

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

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May 5, 2023

Board Memo 032-2023: 2022 Postal Pulse Survey Responses

Executive Board,

For your information and distribution, attached are responses the USPS provided to PRC Chairman Michael Kubuyanda, relating to on-the-record questions about the results of the 2022 “Postal Pulse” survey. Chairman Kubuyanda’s inquiry was part of the PRC’s 2022 Annual Compliance Review. The data clearly indicates the USPS to be seriously deficient in employee engagement. This compounds USPS challenges, in light of the most recent Gallup and Pew Research Center polls that demonstrate significant declines in public approval of the agency.

Please share this information with your membership.

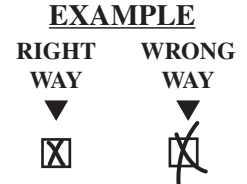
Thank you and be safe.

NAPS Headquarters

SURVEY INSTRUCTIONS

Please carefully follow the steps below when completing this survey.

- Use only a blue or black ink pen that does not blot the paper
- Make solid marks inside the response boxes
- Do not make other marks on the survey



Please complete your survey at your workplace in order to receive time on-the-clock to take the survey.

| | | | | | | | |
|--|--|---|--|---|--------------------------|--------------------------|--------------------------|
| START HERE | <p>Begin the survey by answering the following question regarding your level of satisfaction with the Postal Service as a place to work.</p> <p>▶ 0. On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with the Postal Service as a place to work?</p> | Extremely Dissatisfied 1 2 3 4 5 ▼▼▼▼▼ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | Extremely Satisfied 1 2 3 4 5 ▼▼▼▼▼ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | Don't Know ▼ <input type="checkbox"/> | | | |
| | <p>On a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please rate your level of agreement with the following items.</p> | Strongly Disagree 1 2 3 4 5 ▼▼▼▼▼ | Strongly Agree 1 2 3 4 5 ▼▼▼▼▼ | Don't Know/ Does Not Apply ▼ <input type="checkbox"/> | | | |
| | 1. I know what is expected of me at work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 2. I have the materials and equipment I need to do my work right..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 3. At work, I have the opportunity to do what I do best every day..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 4. In the last seven days, I have received recognition or praise for doing good work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 5. My supervisor, or someone at work, seems to care about me as a person..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 6. There is someone at work who encourages my development..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 7. At work, my opinions seem to count. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 8. The mission or purpose of my company makes me feel my job is important. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 9. My fellow employees are committed to doing quality work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 10. I have a best friend at work..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 11. In the last six months, someone at work has talked to me about my progress. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 12. This last year, I have had opportunities at work to learn and grow..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 13. My immediate supervisor has recently spent one-on-one time with me to discuss my workplace needs..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 14. I would recommend my organization to friends and family as a great place to work..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | 15. I would recommend my organization's products and services to friends and family members..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| THANK YOU for your participation! | | | | | | | |
| Please mail your completed survey to Gallup no later than Friday, July 15, 2022, using the postage-paid business reply envelope provided. | | | | | | | |

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8. In FY 2022, the Postal Service states it measured employee engagement using the Postal Pulse survey. *FY 2022 Annual Report* at 42.
- a. Please provide a copy of the Postal Pulse survey administered in FY 2022.
 - b. Please provide a table listing the FY 2022 mean scores for each item on the survey (including Item 0 on overall satisfaction).

RESPONSE:

a. Please find the FY 2022 Postal Pulse Survey attached electronically to this response.

b.

| Item # | Question | Mean Score |
|--------|--|------------|
| Q00 | On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with the Postal Service as a place to work? | 3.45 |
| Q01 | I know what is expected of me at work. | 4.29 |
| Q02 | I have the materials and equipment I need to do my work right. | 3.55 |
| Q03 | At work, have the opportunity to do what I do best every day. | 3.78 |
| Q04 | In the last seven days, I have received recognition or praise for doing good work. | 2.86 |
| Q05 | My supervisor, or someone at work, seems to care about me as a person. | 3.42 |
| Q06 | There is someone at work who encourages my development. | 3.08 |
| Q07 | At work, my opinions seem to count. | 2.90 |
| Q08 | The mission or purpose of my company makes me feel my job is important. | 3.54 |
| Q09 | My fellow employees are committed to doing quality work. | 3.35 |
| Q10 | I have a best friend at work. | 3.03 |
| Q11 | In the last six months, someone at work has talked to me about my progress. | 2.80 |
| Q12 | This last year, I have had opportunities at work to learn and grow. | 3.11 |
| C01 | My immediate supervisor has recently spent one-on-one time with me to discuss my workplace needs. | 2.77 |
| C02 | I would recommend my organization to friends and family as a great place to work. | 3.13 |

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| | | |
|-----|--|------|
| C03 | I would recommend my organization's products and services to friends and family members. | 3.79 |
|-----|--|------|

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9. The FY 2021 Postal Pulse survey included a direct response comment box asking employees to describe any positive changes they have seen on their work team.⁵ Please confirm that the FY 2022 Postal Pulse survey also include a direct response comment box.
- a. If confirmed, please:
 - i. Provide the question or statement on which employees were asked to comment.
 - ii. Describe the types of responses provided in the comment boxes. In the response, please identify the top three themes of responses provided in the comment box.
 - iii. Please explain how the Postal Service will use these comments to improve employee engagement in FY 2023.
 - b. If not confirmed, please explain why the FY 2022 Postal Pulse survey did not include a direct response comment box.

RESPONSE:

The FY 2022 Postal Pulse Survey did not include a direct response comment box.

Employees have other, more direct means of providing feedback on their workplace environments. They can, for example, directly report positive changes to their supervisors, local human resources officers, or union stewards. Such lines of communication permit direct and timely engagement; as such, the Postal Service believes them to provide a more appropriate mechanism for submitting and gathering feedback.

⁵ Docket No. ACR2021, Postal Regulatory Commission, *Analysis of the Postal Service's FY 2021 Annual Performance Report and FY 2022 Performance Plan*, June 30, 2022, at 87 (FY 2021 Analysis).

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10. In a CHIR response, the Postal Service states that the Engagement Survey Response Rate “was calculated by dividing the number of employees who responded to at least one question on the Postal Pulse Survey by the total number of employees.”⁶ Please provide the steps for calculating the FY 2022 Survey Response Rate of 25 percent.

RESPONSE:

The Engagement Survey Response Rate is calculated by dividing the total number of respondents (who answered at least one question) by the total employee population to which the Postal Pulse Survey was distributed. In FY 2022, surveys were distributed to 578,705 Postal Service employees and 142,640 responded (*i.e.*, answered at least one question). 142,640 was divided by 578,705 to calculate the 24.65 percent response rate.

⁶ Responses of the United States Postal Service to Questions 1-12 of Chairman's Information Request No. 23, April 5, 2023, question 2.a. (Response to CHIR No. 23).

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- 11.** In FY 2022, the Engagement Survey Response Rate was 25 percent, which was the same as FY 2021. *FY 2022 Annual Report* at 43.
- a. Please describe actions or steps taken in FY 2022 to improve the Engagement Survey Response Rate.
 - b. Please describe any plans or actions targeted to improve the Engagement Survey Response Rate in FY 2023.

RESPONSE:

- a. In FY 2022, the following actions were taken to improve engagement survey response rates:

- Dispatching a letter to employees from the Deputy Postmaster General and Chief Human Resources Officer, accompanied by the employee survey.
- Publication of cover article in the Postal Bulletin on the survey.
- Issuing a mandatory Stand-Up Talk on the survey.
- Including three (3) articles in the Link (daily employee email) reminding employees of the survey.
- Including three (3) articles in the Retail Digest (weekly employee electronic publication) reminding employees of the survey.
- Sending five (5) text messages to employees from HERO (learning management system) reminding employees of the survey.
- Sending (5) text messages to employees on the Mobile Delivery Device (MDD) reminding employees of the survey.
- Sending five (5) text messages to employees on the Retail Service System (RSS) reminding employees of the survey.

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- Screen saver on employee computers reminding employees of the survey and encouraging them to respond to it.
- Notifying attendees of Human Resources Director staff meetings of survey administration dates and requesting support in encouraging participation.
- Sending emails to leadership providing response rates throughout the survey administration period.
- Holding meetings with Integration and Support Managers for CRDO and CLPO to request assistance in encouraging participation in the survey.
- Including a slide in staff meeting presentations to encourage participation in the survey.

b. In addition to the actions taken in FY 2022, the following additional actions are planned for FY 2023:

- Holding weekly meetings with Field Human Resources, Human Resources Business Partners, and Integration and Support Managers to provide status updates throughout the survey administration period.
- Sending daily emails to leadership providing response rates throughout the survey administration period.

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12. In a CHIR response, the Postal Service states that the from FY 2019 through FY 2022, “the Grand Mean Engagement Score was derived from the average of ratings for survey items Q01-Q12 provided by Postal Pulse Survey respondents.” Response to CHIR No. 23, question 2.a. Please provide the steps for calculating the FY 2022 Grand Mean Engagement Score of 3.31.

RESPONSE:

To calculate the grand mean score, the responses for each survey question are averaged to calculate the average score per question. Next, the average score for Q01 through Q12 are averaged to calculate the grand mean score, as shown in the table below. In this case, the total mean of Q01 through Q12 equaled 39.71. This sum was then divided by 12 to arrive at 3.31.

| Item # | Question | Mean Score |
|---------------|--|-------------------|
| Q01 | I know what is expected of me at work. | 4.29 |
| Q02 | I have the materials and equipment I need to do my work right. | 3.55 |
| Q03 | At work, have the opportunity to do what I do best every day. | 3.78 |
| Q04 | In the last seven days, I have received recognition or praise for doing good work. | 2.86 |
| Q05 | My supervisor, or someone at work, seems to care about me as a person. | 3.42 |
| Q06 | There is someone at work who encourages my development. | 3.08 |
| Q07 | At work, my opinions seem to count. | 2.90 |
| Q08 | The mission or purpose of my company makes me feel my job is important. | 3.54 |
| Q09 | My fellow employees are committed to doing quality work. | 3.35 |
| Q10 | I have a best friend at work. | 3.03 |
| Q11 | In the last six months, someone at work has talked to me about my progress. | 2.80 |
| Q12 | This last year, I have had opportunities at work to learn and grow. | 3.11 |
| | Total of Q01 – Q12 | 39.71 |
| | Average of Q01 – Q12 (divided by 12) | 3.31 |

Public Approval of U.S. Postal Service

