

2012 LULAC NATIONAL CONVENTION

UNITED STATES POSTAL SERVICE

*LEADING CHANGE and ACHIEVING
RESULTS: EEO PROCESSING*

June 26 - 27, 2012

Our Vision

To become a model agency according to EEOC guidelines by utilizing technology to standardize processes in a cost efficient manner, while simultaneously providing timely complaint processing of the highest quality.

Status of USPS EEO Processing Prior to 2004

- **Untimely EEO Processing**
- **Inconsistent Quality**
- **Decentralized Process**
- **Perceived Lack of Neutrality**
- **Backlog of EEO cases**

Evolution of EEO Processing in the USPS

2000: A review of our EEO processes revealed:

- 1. We needed to repair the dispute resolution processes and sharply reduce the backlog.**
- 2. We needed to increase the use of independent counselors and investigators rather than USPS employees to handle EEO complaints.**

Evolution of EEO Processing in the USPS

- 2001:** Explored outsourcing the EEO process
- 1.** Pursued Employee Stock Ownership Plan
 - 2.** Negotiations failed
- 2003:** Decided to establish in-house investigative services office
- 2004:** Established National EEO Investigative Services Office (NEEOISO)

Evolution of EEO Processing in the USPS

Why Tampa Florida:

- **DLA Document Services**
- **Low cost of living**
- **Attractive to high quality employees**
- **Top call centers in the United States, Home Shopping Network**

USPS EEO Complaint Processing in 2004

NEEOISO

- **Centralized Investigations**
- **Established Program Objectives:**
 - Quality**
 - Quantity**
 - Customer Service**
- **Developed standardized approach to improving quality and timeliness**
- **Established partnership with Defense Logistics Agency (DLA) Document Services (formerly DAPS)**

USPS EEO Complaint Processing in 2004

NEEOISO

- Recruited over 200 independent contract investigators
- Established Ordering Agreements with contract investigators, limiting contractual commitment to a case by case basis

USPS EEO Complaint Processing in 2005

NEEOISO

- Cleared over 3000 case backlog of overdue investigations
- Centralized the process of responding to hearing requests
- Developed client relationships with federal agencies

USPS EEO Complaint Processing in 2006

NEEOISO

- Implemented centralized initial EEO contact intake process (toll-free telephone number)
- Centralized intake of formal complaints and acceptance and dismissal processes
- Centralized final agency decisions
- Centralized OFO appeal process

USPS EEO Complaint Processing in 2007

NEEOISO

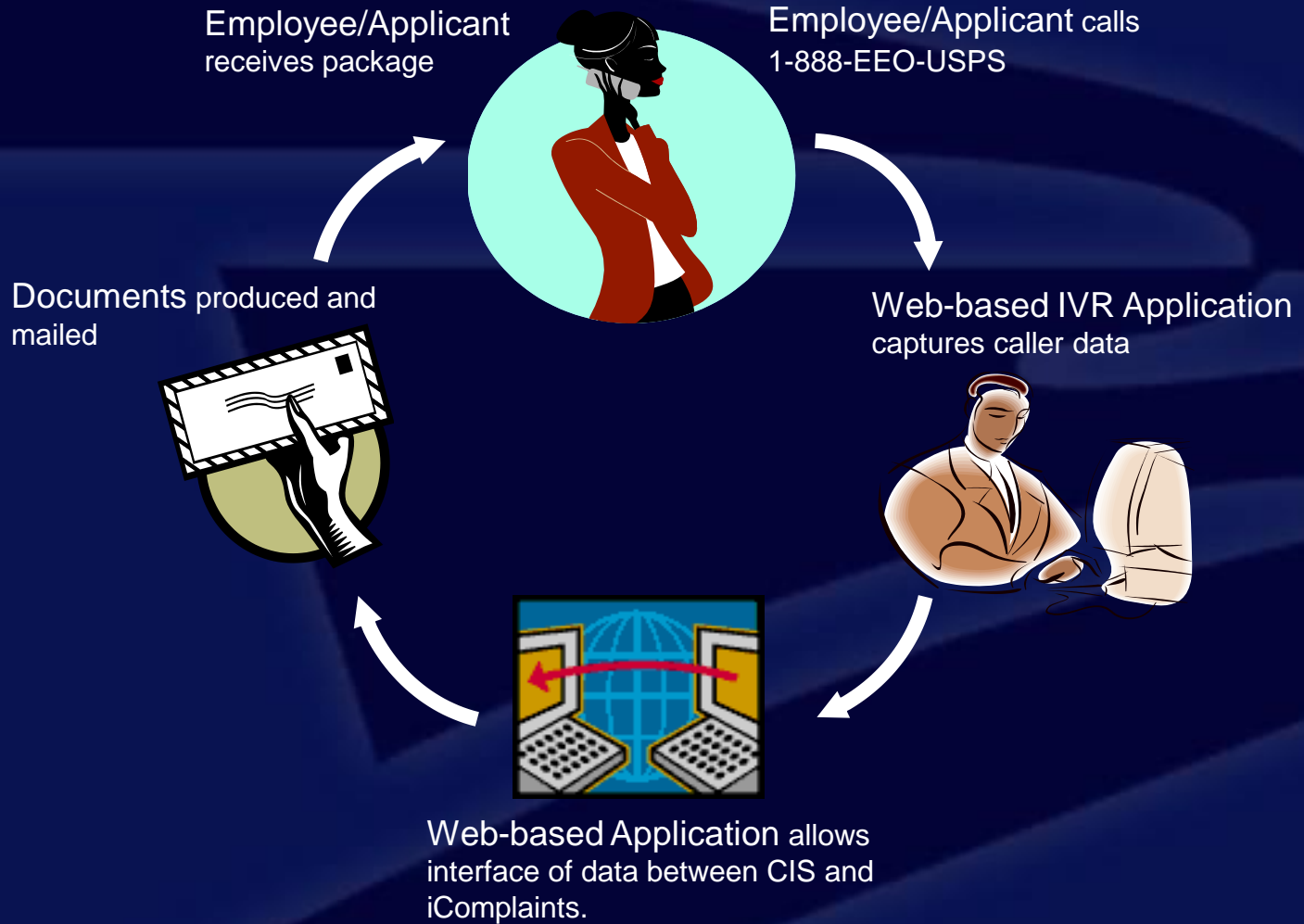
- **Transferred the responsibility for EEO data tracking system**
 - ✓ **Centralized formal complaint data entry**
 - ✓ **Centralized and standardized agency data for EEOC 462 and NO Fear Act Reports**
 - ✓ **Established data auditing process**
- **Maintained decentralized data entry for informal process**

USPS EEO Complaint Processing Efficiencies

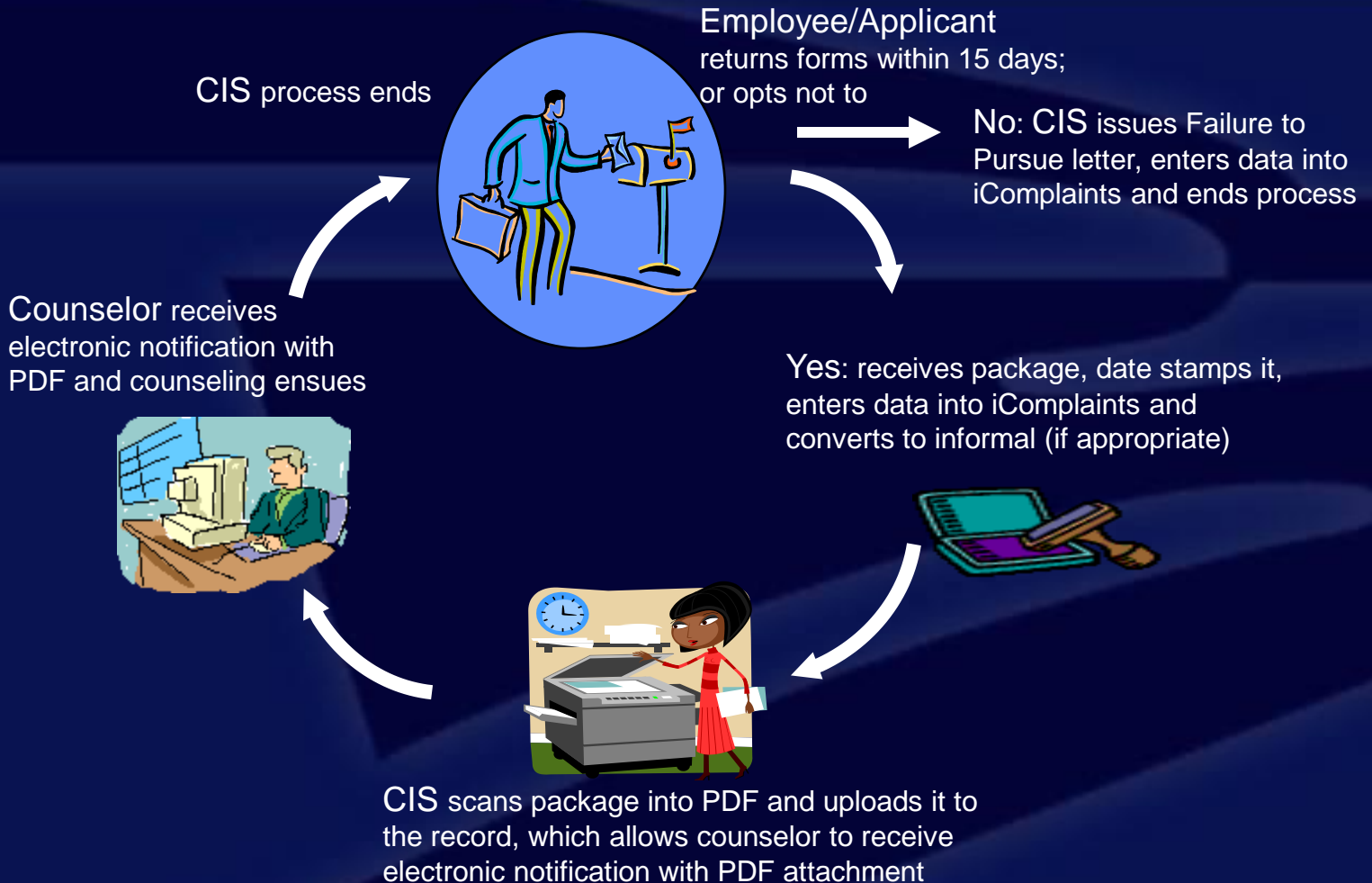
DLA Document Services (formerly DAPS)

- Developed partnership via an Interagency Agreement
- DLA DS located at secure site – MacDill Air Force Base
- Services provided to NEEOISO:
 - ✓ Scanning, copying, mailing, uploading PDF documents, SharePoint
 - ✓ Developed and jointly operates Centralized Intake System for initial EEO contacts
 - ✓ Courier pick-up twice a day

CIS PROCESS



CIS PROCESS



USPS EEO Complaint Processing Efficiencies

NEEOISO

- **Lean Six Sigma review in 2009**
- **Created electronic case files for EEO complaints**
- **Eliminated 90% of the hard copy case files sent to the Law Department for EEOC hearings**
- **Annually recycle over 36,000 pre-complaints and 2,000 dismissal files**
- **Participated in EEOC pilots for electronic processing, eHearings, HECAPS, OFO appeal files, and EFX.**

USPS EEO Complaint Processing Efficiencies

NEEOISO

- Reduced the number of hard copies per ROI to maximum of 2
- Provide complainants and their representatives the option to receive ROI on CD
- Reduced mailing and increased electronic transfer of files
- Reduced paper usage and storage

USPS EEO Complaint Success

NEEOISO

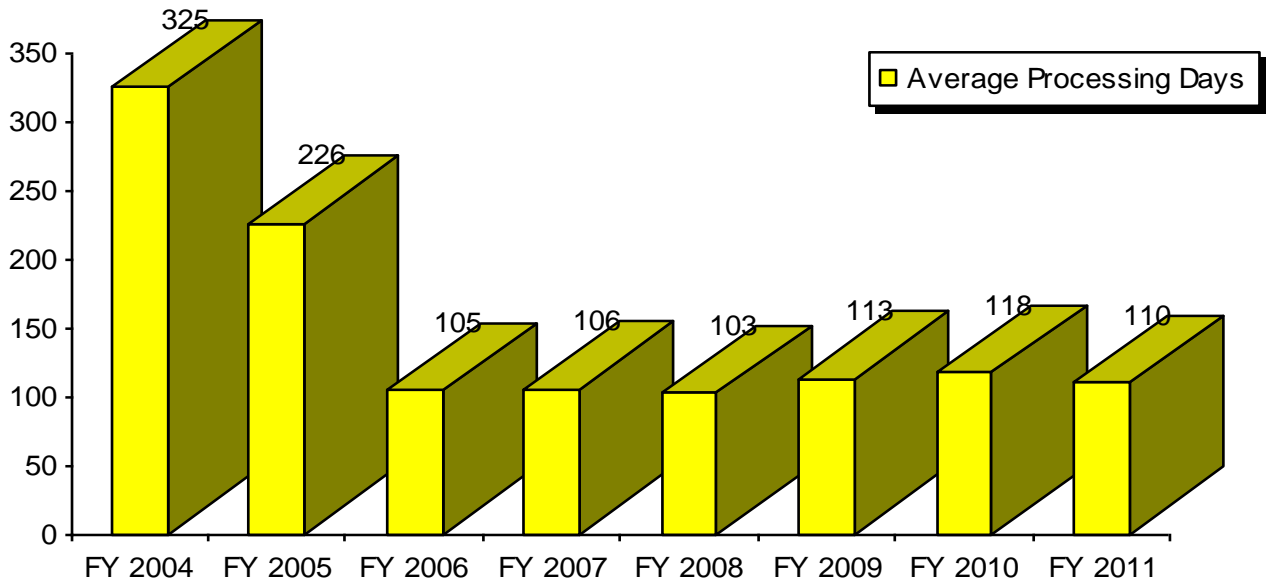
- Issued 33,798 A&D letters since August 2006.
- Over 97% of the A&D letters were completed within 35 days from the date the formal complaint was filed.

USPS EEO Complaint Success

NEEOISO

Completed over 39,500 investigations since April 2004

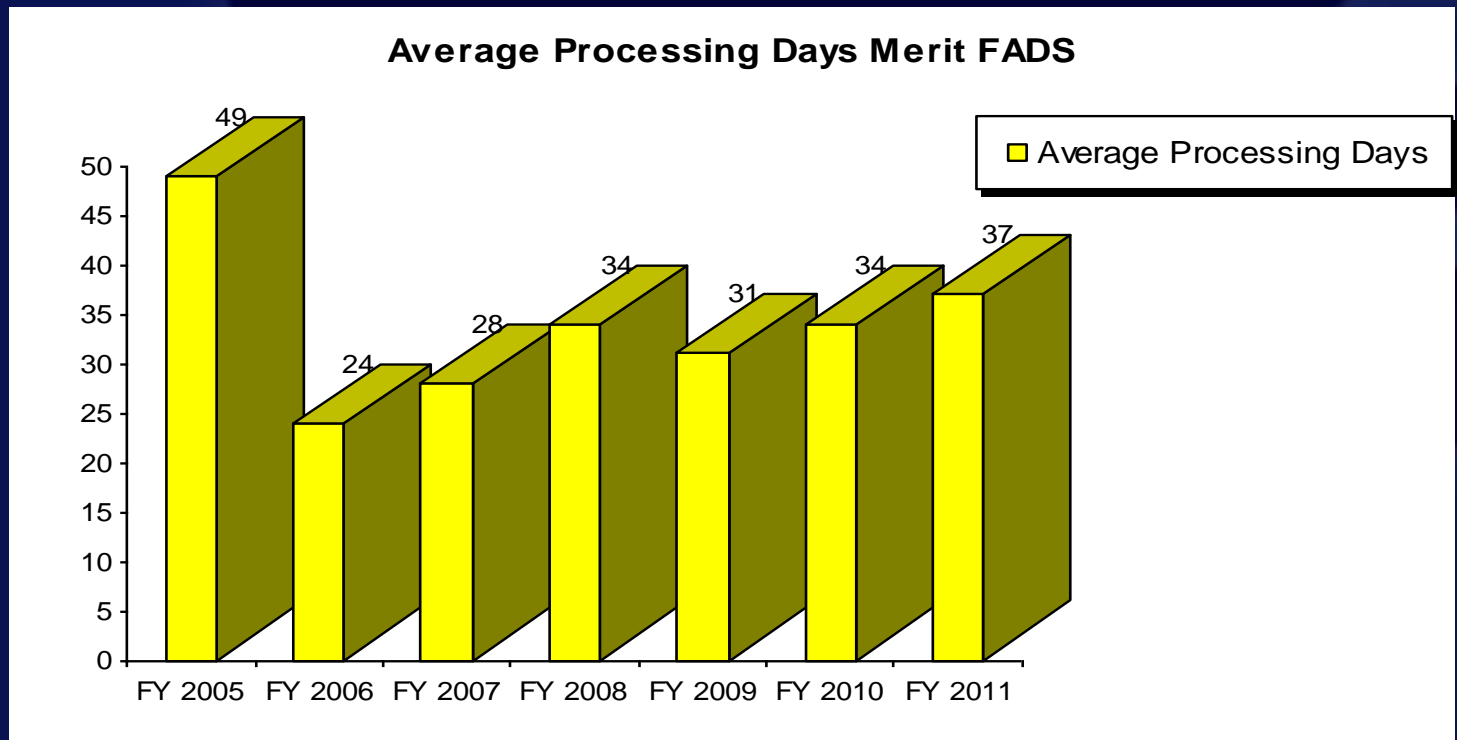
Average Processing Days EEO Investigations



USPS EEO Complaint Success

NEEOISO

Completed 12,548 merit Final Agency Decisions since August 2006



USPS EEO Complaint Success

- **Consistently ranked as one of the top three large agencies with the highest percentage of timely investigations according to the EEOC 462 Reports**
- **Consistently ranked as one of the top five large agencies with the highest percentage of timely merit final decisions according to the EEOC 462 Reports**
- **Recognized as Finalist for Government Business of the year by Tampa Bay Business Journal**
- **USPS recognition for implementing Lean Six Sigma efficiencies and cost savings**