

FY21 - Grievance Backlog and Cost Reduction

Grievance Reduction - Step 2 + A

Targets and Thresholds

1	2	3	4	5	6	7	8	9	10
26.69	20.13	13.57	7.01	0.45	0.36	0.27	0.18	0.09	

Grievance Reduction - Step 3 + B

Targets and Thresholds

1	2	3	4	5	6	7	8	9	10
1.30	1.10	0.90	0.70	0.50	0.40	0.30	0.20	0.10	

Grievance Reduction - Case Pending

Targets and Thresholds

1	2	3	4	5	6	7	8	9	10
3.00	2.25	1.50	0.75	0.00	-11.13	-22.27	-33.40	-44.54	-55.67

Grievance Reduction - Cost Reduction

Targets and Thresholds

1	2	3	4	5	6	7	8	9	10
3.00	2.25	1.50	0.75	0.00	-13.12	-26.25	-39.37	-52.50	-65.62

Description

This three-part indicator focuses on resolving grievances at the lower levels of the grievance/arbitration process and on reducing liability and grievance payout costs. The indicator measures the ability to resolve disputes at Step 2/A and the ability to resolve disputes at Step 3/B as well as grievance payout costs involved. Both areas/regions and districts/divisions are held accountable for incremental improvement in the number of cases pending. The Grievance Backlog portion measures [1] the percentage of Step 2/A's and 3/B's open over 56 days vs. the actual number of cases open; and [2] the continuous improvement in reducing the number of cases pending at arbitration. The average percentage of Step 2/A's and 3/B's open over 56 days and the improvement in reducing the number of cases pending arbitration determines the grievance reduction score. The Cost indicator focuses on reducing costs associated with grievance payouts. The Cost portion of this indicator measures the percent of improvement as compared to baseline (i.e., prior end-of-year results). The percent improvement of each part of the cost metrics is compared against specific targets and thresholds to receive a rating. The average of these three ratings is the NPA unit result. The National score is a rollup of the Areas/Regions scores for each indicator.

The final Grievance Index average is one portion (20%) of the Employee Utilization indicator.

Measurement Period

This performance indicator will be measured each month and cumulative scores will be reported as Year-To-Date (YTD) result.

Data Source and Calculation

- Source** – Grievance and Arbitration Tracking System (GATS)
- Indicator Value** – Average of three portions of indicator, % Step2/A or Step 3/B open >56 days, % cases pending reduction and % cost reduction
- Calculation** –
 - For Grievance Backlog Reduction:
 - District/Division:
Cell value of percentage reduction at Steps 2 and A's open over 56 days vs. the actual cases open. The average percentage of Step 2/A's (PFC) open over 56 days determines the reduction score.
For each RP, we continue the average % scores.
 - Area/Region:
Cell value of percentage reduction at Steps 3 and B open over 56 days vs. the actual cases open. The average percentage of 3/B's (Area) open over 56 days determines the reduction score.
For each RP, we continue the average % scores.
 - For Cases Pending:
Percentage reduction at Cases Pending Reduction =
$$\frac{\text{Pending} - \text{Baseline}}{\text{Baseline}}$$
 - For Grievance Cost Reduction:
$$\left(\frac{\text{YTD Grievance Payouts}}{\text{SPY Grievance Payouts}} - 1 \right) * 100$$
 - National:
Values are a national rollup of all Areas/Regions scores:
Areas/Regions- Step 3/B Reduction Score (33.3%)
Areas/Regions- R/R Reduction Score (33.3%)
Areas/Regions- Total Grievance Costs Score (33.3%)
- Decimal Precision** – Two Decimals

Data Validation

Grievance and Arbitration Tracking System (GATS):

<https://gats.usps.gov/gats/app.cfm>**Applicable Positions / Units, Measurement Depth and Weight:**

Scorecard Name	Depth	Weight	Total Weight Towards Composite
Area Retail Delivery and Marketing	Area	20.0%	3.0%
District Retail Delivery and Marketing	District	20.0%	3.0%
MPOO	District	20.0%	3.0%
Post Office 22 or above	District	20.0%	3.0%
Post Office 21-20	District	20.0%	3.0%
Post Office 18 or below	District	20.0%	3.0%
Stations or Branch (MCS/SCS) - PCES & 26	District	20.0%	3.0%
Region Logistics	Region	20.0%	3.0%
Region Processing and Maintenance	Region	20.0%	3.0%
Division Logistics	Division	20.0%	3.0%
Division Processing and Maintenance	Division	20.0%	3.0%
ISC	Nation	20.0%	3.0%
REC	Nation	20.0%	3.0%
Plant	Division	20.0%	3.0%
HQ CCBSO	Nation	20.0%	3.0%
HQ CCMO	Nation	20.0%	3.0%
HQ CFO	Nation	20.0%	3.0%
HQ CHRO	Nation	20.0%	3.0%
HQ CIO	Nation	20.0%	3.0%
HQ CTO	Nation	20.0%	3.0%
HQ GC	Nation	20.0%	3.0%