Customer Experience & Continuous Improvement: The USPS® Digital Approach

Digital.gov University - UX Community of Practice

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**PRESENTER INTROS**

**Matt Petrowski**
- Program Manager, Digital Analytics
- Began digital career in 2007
- Interested in how digital social mediums modify interpersonal behaviors

**Jeff Pass (contractor)**
- UX Team Lead, USPS.com®
- Began digital career in 1997
- Interested in the hybrid of government UX and CX: citizen experience

**Alex Turgeon (contractor)**
- UX Business Team Lead, USPS.com®
- Began digital career in 2015
- Interested in the intersection of data analytics & UX to empower the digital citizen

*Images: Matt Petrowski, Jeff Pass, Alex Turgeon*
AGENDA

- Meet Your Presenters
- Background: USPS.com®
- The USPS® Customer Experience Continuous Improvement Approach
- 2020: Lessons Learned (So Far…)
- Appendices

Note: For this presentation, we’ve tried to keep this discussion lively and have included some fun imagery. Unless otherwise noted, all imagery is the property of USPS®, the Smithsonian National Postal Museum, or the presenters. See Appendix 4: Image & Figure Citations for additional details.
CX & CI: The USPS® Digital Approach

BACKGROUND: USPS.COM®
USPS.com is an important and ever-growing part of the daily USPS delivery.

**USPS ORGANIZATION**

- **472.1 Million** Total Mailpieces
- **181.9 Million** First-Class Mailpieces
- **$236 Million** Daily Average Revenue

**USPS WEBSITE**

- **7.1 Million** Sessions on USPS.com
- **$890,000** Online Sales per Day


Source: Google Analytics - Device Category for FY2020
THE UNITED STATES POSTAL SERVICE®
STRATEGIC PLAN FOR FY20 – FY24

**Goal 1:** Deliver World Class Customer Service

**Goal 2:** Equip, Connect, Engage, and Empower Employees to Best Serve USPS® Customers

**Goal 3:** Innovate Faster to Deliver Value

**Goal 4:** Invest in Our Future Platforms

**Goal 5:** Support the Legislative and Regulatory Changes to Enable This Vision

Image: ©2020 USPS
THE IMPACT OF USPS.COM®

We play a critical role in achieving the USPS® mission: provide a reliable, affordable, universal service that binds the nation together.¹

- 24-hour access to USPS products and services
- 40 million transactions per month²
- 9 years of steady growth; $1 billion+ in transactions 3 of the past 4 years²
- Key enabler to meeting USPS’s “Ready-Now > Future-Ready” goals³, especially those related to CX
- A major success story at a time when USPS faces unprecedented market and legislative challenges
- Reduces burden on Post Office™ Locations and Operations
- Provides USPS with opportunities to gain competitive advantages, drives revenue, and improves overall CX
- Cultural relevance

1. Paraphrased for brevity
2. Source: USPS Customer Payment Team
3. USPS Five-Year Strategic Plan, FY2020-FY2024
USPS.COM® FRAMING

The digital storefront for USPS® and a unique Federal Government website:

• Collaboration with foreign counterparts, direct competitors and partners, and ecommerce sites
• Straddles the world of .gov and retail websites
• Audience: the American public (residential consumers), small and medium businesses, as well as foreign shippers
• Constantly evolving, but at a slow, deliberate pace (7 site ‘designs’ in 23 years, most recently in 2019)
• Always adding new content and functionality, but not necessarily pages
USPS.com went live in the fall of 1997. It was an ecommerce site from day one.

Let's take a quick look at some of the USPS.com homepage designs over time and how the homepage (and larger site) has evolved over the last 23 years...
• Version 1.0
• Postage (paid shipping labels) and stamps available for sale
• Key tools and applications introduced; many in the header navigation
• Yes, the background did tile in perpetuum…
USPS.COM® CIRCA 2003

- Expanded content and functionality (but not max screen width)
- Evolution of the navigation to include ‘rows’ of navigation links
- Move toward increased information density
Introduction of...

- The utility bar navigation
- Audience segmentation (residential consumers & business)
- **THE BANNER!**
USPS.COM® CIRCA 2008

- Refresh of 2007
- New emphasis on product imagery and promotion
- The banner grows and becomes a carousel (with up to 10 ‘slides’)
- Centered body content, but still based on a narrow max width
Beginning of ‘lifestyle’ and small business focus, including an emphasis on diversity (as policy)

Introduction of Quick Tools menu

Move toward modular design and reusable components
USPS.COM®
CIRCA 2014

‘Site Simplification’:
• Reduced site from ~250 to 50 pages
• Beginning of focus on mobile
• First full-width (desktop) design
• Quick Tools menu
• Retired carousel; introduced ‘heroes’
• Introduced ‘cards’
• Start of ‘false floor’ dilemma
USPS.COM®
CIRCA 2018

- Introduced new megamenu navigation, USPS® Digital palette, and modular UI components
- Said goodbye to custom/premium fonts (to promote uniform CX)
• Fully mobile responsive
• Design system-based
• Added configurable promos and removed promo carousels
• In 2020, we also introduced new primary navigation categories
• Data-driven design approach
CX & CI: The USPS® Digital Approach

THE USPS® CUSTOMER EXPERIENCE CONTINUOUS IMPROVEMENT APPROACH
A Brief History: Analytics & Customer Feedback

Agency-Driven Approach

2014
WebTrends & Convergys
Digital Brand Marketing ownership of analytics platform with integrated customer feedback and session analysis

2016
comScore & Foresee
Google Analytics & Federal DAP
DAP allowed greater understanding of federal ecosystem and provided general framework for analytics migration

2018
Medallia
Customer survey tool provided qualitative data that established data science foundation presence within Digital Brand Marketing

2019
Data Science & Homepage Redesign
First data science collaboration with digital analytics, UX, and CM teams - data insights provided UX team with homepage redesign framework

2020
A/B/M Testing
Use data science approach to develop and implement meaningful experiments that optimize CX on USPS.com®

In-House Approach

(Transition)
HONING THE USPS® DIGITAL ANALYTICS APPROACH

1. Provide mail service information while generating revenue*

2. Our approach took time and continues to evolve

3. Data science is a game-changer

* Recent USPS partnership with CASETiFY (right)
CUSTOMER EXPERIENCE AT USPS.COM®

**Imperatives of CX**

**Audience:** USPS® has constant (often daily) interactions with the American Public, businesses, and shippers worldwide

**Expectations:** we are judged against customers last, best CX, and must adapt and evolve accordingly

**Value:** we must deliver both value and valued digital experiences

**Mission:** uphold and promote the USPS mission and values

**CX Priorities**

**Service:** serve our customers and recognize them as the heart of USPS.com

**Listening:** use quantitative and qualitative data to drive and measure CX

**Consistency:** ensure brand cohesion, a unified UX, and a consistent, accessible, usable experience through the domain

**Sustainability:** continuously deliver services while helping to modernize/digitize key USPS interactions and services

**Inform:** provide leadership with current, accurate, actionable intelligence to drive CX

**Promote:** USPS, customer relations, content, services, and, of course, CX
THE USPS® DIGITAL CONTINUOUS IMPROVEMENT APPROACH

Our 10 step CI approach combines UX and CX tools, techniques, and best practices to monitor, improve, and evolve the USPS.com® domain.

1. Goals & Needs
2. Data Analysis
3. Requirements
4. User Tasks
5. Design Solution
6. Test Acceptance
7. Metrics & Reporting
8. Implement, Test, Release
9. User Measures
10. Report & Advise
**USPS.COM® CI APPROACH: UX-FOCUSED STEPS**

**Discover:** Objectives, requirements, devices, and technologies; create roadmaps

**Analyze:** Use quantitative and qualitative data to identify issues and opportunities

**Advocate:** Focus on the user; avoid unnecessary effort, complexity, and functionality

**Design:** Design for simplicity, usability, scannability, and minimal cognitive load

**Assess:** Test solutions iteratively; ensure user acceptance and consistent UX
USPS.COM® CI APPROACH: CX-FOCUSED STEPS

**Define:** Data that solidifies ‘current state’ behaviors to challenge assumptions

**Report & Analyze:** RASTA (Relevant, Accurate, Simple, Timely, Annotated)

**Test:** Data-centric and involves UX to identify bugs and avoid short-cut fixes

**Measure:** Can quantitative data bridge any qualitative gaps in UX?

**Advise:** Data visualization, information mapping, and narrative techniques
REAL-TIME REPORTING: HURRICANE WEATHER DELAYS

• Demonstrates systemic ramifications of local service interruptions
• Helps contextualize issues and facilitate decision-making
AND THEN THERE WAS...

2020

THE YEAR THAT PUT EVERYTHING TO THE TEST
WITH COVID-19 USPS® FACED:

- A transformed retail and delivery environment
- Decreased mail traffic
- Increased package traffic
- Impacts to domestic services
- International service interruptions and halts
- Complex and costly safety and cleanliness requirements
- PPE availability challenges
- Staff exposure

Image: ©2020 USPS
BUT IT WASN’T JUST COVID, THERE WERE...

• Storms, fires, and all manner of service interruptions (sometimes in the same screenshot; August 20, 2020 was interesting)

• Distributed IT teams with limited resources

• And so much more…
**USPS.COM® DURING COVID-19**

Almost all site metrics have seen significant impacts

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**APRIL-SEPTEMBER 2020**

<table>
<thead>
<tr>
<th>WEBSITE TRAFFIC</th>
<th>AREAS OF LARGEST SESSION GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.3 Billion (+96%)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SESSIONS</strong></td>
<td><strong>+230% FAQ</strong></td>
</tr>
<tr>
<td><strong>$473.6 Million (+84%)</strong></td>
<td><strong>+218% SCHEDULE A PICKUP</strong></td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td><strong>+158% POSTAL STORE</strong></td>
</tr>
<tr>
<td><strong>DEVICE BREAKDOWN</strong></td>
<td><strong>+140% INFORMED DELIVERY</strong></td>
</tr>
<tr>
<td>POCKET</td>
<td><strong>+106% TRACKING</strong></td>
</tr>
<tr>
<td><strong>MOBILE</strong></td>
<td><strong>1.7 BILLION (+113%)</strong></td>
</tr>
<tr>
<td><strong>TABLET</strong></td>
<td><strong>44.0 MILLION (-9%)</strong></td>
</tr>
<tr>
<td><strong>DESKTOP</strong></td>
<td><strong>587.5 MILLION (+71%)</strong></td>
</tr>
</tbody>
</table>

* Based on SPLY comparison (same period last year)

Source: Google Analytics – Audience Report for FY2020
THE POWER OF THE TWEET

emerson
@emerson_toomey

THE USPS HAS A MERCH STORE

1:13 AM · 7/30/20 · Twitter Web App

21.4K Retweets 2,340 Quote Tweets 92.8K Likes

Image: @emerson_toomey / Twitter
MOBILIZING OUR CI APPROACH

Like during the Spanish Flu (1918-20), USPS® applied its operational know-how to the problem at hand. We performed:

• Metrics and customer satisfaction monitoring, reporting, and advising
• Competitive and data analysis
• UX heuristic reviews
• User interviews and usability testing
• Iterative, data-informed design sprints
• Alert and notification approach standardization and UI improvements, plus updated/expanded/new content and cross-linking

Let’s consider some of those steps in detail…

Image: National Archives
**ANALYTICS & FEEDBACK AS EARLY WARNING**

Always-on, real-time reporting:

- General and targeted approach
- All data direct to Google Big Data
- Identifies most site issues; often faster than system outage reporting
- Custom dashboards promote understandability and decision-making
- Proven usability study recruiting mechanism

Images: USPS custom dashboards
**COMPETITIVE ANALYSIS**

**USPS.COM SMALL BUSINESS SECTION**

**COMPETITIVE ANALYSIS**

**MARCH 2020**

The following table outlines opportunities for the USPS.com Business and Small Business section identified during the USPS.com Business Competitive Analysis. Each Feature, Tool, and Application is mapped to the associated USPS Direct Competitors, Foreign Counterparts, USPS Vendors, Partners, and Associates, and/or Commercial Third-Party Platforms.

<table>
<thead>
<tr>
<th>Category</th>
<th>Features/Service Options</th>
<th>Direct Competitors</th>
<th>Foreign Counterparts</th>
<th>Third Party Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Business-specific DIAL 4 and Toll numbers</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td></td>
<td>Business-specific call flows</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td></td>
<td>21st (Last Call Capability)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td></td>
<td>Automated postage to international mailing systems</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
</tbody>
</table>

**Coronavirus-Related Site Content, Count, Messaging, and Designs**

<table>
<thead>
<tr>
<th>Count</th>
<th>AU Post</th>
<th>Deutsche Post (.DE)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Y/N</td>
<td>Link(s)</td>
</tr>
<tr>
<td></td>
<td>Y/N</td>
<td>Link(s)</td>
</tr>
</tbody>
</table>

**Online Services**

- **COVID/Corona Landing Page URL**: 30 Yes, auspost. Includes country-by-country up... Yes, deutsche English language version
- **Main Site URL**: 32 Yes, auspost. Alert + section mid-way down Yes, deutsche Separate, reduced English
- **Home Page**: Alert Bar 20 Yes Yes Points to COVID section
- **Home Page Modal/Interstitial**: 2 Yes Via (closable) site-wide alert ba No, Points to COVID section
- **Feature Text Promo**: 20 Yes No
- **Graphic Promo/Banner**: 14 Yes No
- **Link to CDC Page**: 13 No NA: Non-US site No NA: Non-US site
- **Links to WHO/Other Resources**: 7 No Yes rki.de/DILink to Robert Koch Institute
- **Sitewide Link (header/footer)**: 10 Yes Via sitewide alert bar. Yes As an alert header
- **FAQ collection**: 17 No Yes deutsche Within COVID section
- **Coronavirus/COVID tag + search**: 6 No No search results for Coronavirus No No
- **Official Press Statement**: 19 Yes Incorporated into Coronavirus No No

**Phase 0 Total (March 2020)**: 8 7

Images: USPS

**Industry reviews for informed CX:**

- Simple, informative, and actionable
- Presents large amounts of contextual data
- Focuses on tactical criteria and data often missed otherwise
- Tempers Federal tendency towards myopic POV
- Grounds content, design, and UX work within the competitive landscape
Standards-based approach to optimize CX:

- Digital Style Guide (DSG) and UX Heuristics help ensure a consistent CX
- Heuristics simplify reviews and provide a language of critique
- Iterative DSG, UX heuristic, and related compliance reviews power the CI lifecycle
USABILITY TESTING & USER INTERVIEWS

Formal, moderated usability testing, now 100% remote, enabling:

- Greater participant diversity (especially geographic, economic, industry, political)
- Simpler, quicker recruiting (the bigger the recruiting pool…)
- Greater USPS stakeholder involvement and buy-in; all sessions shared live and as recordings
- Note: Pre-COVID testing was 50% in-person, 50% remote

Image: USPS, UserWorks
Supporting small business during unprecedented times with UX design:

- Rapid prototyping
- ‘Guerrilla’ usability testing
- Iterative design
- Integrated COVID content (not just alerts)
- Integrated National Women’s Small Business Month
- Rapid deployment
A unified, standards-based approach:

- Instituted a domain-wide approach based on the USDS design system
- Created alert and notification levels with different visual weight
- Created home- and landing-page specific alert and notification treatments
- Created corresponding standalone pages so that (linked) alerts and notifications could be kept short and easy to digest
2020: LESSONS LEARNED (SO FAR...)
<table>
<thead>
<tr>
<th>Customer Experience</th>
<th>User Experience</th>
<th>Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Control of data and tools integration</td>
<td>• Quantitative and qualitative data to identify issues and drive design thinking</td>
<td>• Flexible and iterative approach</td>
</tr>
<tr>
<td>• Dashboarding is not reporting and vice-versa</td>
<td>• Survey and competitive analysis to identify gaps</td>
<td>• Integrate all teams into CI, socialize approach, share resources</td>
</tr>
<tr>
<td>• Using search data, customer feedback to anticipate customer needs</td>
<td>• Design all the things</td>
<td>• Identify and track KPIs</td>
</tr>
<tr>
<td>• Understanding audience types and overlap</td>
<td>• Test with customers and invite stakeholders to observe</td>
<td>• Maintain, groom, and iterate over CX and UX backlog</td>
</tr>
<tr>
<td>• Social media can change it all - without warning</td>
<td>• Review (UI, content, style, compliance) iteratively</td>
<td>• Never stop never stopping</td>
</tr>
<tr>
<td></td>
<td>• Consistency and predictability</td>
<td></td>
</tr>
</tbody>
</table>
CX & CI: The USPS® Digital Approach

THANK YOU / QUESTIONS

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Jeffrey.R.Pass@usps.gov

Alex Turgeon
Alexander.W.Turgeon@usps.gov
APPENDICES

1. Special Thanks
2. USPS.com® Teams
3. Image & Figure Citations
4. Forever 21 Partnership
5. Digital.gov Q & A Responses
APPENDIX 1: SPECIAL THANKS

This presentation would not have been possible without the inputs from key contributors and the diligent work of all the USPS.com® teams. We’d especially like to acknowledge and thank a few stars:

Leadership

- **Chris Karpenko**, Executive Director, Brand Marketing
- **Kim Workinger**, Manager, Digital Brand Marketing
- **Amity Kirby**, Manager, Stamp Products & Exhibitions
- **Diane Blizzard**, Program Manager The Postal Store®
- **Alicia Marlatt**, Creative Team Lead

Team

- **Brittnee Alford** (Content & Strategy)
- **Claire Dykes** (Design)
- **Daniel Afzal** (Photography)
- **Dino Omerovic** (Digital Brand)
- **Hannah Close** (Photography)
- **Joe Loong** (Content & Strategy)
- **Kelly Brooks** (Digital Brand)
- **Mike Bottenberg** (Digital Brand)
- **Mycah Jaha-Shelton** (Design)
- **Stephen Barron** (Digital Brand)
- **Tim O’Brien** (Digital Brand)

*Image: ©2020 USPS*
The larger USPS® Digital Brand Marketing USPS.com team is made up of 10 domain-specific teams that work together seamlessly:

- Business Support (program management)
- Content Creation and Content Strategy
- Content Management and Front-end Development
- Customer Satisfaction (measurement)
- Digital Brand Marketing (leadership)
- Design (print and web)
- Digital Analytics
- Photography
- Postal Store
- User Experience & UX (application) Design
All images of USPS.com® from USPS® and the Internet Archive (https://archive.org/details/usps.com). All figures created by and ©USPS and the USPS.com team. All others cited here.

Matt Petrowski Headshot, Matt Petrowski, used with permission.

Jeff Pass Headshot, Jeff Pass, used with permission.

Alex Turgeon Headshot, Alex Turgeon, used with permission.

Mr. ZIP® (Detail from the 20c Children Sledding single postage stamp), 10.28.1982. United States Postal Service® & Smithsonian Postal Museum. Usage: IIIF. https://postalmuseum.si.edu/object/npm_1988.0331.133

- https://www.facebook.com/USPS/photos/10158854428469810
- https://www.facebook.com/USPS/photos/10158854428844810
- https://www.facebook.com/USPS/photos/10158854429049810


APPENDIX 3: IMAGE & FIGURE CITATIONS (2/2)

- All figures created by and ©USPS and the USPS.com team.

https://www.nesdis.noaa.gov/content/noaa-satellites-monitoring-massive-wildfires-and-two-cyclones

“THE USPS HAS A MERCH STORE” Twitter, 7/30/2020.
@emercon_Toomey (Emerson Toomey).
https://twitter.com/emerson_toomey/status/1288704240802816000

https://www.archives.gov/exhibits/influenza-epidemic/records-list.html
APPENDIX 4: FOREVER 21 PARTNERSHIP
<table>
<thead>
<tr>
<th>QUESTION</th>
<th>ANSWER</th>
<th>SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>What do you mean by “false floor”?</td>
<td>A false floor on a web page is an apparent end to the web page. This occurs when a web page’s view falsely appears to be complete, when in fact additional content is outlined further down the page. This issue is often caused by the top content matching the web page “fold” or top view of the page, and the absence of any navigational elements further contributes to the effect. Using a downward arrow or other graphical treatment helps trigger users to keep scrolling down the page.</td>
<td>USPS.com UX Team (Jeff Pass &amp; Alex Turgeon)</td>
</tr>
<tr>
<td>What do you mean by send and receive information architecture?</td>
<td>Information architecture (IA) focuses on organizing, structuring, and labeling content in an effective and sustainable way. Send/Receive IA is a navigational framework USPS pursued to better organize website menu content and information to be categorized by user-oriented actions (i.e., Send, Receive, Shop) and content. The goal is to help users find information and complete tasks.</td>
<td>USPS.com UX Team (Jeff Pass &amp; Alex Turgeon)</td>
</tr>
<tr>
<td>AI-assisted topic bucketing of unstructured customer data (feedback, site search, Google searches, social DMs, survey free text responses, etc.) are critical for assessing and improving the customer experience. What Machine learning/ AI tools are you using to do the topic bucketing?</td>
<td>We are using standard natural language processing techniques to first clean the data, transform the text to numerical data (i.e., vectors), and use classification algorithms to bucket the text into topics. For classification, we are using out-of-the-box algorithms from the scikit-learn package from Python including K-nearest neighbors, support vector machines, and logistic regression.</td>
<td>Sherika Sylvester, USPS.com Digital Analytics</td>
</tr>
<tr>
<td>How do you analyze and synthesize what must be massive amounts of qualitative data from survey comments and other sources?</td>
<td>USPS utilizes Google Cloud Platform to analyze/synthesize data. There is a massive amount of customer data so having cloud computing power helps the team pull, manipulate, and transform the data in a timely manner.</td>
<td>Benjamin Ohno, Data Scientist, USPS.com Digital Analytics</td>
</tr>
<tr>
<td>QUESTION</td>
<td>ANSWER</td>
<td>SOURCES</td>
</tr>
<tr>
<td>----------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Do you have your Medallia connected to a CRM tool (like Salesforce)? How important is it to you to use open-source software in managing CX?</td>
<td>No, the Medallia data is not connected to CRM tools like Salesforce. The beauty of using open-source tools is the afforded customization to our use cases. Many out-of-the-box analytical solutions are not customizable to our needs.</td>
<td>Sherika Sylvester, USPS.com Digital Analytics</td>
</tr>
<tr>
<td>I’m curious to know about text analysis capabilities as well. What outputs do these tools provide? We’ve just stared a pilot for text analysis and looking to chat with agencies who are exploring this need.</td>
<td>The pipeline that we use is custom built. Given our business case, our pipeline classifies search terms into customized topic buckets (i.e., “hours”, “passports”, “tracking”) as well as the volume of searches per topic, the number of link clicks by topic, and new language/emerging search terms. The area of natural language processing is vast, so the tools commonly used can produce several outputs including text sentiment, topics/labels, document/text similarity, text summaries, etc.</td>
<td>Sherika Sylvester, USPS.com Digital Analytics</td>
</tr>
</tbody>
</table>
| Can you describe how USPS has brought data-driven CX models to expand continuous improvement efforts that cross multiple service channels (including non-digital areas)? How does one service channel perhaps impact success metrics of other service areas? How are these relationships tracked? | From a UX POV, we use research methods, spanning from usability testing, customer feedback, and focus groups to competitive analysis in order to get a perspective of the customer that spans multiple service channels in relation to their experience with USPS (both digital and non-digital). Often, impacts to user experience are tied to valuable cross-channel KPIs beyond revenue, such as reduced call center volume, self-service completion, and scheduling on-site appointments. | USPS.com Digital Analytics
USPS.com Digital Brand Marketing UX Team (Jeff Pass & Alex Turgeon) |
| How is severity determined in the issue reporting? | USPS essentially takes the rate at which users on a part of the website are leaving negative feedback, and we rescale it to consider how much traffic varies across the website. USPS finds that a change in that rate of negative feedback is useful for identifying emerging issues. | Benjamin Makansi, Data Scientist, USPS.com Digital Analytics |