

# **Network Rationalization Project Plan Approach**

## Update to MTAC

March 26, 2012

---

Network Rationalization Overview	3-4
HQ Schedule Development & Management	5-7
Field Schedules Development & Management	8-12
Communications & Reporting	13-14
Next Steps	15-18

---

## Objectives

- Define & Implement an efficient and affordable network and supporting infrastructure that corresponds to the reduced volume of mail
- Adjust the workforce and dispose of facilities, vehicles, and equipment to support the reduction in network infrastructure

## PMO

- The team leading the effort includes an Implementation coordinator, an Activation coordinator, a De-activation coordinator and a Headquarters coordinator working very closely with the field and headquarters functional teams

## Processes/Tools

- Standardized program management approach to managing and coordinating an extensive series of schedules/tasks within an aggressive timeline using customized tools & templates

## Visibility

- Critical status information and risks/issues are tracked and reported through a dashboard in a standardized way that expedites analysis and resolution. The dashboard contains follow-up categories to monitor assigned response owners and outcomes

- **Standardized Process using Microsoft Project**
- **Project plans for Activation De-activation and HQ tasks**
- **Identified specific project tasks within each plan**
- **Identified specific resources for HQ and Area**

# HQ Schedule Development & Management

## HQ Schedule

### **Governance:**

- HQ owns Policy and Standard Processes
- Drives Consolidation Planning for Field Implementation

### **Structure:**

- Schedule built based on input from 18 HQ Functions
- Includes major milestones for Service Standard Changes & Rationalization
- Clearly identifies cross-functional interdependencies and required input to the Field

## Execution

## Outcomes

- Integrated view of Network Rationalization planning progress across multiple functions
- Improved visibility into cross-functional interdependencies and potential bottlenecks
- Reduced risk through early identification and management of schedule variances so that delays in some tasks will not impact the start of implementation

## Effective Execution Requires Project Management Focus

Through weekly touch-points and ongoing Readiness Reviews, the PMO team works closely with all HQ Functions to capture and track cross-functional interdependencies and organizational constraints in order to achieve targeted outcomes

	Actual %	Task Name
<b>1</b>	<b>63%</b>	<b>+ 1 Project Kickoff</b>
153	<b>11%</b>	+ 2 Network Optimization Milestones
204	<b>64%</b>	+ 3 Processing Operations
391	<b>43%</b>	+ 4 Network Operations Engineering (NOE)
491	<b>27%</b>	+ 5 Network Development and Support
810	<b>41%</b>	+ 6 Operational Requirements and Integration
824	<b>15%</b>	+ 7 Service and Field Operations Performance Management
834	<b>56%</b>	+ 8 Logistics
1440	<b>30%</b>	+ 9 Maintenance Policies and Programs
1543	<b>4%</b>	+ 10 Facilities
1562	<b>10%</b>	+ 11 Supply Management
1668	<b>58%</b>	+ 12 Human Resources
1788	<b>18%</b>	+ 13 BME
1888	<b>34%</b>	+ 14 Post Office and Delivery Operations
1901	<b>16%</b>	+ 15 Finance & Planning
1967	<b>0%</b>	+ 16 IT
2242	<b>25%</b>	+ 17 Intelligence Mail & Address Quality
2257	<b>70%</b>	+ 18 Consumer and Industry Affairs
2335	<b>100%</b>	+ 19 Government Liaison
2428	<b>57%</b>	+ 20 Law Department
2455	<b>95%</b>	+ 21 Sustainability
2475	<b>6%</b>	+ 22 National Preparedness Support
2498	<b>0%</b>	+ 23 OIG
2500	<b>0%</b>	+ 24 Inspection Service

# Field Schedules Development & Management



## Field Schedules

### **Organization:**

- 7 Areas
- 450 Schedules (Activation, De-Activation & Stand-alone)

### **Roles & Responsibilities:**

- Activation & De-Activation Coordinators
- 7 Area Coordinators
- A node coordinator has been appointed for each consolidation

### **Communications:**

- Bi-weekly Calls
- Readiness Reviews starting March 27

### **Implementation Tools:**

- Integrated Master Schedules
- Bi-Weekly Dashboard Reports

### **Structure:**

- Includes Major Milestones for Service Standard Changes & Rationalization
- Customized based on Operational Move Dates and APWU Dates for each site
- Work is subdivided into discrete workstreams, tasks and milestones
- Activities are assigned dependencies, predecessors and successors
- Tasks are assigned durations, planned start and finish dates
- Critical Path Method

The PMO team manages the maintenance of integrated master schedules and works closely with Area Coordinators to monitor and control progress and mitigate variances

## Activation Template

% Complete	Task Name	Start	Finish
0%	<b>Activation Template</b>	Sun 12/11/11	Sat 2/9/13
0%	+ 1 Critical Events	Mon 12/12/11	Sat 7/14/12
0%	+ 2 Project Plan Kickoff	Mon 12/12/11	Mon 12/19/11
0%	+ 3 Net Opt Major Milestones	Mon 12/12/11	Sat 2/9/13
0%	+ 4 Service Standard Changes	Mon 12/12/11	Mon 7/30/12
0%	+ 5 Net Opt Operations Planning	Mon 12/12/11	Thu 10/4/12
0%	+ 6 Renovations	Sun 12/11/11	Fri 4/6/12
0%	+ 7 Maintenance	Mon 12/12/11	Fri 8/3/12
0%	+ 8 Transportation	Mon 12/12/11	Sat 6/30/12
0%	+ 9 Human Resources	Mon 12/12/11	Tue 8/14/12
0%	+ 10 Finance	Mon 12/12/11	Mon 6/18/12
0%	+ 11 IT	Mon 12/12/11	Thu 4/5/12
0%	+ 12 Net Opt Move	Fri 4/6/12	Sat 6/30/12

## De-Activation Template

Task Name	Start	Finish
<b>De-Activation Template</b>	Mon 1/9/12	Thu 7/4/13
+ 1 Critical Events	Wed 2/22/12	Tue 3/5/13
+ 2 Project Plan Kickoff	Thu 12/13/12	Thu 12/20/12
+ 3 Net Opt Major Milestones	Sun 1/22/12	Sat 2/9/13
+ 4 Service Standard Changes	Mon 1/30/12	Fri 5/3/13
+ 5 Net Opt Operations Planning	Mon 2/13/12	Fri 1/11/13
+ 6 Transportation	Tue 2/28/12	Mon 7/16/12
+ 7 Human Resources	Mon 1/9/12	Thu 9/20/12
+ 8 Finance	Tue 2/21/12	Sat 2/9/13
+ 9 IT	Tue 2/21/12	Wed 11/14/12
+ 10 Post Move Activities	Tue 5/1/12	Thu 7/4/13

## SAMPLE DATES

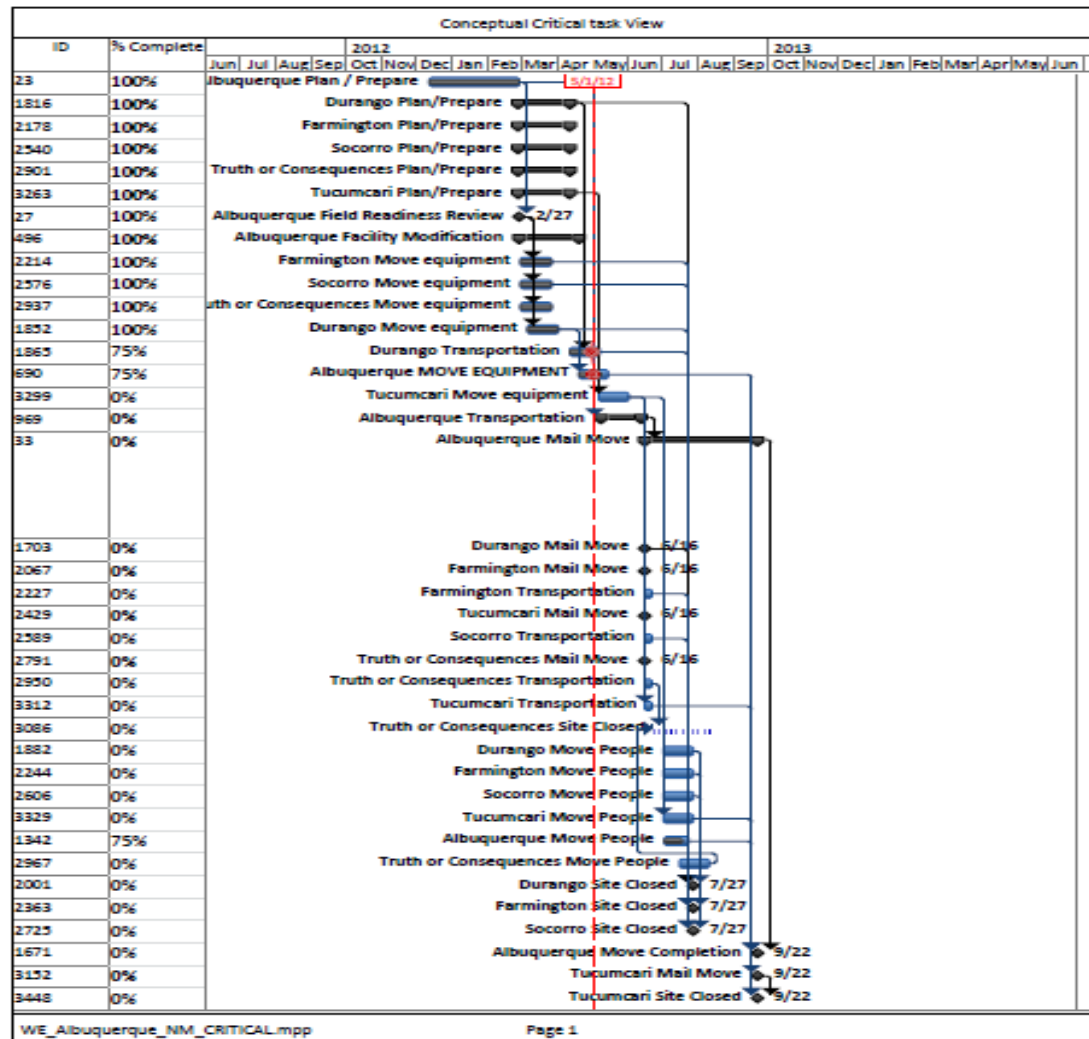
Area	Activation	De-Activation	Standalone	Total*
CM	11	21	4	36
EA	16	56	2	74
GL	20	50	0	70
NE	16	32	1	49
PA	9	13	7	29
SW	27	51	5	83
WE	24	73	12	109
<b>Total</b>	<b>123</b>	<b>296</b>	<b>31</b>	<b>450</b>

PMO Team developed Integrated Master Schedules based on the sequence of events and built inter- and intra- project dependencies for Activation, De-Activation and Stand-alone schedules.

*\*Number of schedules based on input from the field as of 3/21/12.*

**Critical Path is the sequence of activities that must be completed on schedule for the entire Network Optimization to be completed on schedule and includes:**

- ✓ Plan/Prepare
- ✓ Readiness Reviews
- ✓ Facility Modifications
- ✓ Transportation
- ✓ Equipment Move
- ✓ People Move
- ✓ Mail Move
- ✓ Site Operational/Closed



# Communications & Reporting

<b>Meeting Type</b>	<b>Attendees</b>	<b>Frequency</b>
<b>HQ Touch-points – In Person</b>	<b>PMO Team HQ Coordinator HQ Functional Groups</b>	<b>Ongoing</b>
<b>HQ Readiness Reviews – In Person</b>	<b>Initiative Lead PMO Team Functional Groups</b>	<b>Bi-Weekly</b>
<b>Area Coordinators Calls</b>	<b>Implementation Coordinators Area Coordinators Project Schedulers</b>	<b>Bi-Weekly</b>
<b>Field Readiness Reviews – In Person</b>	<b>Implementation Lead Area Coordinators</b>	<b>Late March-Mid April</b>

The PMO team conducts ongoing meetings with HQ and Field to closely monitor Planning activities and Readiness

## Next Steps

## Next Steps

- Validation of the Operational Mail Move Plans are being conducted
- Readiness Assessments with areas are underway
  - Employee Notification of impacts will be communicated first
  - Once employees are notified, communication of mail moves will be shared



## Mail Move Plans

- No Operational moves prior to 5/15
- No Operational Moves from September to December
- Minimal moves through August as we stabilize

## Industry Engagement is Critical

- USPS will post generic Excel files, Activation/De-activation on RIBBS
- Review and provide feedback