTILE RANK

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



Legend for Percentile Rank: 1-25 (red), 25-50 (orange), 50-75 (yellow), 75-100 (green), 4-100 (dark green), No data (grey). Low sample size < 5 (red circle).

** Data is concealed when sample size is too low. Rows are hidden when sample size is too low.

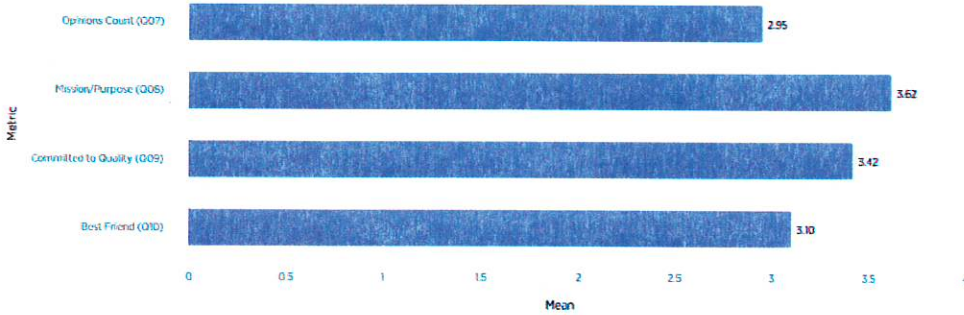
NOTE: Percentile Rank modules use Gallup's Overall Workgroup Database.

Teamwork – Do I Belong Here?

Best Friend (Q10) is one of the highest ranked items, with a score of 3.10, and it ranks in the 21st percentile of Gallup's database. Opinions Count (Q07), Mission/Purpose (Q08) and Committed to Quality (Q09) have scores ranging from 2.95 to 3.62, and rank between the 8th and 19th percentiles.

TEAMWORK - DO I BELONG HERE?

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



Data not meeting minimum sample size is excluded from the chart.

PERCENTILE RANK

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean

Metric	Score
(Q07)	8
(Q08)	19
(Q09)	9
(Q10)	21

Legend for Percentile Rank:
 < 25 (Red), 25-50 (Orange), 50-75 (Yellow), 75-89 (Green), 89-99 (Dark Green), 99-100 (Light Green), No data (White)

Low sample size < 5 (Red circle with slash)
 * Data is concealed when sample size is too low
 Rows are hidden when sample size is too low

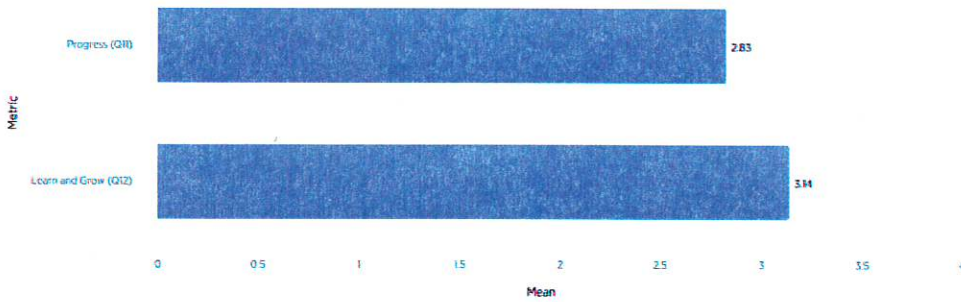
NOTE: Percentile Rank modules use Gallup's Overall Workgroup Database.

Growth – How Can I Grow?

Progress (Q11) and Learn and Grow (Q12) scored 2.83 (8th percentile rank) and 3.14 (7th percentile rank).

GROWTH - HOW CAN I GROW?

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean



Data not meeting minimum sample size is excluded from the chart.

PERCENTILE RANK

Time Period: 2021 | Reporting Date: Creationdate | Calculation: Mean

Metric	Score
(Q11)	8
(Q12)	7

■ < 25 ■ 25-50 ■ 50-75
■ 75-89 ■ 90-99 ■ No data
○ Low sample size < 5

** Data is concealed when sample size is too low. Rows are hidden when sample size is too low.

NOTE: Percentile Rank modules use Gallup's Overall Workgroup Database.

Supervisor One-on-One Time

The average response to "My immediate supervisor has recently spent one-on-one time with me to discuss my workplace needs" was 2.83. This is a custom item for USPS, and therefore does not have a comparison to Gallup's database.

