



Postal Regulatory Commission Strategic Plan



2017-2022



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Chairman's Message



The critical regulatory oversight responsibilities entrusted to the Postal Regulatory Commission (Commission) to keep mail reliable and efficient remain both urgent and challenging in the face of the nation's rapidly changing postal and broader communications environments. Working closely with my distinguished fellow Commissioners, I am both privileged and proud to lead the work of the talented team of professionals at the Commission dedicated to fulfilling our statutory responsibilities.

As we stand on the threshold of the next 5 years of the Commission's service to the Country, I am convinced that the strategic planning outlined in this document can serve as a steady guide to navigate our future course. I not only recognize the potential for many changes in coming years that may impact our work, I also acknowledge the many challenges connected with the Commission's on-going work to benefit both our stakeholders and our employees. I am confident that this plan provides us a clear and comprehensive course to move forward with continual improvement in our operational quality and efficiency.

The Commission's greatest assets are its dedicated, expert staff. I earnestly thank the Commission's employees for your input into this strategic plan. I am grateful to confirm that this plan was developed through a robust and collaborative engagement with all Commission employees. With the help of the National Academy of Public Administration that assisted us in preparing this plan, we convened strategic planning meetings with employees of each of the four Commission operating departments in order to receive insight and feedback from everyone. In addition, we collected further contributions to this plan through an employee survey dedicated to developing this plan.

While we looked at all aspects of this strategic plan through a new lens, some of its components are indeed consistent with previous strategic plans. Such an observation underscores the quality of previous strategic planning work, and is also evidence that the Commission has many important tasks that serve to connect our future with our past. We will build on our past to keep improving our planning and implementation to achieve these goals and objectives.

A handwritten signature in black ink, appearing to read "Robert G. Taub".

Robert G. Taub
Acting Chairman

I. About the Commission

The Commission is an independent agency that has exercised regulatory oversight over the U.S. Postal Service (Postal Service) since its creation by the Postal Reorganization Act of 1970, with expanded responsibilities under the Postal Accountability and Enhancement Act of 2006. The Commission is composed of five Commissioners, each of whom is appointed by the President, by and with the advice and consent of the Senate, for a term of 6 years. A Commissioner may continue to serve after the expiration of his or her term for up to 1 year or until a successor is confirmed. Not more than three Commissioners may be adherents of the same political party.

Assisting the Commission is a staff with expertise in law, economics, finance, statistics, and cost accounting. The Commission is organized into four operating offices:

- Office of Accountability & Compliance
- Office of the General Counsel
- Office of Public Affairs & Government Relations
- Office of Secretary & Administration

The Commission maintains an independent office for its Inspector General.

The **Office of Accountability & Compliance** is responsible for technical analysis and formulation of policy recommendations for the Commission in both domestic and international matters. It provides the analytic support for Commission review of rate changes, negotiated service agreements, classifications of new products, post office closings, amendments to international postal treaties and conventions, as well as other issues.

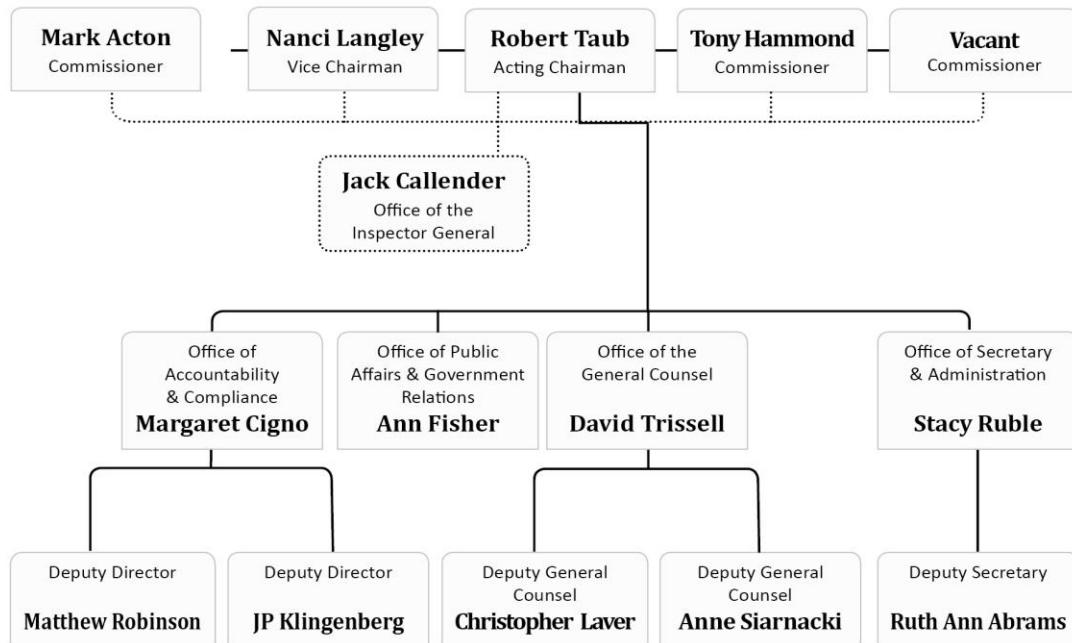
The **Office of the General Counsel** provides legal assistance on matters involving the Commission's responsibilities and authorities, including defending Commission decisions before the courts, and advising the Commission on legislation, rulemaking and policies on procurement, personnel, ethics and other legal matters.

The **Office of Public Affairs & Government Relations** facilitates prompt and responsive communications for the Commission with the public, Congress and federal agencies, the Postal Service, and information media.

The **Office of Secretary & Administration** records the official actions of the Commission, preserves Commission documents, maintains personnel records, and provides other support services to the Commission.

The **Office of the Inspector General** conducts, supervises, and coordinates audits and investigations relating to the programs and operations of the Commission, and identifies and reports fraud and abuse in Commission programs and operations.

II. Organization Chart



Left to right: Commissioner Acton, Acting Chairman Taub, Vice Chairman Langley, Commissioner Hammond

III. Mission Statement

Ensure transparency and accountability of the Postal Service and foster a vital and efficient universal mail system.

Guiding Principles

The Commission is committed to and operates by the principles of:

Openness

- Public participation

Integrity

- Fairness and impartiality
- Timely and rigorous analysis

Merit

- Commitment to excellence
- Collegiality and multi-disciplinary approaches

Adaptability

- Proactive response to the rapidly changing postal environment

IV. Vision Statement

To be an independent regulator respected for effectively engaging postal stakeholders to promote a robust universal mail system through objective, accurate, and timely regulatory analyses and decisions.

We will look to achieve our vision by:

- Taking a multi-disciplinary and integrated approach to work
- Monitoring the environment and anticipating changes to enhance agility
- Utilizing rigorous evaluative methods
- Optimizing stakeholder engagement through an appropriate and clearly-defined public involvement process
- Developing staff expertise to ensure that the Commission is a center for excellence in postal regulatory matters
- Ensuring that the Commission is an employer of choice
- Ensuring efficient stewardship of resources

Strategic Goal 1

Deliver accurate and objective analyses and decisions to ensure transparency and accountability of the Postal Service.

- **Strategic Objective 1.1.** Thoroughly and accurately analyze and apply statutes, regulations, and Commission precedent.

Performance Indicators

- Timeliness, quality, and usefulness of Commission reports
- Cases remanded to the Commission of those appealed in federal court
- Assessment of relevant Federal Employee Viewpoint Survey (FEVS) data

- **Strategic Objective 1.2.** Ensure transparent, accurate, and informative Postal Service reporting for evaluation of lawful compliance of rates and service performance.

Performance Indicators

- Quality and accuracy of Postal Service filings

- **Strategic Objective 1.3.** Responsibly, transparently, and efficiently lead the review of the existing statutory system for regulating rates and classes for Market Dominant products, as well as consider and, if necessary, implement modifications or an alternative system.

Performance Indicators

- Adequate budget resources and workload for the 10-year review

Strategic Goal 2

Actively engage with Congress and stakeholders in support of a dynamic postal system.

- **Strategic Objective 2.1.** Continue to strengthen proactive and responsive communication to foster a collaborative relationship with Congress.

Performance Indicators

- Participation in hearings on postal regulatory related matters
- Meetings with members of Congress and their staff
- Timely response to Congressional requests of the Commission

- **Strategic Objective 2.2.** Foster constructive communications with the Postal Service and stakeholders to streamline the regulatory process.

Performance Indicators

- Feedback from the Postal Service and stakeholders on the regulatory process

- **Strategic Objective 2.3.** Clearly communicate complex analyses and decisions to address the needs of diverse stakeholders.

Performance Indicators

- Commission external website utilization
- Timely response to consumer inquiries
- Feedback from the Postal Service and other stakeholders on the clarity of the Commission's communications of its analyses

Strategic Goal 3

Provide an optimal internal infrastructure to support management of priorities, workload, and emerging requirements.

- **Strategic Objective 3.1.** Optimize support infrastructure to manage and advance system capability, requirements, and security.

Performance Indicators

- The Commission's systems inform decision making
- Assessment of relevant FEVS data
- Compliance with physical and cyber security requirements
- Updated procurement policies and processes
- Convenient and secure access to Commission records
- Cost benefit analysis of options for support services
- Budget allocates sufficient resources

- **Strategic Objective 3.2.** Prioritize and manage workload to increase capacity and agility.

Performance Indicators

- Work successfully completed within planned schedule
- Decisions issued within statutory or regulatory deadlines
- Assessment of relevant FEVS data

- **Strategic Objective 3.3.** Collaboratively work across functions to maintain open internal communication and address emerging requirements.

Performance Indicators

- Assessment of relevant FEVS data
- Inclusion of cross-function/cross-department collaboration in all employee performance plans
- Clear and informative guidance shared across the Commission in a timely manner

Strategic Goal 4

Recruit, develop, and retain a diverse, high-performing workforce.

- **Strategic Objective 4.1.** Exercise Commission flexibilities to attract and retain a diverse, high-performing workforce.

Performance Indicators

- Assessment of relevant FEVS data
- Time to hire measurement
- Diversity of the workforce over a period of time
- Policies and programs to promote diversity in the workplace
- EEO target recruitment goals
- Employees hired and retained within the last 5 years
- Successful completion of employee Individual Development Plans
- Effective and engaging performance management and assessment

- **Strategic Objective 4.2.** Maintain fair and impartial human capital management.

Performance Indicators

- Assessment of EEO complaints
- Provision of required EEO training
- Assessment of relevant FEVS data

- **Strategic Objective 4.3.** Continue to enhance the Commission's commitment to being an employer of choice.

Performance Indicators

- Updated Commission Human Capital Plan
- Hiring success
- Assessment of relevant FEVS data
- Succession planning
- Innovative training and development programs
- Use of flexible work programs

ACTION PLANS

This plan's strategic objectives and performance indicators require formulation of an integrated and targeted action plan with input from each of the Commission's four operating departments in order to ensure coordination of discrete actions and to benefit from potential inter-departmental synergies of effort. Performance indicators and other key milestone goals are also established to enhance periodic progress assessments and guide continued actions. Given that some Commission activities are routine and others are not, the amalgamation of action plans will be evaluated regularly and appropriate metrics assigned to optimize performance evaluation and inform any course correction, as appropriate.

REPORTING

The Commission will report on its progress, major accomplishments, and challenges related to each strategic goal and performance metric in the [Annual Report to the President and Congress](#). The Annual Report will reflect the Commission's mission and strategic goals, thereby promoting transparency and alignment of the Commission's activities.

CONCLUSION

This strategic plan was formulated through a robust and inclusive process, providing opportunities to all Commission employees to contribute. Taking this inclusive approach in setting our strategic goals and objectives evidences the Commission's commitment to this plan to guide the complex work of the next 5 years. The Commission will use this strategic plan to prepare specific near-term action plans and will regularly evaluate progress so that we remain focused on essential tasks, measure progress, and explore ways to optimize performance. Using this plan as an active guide for our future efforts will enhance the Commission's ability to operate in an agile and productive manner so that we can adeptly navigate the many changes that are likely to occur in the postal environment during the coming 5 years. We also see this plan as guiding our efforts to optimize the Commission's reputation as an employer of choice that attracts and retains a high performing staff.

Recognizing that the Commission's work has a far-reaching impact on the country's postal economy, we have identified a challenging set of goals, objectives, and performance indicators intended to guide the many dimensions of our work arising through 2022. Accountability, communication, and active evaluation will be essential features of how we engage internally and with external stakeholders when preparing our work products and managing our internal operating environment. Knowing the critical and complex nature of our tasks, and seeing how far the Commission has progressed over past years in building a culture of excellence, we are convinced that this focus on continuing improvement will enhance the success of our important and complex mission.



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