**UNITED STATES
POSTAL SERVICE**

RECEIVED

OCT - 6 2017

October 3, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
7016 1970 0000 3442 6453

Dear Brian:

As a matter of general interest, the Postal Service has installed cameras above the workroom floor at the Chicago, Illinois International Service Center (ISC).

The purpose of the cameras is for Management to observe mail flow and various operations from a centralized location. The cameras will be broadly fixed on operations and will not have the ability to zoom or record audio or video. The devices are scheduled to be operational by October 21. There is no anticipated impact on bargaining unit employees.
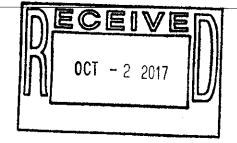
If you have any questions, please contact Shannon Richardson at extension 5842.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

(CA2017-483)

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OCT - 2 2017

September 28, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
70161370000230141774

Dear Brian:

This letter is in regards to the jurisdictional craft determination for operation of the Flat Postal Automated Redirection System (FPARS). Members of the RI-399 National Dispute Resolution Committee (NDRC) visited the Milwaukee, Wisconsin Processing and Distribution Center (P&DC) and the Central Massachusetts P&DC on August 8 and 10, respectively. By letter dated August 23, the Postal Service asked the American Postal Workers Union (APWU) and the National Postal Mail Handlers Union (NPMHU) to provide feedback regarding if a national craft jurisdiction determination is needed and if so, input regarding which craft should be the primary craft for operation of the machine. The Postal Service received input from the NPMHU by letter dated September 11 and the APWU by letter dated September 18.

As stated during the Central Massachusetts P&DC site visit, there are currently 18 P&DCs that have an FPARS operation. It is being considered to add an FPARS operation to one additional P&DC, with no plans for further expansion beyond the one location.

The FPARS program provides the capacity to lift mail piece images and apply labels to flat mail. It leverages the existing hardware and software infrastructure currently in place with the Postal Automated Redirection System (PARS). The FPARS is a hardware and software modification to the Automated Flat Sorting Machine 100 (AFSM 100), and there are 4 variations, 1) Automatic Induction (AI) and the Automatic Tray Handling System (ATHS), 2) AI without the ATHS, 3) No AI with the ATHS, and 4) No AI and no ATHS.

Primary craft jurisdiction for AFSM 100 has previously been determined, including craft jurisdiction with the additional enhancements of AI and/or the ATHS.

After reviewing the equipment operation, previous jurisdictional craft determinations, careful consideration of the input from the APWU and NPMHU, and applying the principles of RI-399, the Postal Service has determined that there is no need for a national craft jurisdiction determination on the enhancement of the AFSM 100 with the FPARS. Due to the limited locations and variations of the FPARS, any issues regarding craft jurisdiction should be handled by the Local Dispute Resolution Committee.

(CA2017-473)

If you have any questions or concerns, please contact Shannon Richardson at extension 5842.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

**UNITED STATES
POSTAL SERVICE**

RECEIVED
OCT - 2 2017

September 29, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

In an effort to ensure clarity regarding the upcoming holiday, please note that in observance of the holiday the Postal Service will not conduct normal mail delivery or retail operations on Veterans' Day (Saturday, November 11). Package delivery will be performed on November 11-12.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

October 6, 2017

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9426
Washington DC 20260-4101

RE: Mgr. Post Office Operations (MPOO), EAS-22 Upgrade to EAS-23

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your correspondence dated October 5, 2017 regarding the USPS proposed upgrade of Mgr. Post Office Operations (MPOO), EAS-22 to EAS-23. NAPS is pleased that the Postal Service has recognized the need to upgrade this EAS-22 MPOO position to an EAS-23 with the applicable increase in accordance with ELM 413.3 *Position Increase*.

NAPS has no objection and is in agreement with the USPS action to upgrade the Mgr. Post Office Operations (MPOO), EAS-22 position to EAS-23 to also receive the respective ELM 413.3 *Position Increase.*

Thank you for the timely opportunity to review and respond to this proposal. The NAPS organization appreciates the ongoing professional business relationship we have with the USPS HQ Labor Relations office and the entire Postal Service Headquarters' leadership team.

Best regards,

Brian J. Wagner
National President

UNITED STATES POSTAL SERVICE

October 5, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Brian:

The Postal Service proposes to revise the following position descriptions pursuant to Title 39 U.S. Code § 1004 (d):

- Mgr Post Office Operations, EAS-22 (Occupational Code 2301-7138)
- Mgr Post Office Operations, EAS-23 (Occupational Code 2301-0009)
- Mgr Post Office Operations, EAS-25 (Occupational Code 2301-7137)

The Postal Service also proposes a one level upgrade to the position of Mgr Post Office Operations (MPOO), EAS-22 to the position of Mgr Post Office Operations, EAS-23. The EAS-22 MPOO position will then be obsoleted.

The purpose of this proposal is to address challenges resulting from implementation of the MPOO staffing criteria and matrix that were revised in 2015, and namely to increase District flexibility in determining MPOO groups. The position description revisions help to ensure that they reflect the roles and responsibilities of the positions.

Employees in MPOO EAS-22 positions will receive the applicable increase in accordance with ELM 413.3 *Position Increase.*

Please review the enclosed proposed position descriptions and requirements and provide your comments and recommendations as soon as possible.

Please contact me at extension 7773 if you wish to discuss or if you have questions concerning this matter.
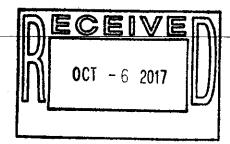
Sincerely,

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosures

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OCT - 6 2017

October 3, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
7016 1970 0000 3442 7443

Dear Brian:

As a matter of general interest, the Postal Service intends to conduct a test of the biometric capture of fingerprints for the Federal Bureau of Investigation's (FBI's) Identity History Summary Check (IdHSC) application.

The test will take place in two retail locations in the Capital District; Brentwood Post Office and Friendship Post Office in Washington, DC. The test is expected to begin by the end of November. During the test, Postal Service personnel (typically clerk craft employees) will perform a biometric capture of fingerprints. The entire process is expected to take approximately 10 to 15 minutes.

The process will normally include:

- Receive the individual's name, order number, or email address and enter the information into the appropriate computer application
- Capture the individual's fingerprints (using biometric fingerprint reader) and transmit the information to the United Postal Service Inspection Service (USPIS)
- Collect fingerprinting fee from the individual

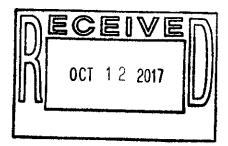The USPIS will transmit the fingerprints to the FBI.

If you have any questions concerning this matter, please contact Dion Mealy at extension 6861.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

(CA2017-482)

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OCT 1 2 2017

October 10, 2017

Brian J. Wagner
President
National Association of Postal
 Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Gregory S. Acord
Anthony D. Leonardi
Co-Presidents
United Postmasters and Managers of America
8 Herbert St.
Alexandria, VA 22305-2600

Gentlemen: *Brian,*

As a matter of general information, the Postal Service plans to implement another enhancement of the OTADMIN application to include a tool to assist managers and supervisors who administer bargaining-unit overtime for the Mail Handlers Craft. The OTADMIN application already exists in the City Letter Carrier Craft and the Clerk craft.
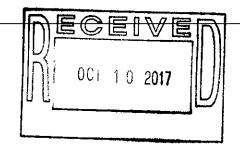
The implementation will be in phases beginning in January of 2018.

Please contact Phong Quang at extension 2857 if you have questions concerning this matter.

Sincerely,

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

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R̲ECEIVE D̲

OCT 1 0 2017

October 5, 2017

Mr. Brian J. Wagner   **Certified Mail Tracking Number:**
President   7016 1970 0000 3442 7016
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This letter is further follow-up to the Postal Service plan to test two vendor pilot systems (Solystic and Siemens) of the Advanced Letter Processing System (ALPS). Notice of this initiative has previously been provided by letters dated May 8 and July 7 (enclosed).

As previously informed, the objective of this initiative is to improve, to the maximum extent possible, the efficiencies associated with unloading, staging, moving, and outbound loading of letter trays in a Processing and Distribution Center (P&DC), and the sortation of the letters within those trays to a delivery point sequence (DPS) that puts the letters in carrier walk sequence. The systems will use rigid letter trays, which will be provided to the appropriate delivery units.

The Solystic system is scheduled to begin testing live mail in the Richmond, Virginia P&DC in November and will process letter mail for the following offices and zones:

OFFICE	ZONE(S)
Sandston	23150
Bellevue	23227
West End	23230
Chester	23831 & 23836
Chesterfield	23832 & 23838

The Siemens system is scheduled to begin testing live mail in the Oklahoma City, Oklahoma P&DC in December and will process letter mail for the following offices and zones:

(CA2017-485)

OFFICE	ZONE(S)
Britton	73113, 73114, 73116, 73131, & 73151
Moore	73153 & 73160
Santa Fe	73170

If you have any questions, please contact Shannon Richardson at extension 5842.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

Enclosures

UNITED STATES
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May 8, 2017

Certified Mail Tracking Number:
7016 1370 0002 3014 6809

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, Virginia 22314-2700

Dear Brian:

As a matter of general interest, the Postal Service plans to test three vendor pilot systems of the Advanced Letter Processing System (ALPS).

The objective of this initiative is to improve, to the maximum extent possible, the efficiencies associated with unloading, staging, moving, and outbound loading of letter trays in a Processing and Distribution Center (P&DC), and the sortation of the letters within those trays to a delivery point sequence (DPS) that puts the letters in carrier walk sequence.

The Postal Service has three vendors (Solystic, Siemens, and Toshiba) who have developed pilot systems that will be installed and tested in live processing sites. The system developed by Solystic will be tested in the Richmond, Virginia P&DC, the system developed by Siemens will be tested in the Manasota, Florida P&DC, and the system developed by Toshiba will be tested in the Oklahoma City, Oklahoma P&DC. The pilot systems will run multiple DPS zones to evaluate performance and implementation. Once the test is complete the systems will be removed. The Postal Service will then make a decision regarding possible production and purchasing.

The vendor pilot systems are scheduled to be installed by the end of the Fiscal Year, with testing to be complete by the end of January 2018.

If you have any questions, please contact Bruce Nicholson at extension 7773.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

(CA2017-213)

**UNITED STATES
POSTAL SERVICE**

July 7, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
70161370000230145956

Dear Brian:

This letter is follow-up to the Postal Service's May 8 notification (enclosed) to test three vendor pilot systems of the Advanced Letter Processing System (ALPS).

As previously informed, there were three vendors (Solystic, Siemens, and Toshiba) who developed pilot systems to be installed and tested in live processing sites. Toshiba's involvement in the ALPS project has been changed to design only. It will not be testing a pilot system.

It is planned to test the system developed by Solystic in the Richmond, Virginia P&DC and the system developed by Siemens will be tested in the Oklahoma City, Oklahoma P&DC. The vendor pilot systems are scheduled to be installed by the end of the Fiscal Year, with testing to be complete by the end of January 2018.

If you have any questions, please contact Shannon Richardson at extension 5842.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

Enclosure

(CA2017-340)

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RECEIVED OCT 10 2017

October 6, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

The Postal Service intends to pilot test a training program titled *Creating an Engaging Workplace* (CEW).

Participants will consist of volunteer bargaining unit employees, who will participate in the CEW training and then provide input on the training. We plan to conduct the pilot test on October 17-19 in San Francisco, California and on October 24-26 in Baltimore, Maryland, with one class held each day. The length of the class is approximately six hours.

We anticipate that once feedback has been evaluated, CEW training will roll-out nationwide.

We have enclosed a copy of the PowerPoint presentation that will be used at the training.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosure

Creating an Engaging Workplace at USPS

Understanding, Measuring and Creating Engagement at USPS

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1

Higher Employee Engagement = Improved Customer Experience

By **intentionally focusing** on taking actions that engage employees, we can win customers and grow our business.

Engaged employees **enhance the value** that we provide to the American public.

Customer Service

Please rate your experience

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Our Path

✓ Understanding Engagement
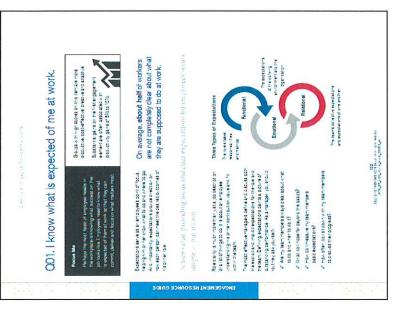
✓ Measuring Engagement

✓ Creating Engagement

✓ Discoveries

✓ Motivation: The 12 Elements of Engagement

✓ Survey Facts and Perceptions

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Your Learning Journal

Activity Pages
(example: page 11)

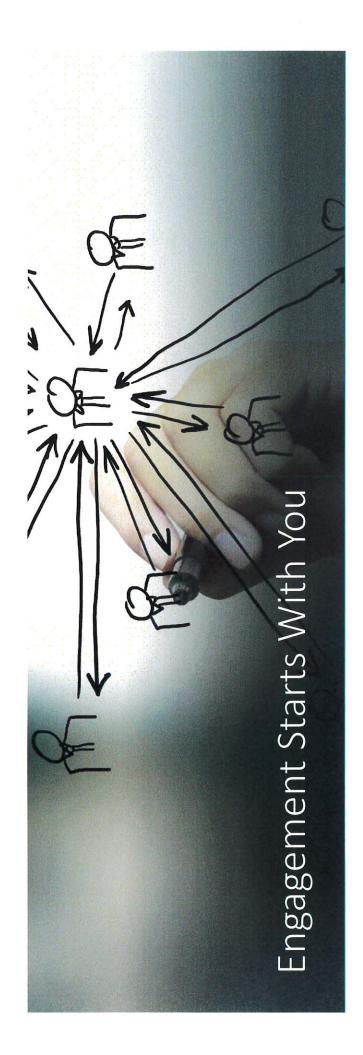
Tools and Resources
(example: page 102)
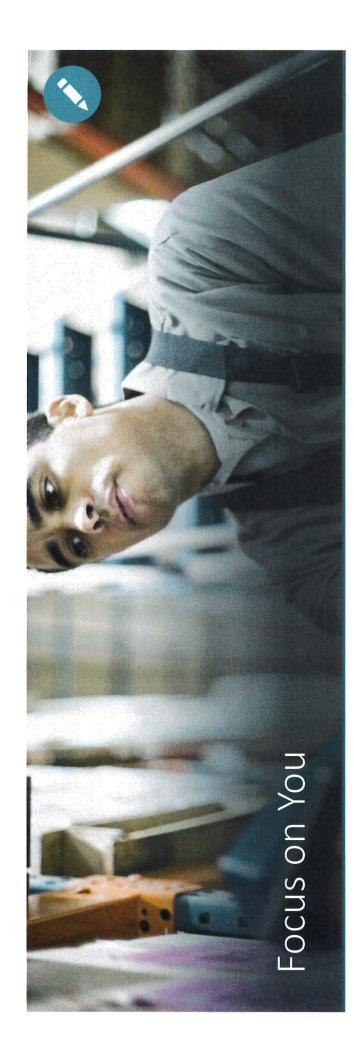
Focus on You

What name do you prefer to be called?

What is it that you do in your job?

What are three words that describe a thriving workplace?

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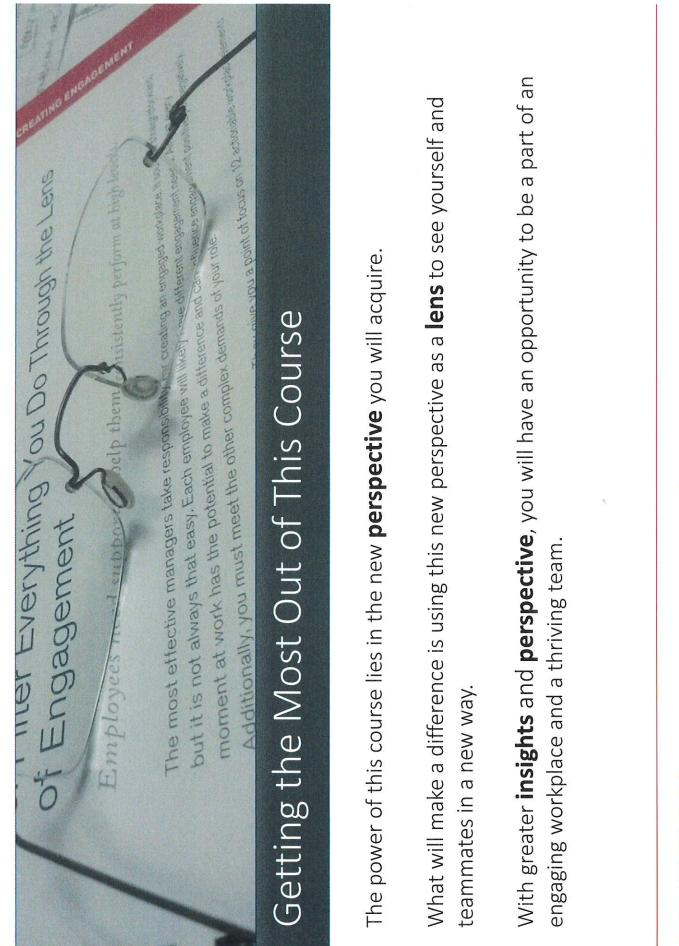
Engagement Starts With You

"When I became Postmaster General, I noted that improving employee engagement would be a top priority for our organization."

Megan Brennan

United States Postmaster General and Chief Executive Officer

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Getting the Most Out of This Course

The power of this course lies in the new **perspective** you will acquire.

What will make a difference is using this new perspective as a **lens** to see yourself and teammates in a new way.

With greater **insights** and **perspective**, you will have an opportunity to be a part of an engaging workplace and a thriving team.

Beginning With the End in Mind

Only one thing, but **always** one thing,

for me and my team.

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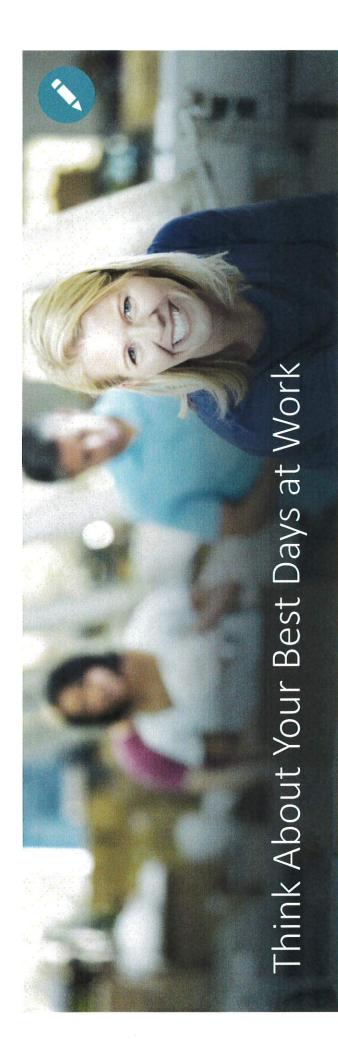
Understanding Engagement

Engagement is not just a buzzword.

Think About Your Best Days at Work

What words would you use to describe your best days at work?

What is it that makes these days different for you?

How do you feel on these best days at work?

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10

Engaged Employees

✓ Work with passion

✓ Perform at consistently high levels

✓ Drive innovation and move their
organization forward

Satisfied Employees

✓ May or may not be productive

✓ Put their time but not necessarily
their energy into their work

✓ Take a wait-and-see attitude
toward their job

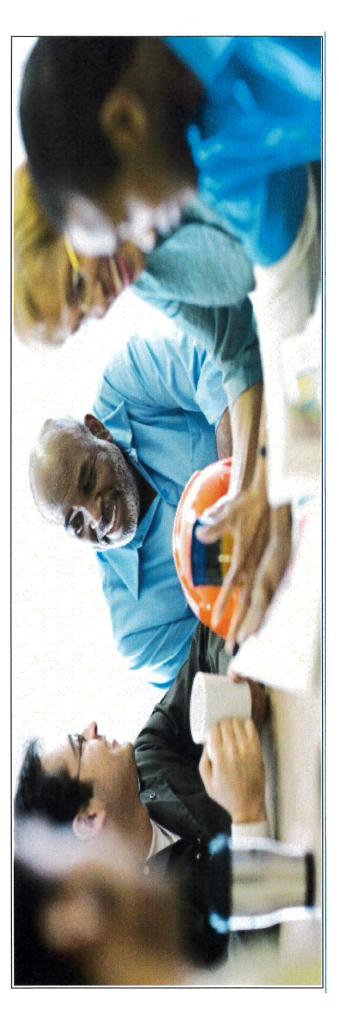An engaged employee is **involved in, enthusiastic about** and **committed to** his or her work.

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Engagement Is a Leading Indicator of Business Success

Workgroups with high levels of engagement experience:

37%
Less absenteeism

65%
Less turnover*

48%
Less safety incidents

10%
Higher customer scores

21%
Higher productivity

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13

Engagement Matters to Our Employees

There is a connection between well-being and engagement.

Engaged employees are **2x** more likely to thrive in their overall lives.

- Lower levels of stress

- Lower levels of anxiety and depression

- Lower levels of bad cholesterol

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14
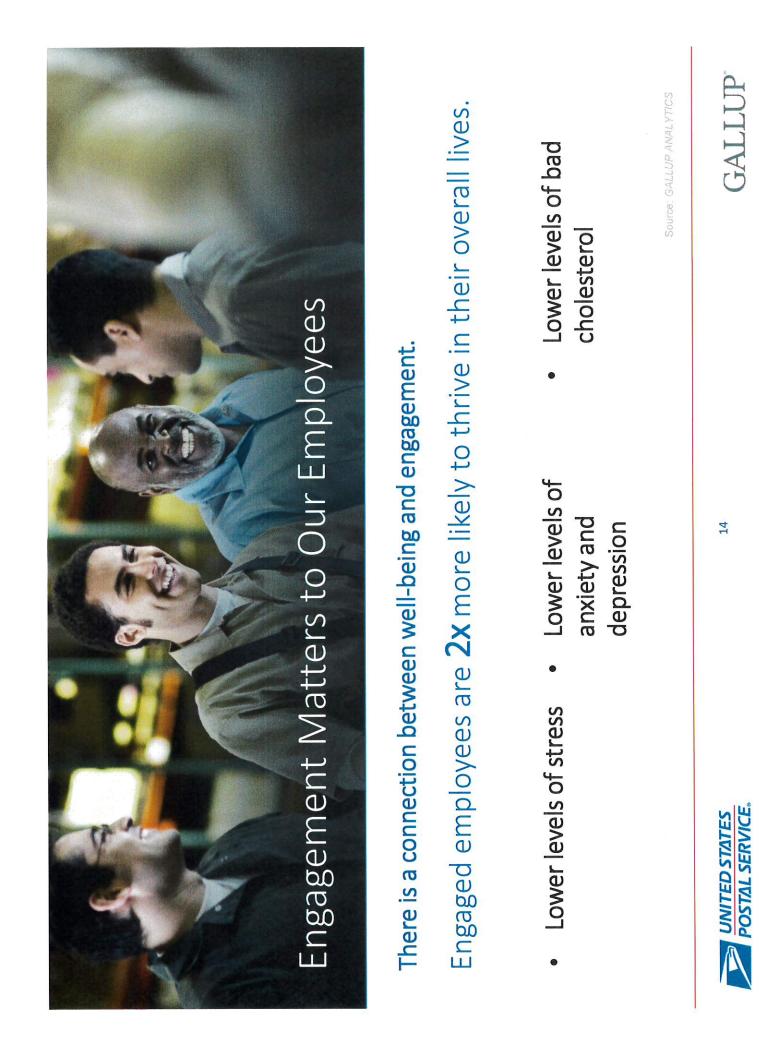
The Engagement Hierarchy

GROWTH

Q12 This last year, I have had opportunities at work to learn and grow.

Q11 In the last six months, someone at work has talked to me about my progress.

TEAMWORK

Q10 I have a best friend at work.

Q09 My fellow employees are committed to doing quality work.

Q08 The mission or purpose of my company makes me feel my job is important.

Q07 At work, my opinions seem to count.

INDIVIDUAL

Q06 There is someone at work who encourages my development.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Q04 In the last seven days, I have received recognition or praise for doing good work.

BASIC NEEDS

Q03 At work, I have the opportunity to do what I do best every day.

Q02 I have the materials and equipment I need to do my work right.

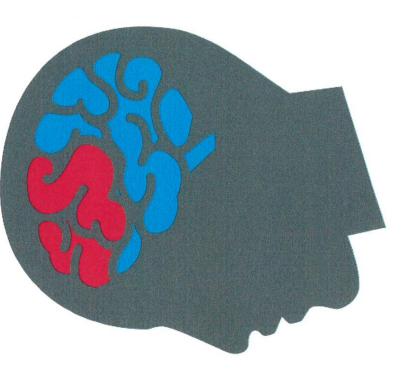Q01 I know what is expected of me at work.

Feelings Are Facts

Emotions are at play in every work environment each day.

Relationships:

- Between employee and manager
- Among employees

Feelings:

- Valued
- Respected
- Opinions Count

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Take a moment to jot down your priority discoveries and action points.

What areas or concepts sparked your imagination?

What one or two things do you want to experiment with?

Priority Discoveries and Actions Points

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Assessing Engagement

Q12 Framework

Instructions:

You have **20 seconds** to find and circle the numbers in chronological order, starting with 1.
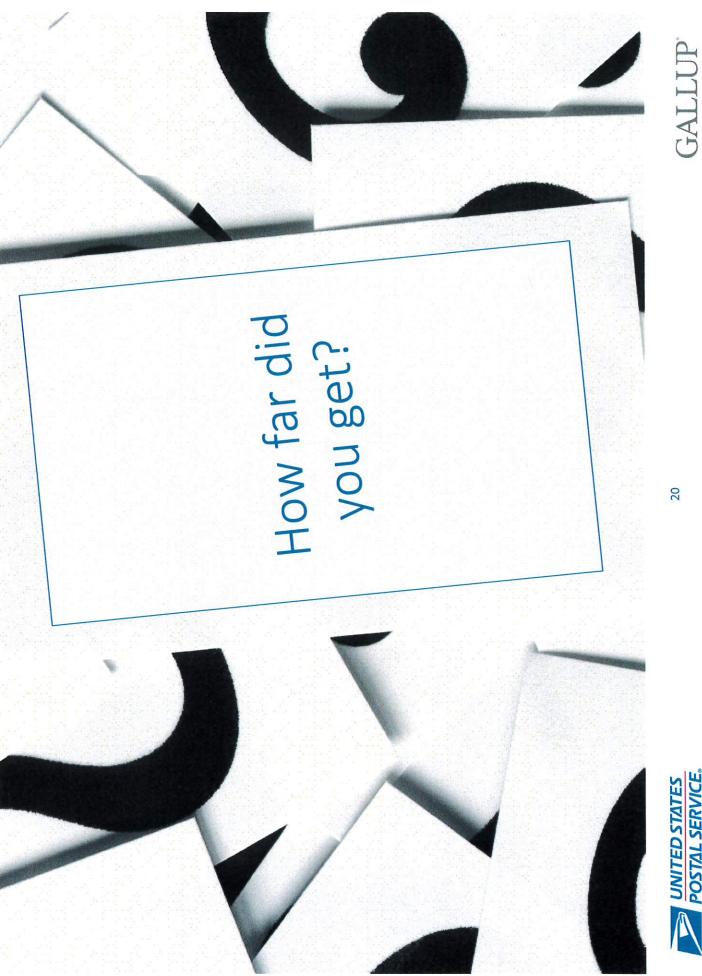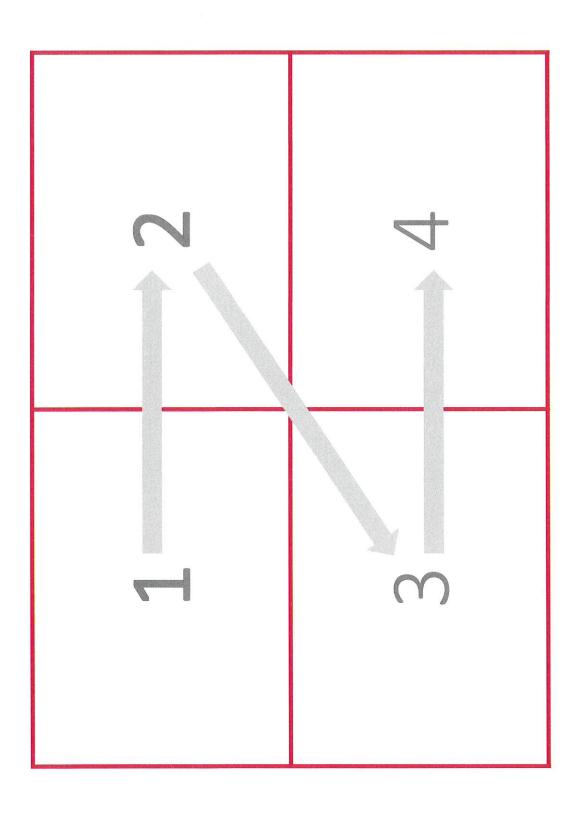
Let's see how far you can get.

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How far did
you get?

20

The 12 Elements of Engagement

Q12 This last year, I have had opportunities at work to learn and grow.

Q11 In the last six months, someone at work has talked to me about my progress.

Q10 I have a **best friend** at work.

Q09 My fellow employees are committed to doing quality work.

Q08 The mission or purpose of my company makes me feel my job is important.

Q07 At work, my opinions seem to count.

Q06 There is someone at work who encourages my development.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Q04 In the **last seven days**, I have received recognition or praise for doing good work.

Q03 At work, I have the opportunity to do what I do best **every day.**

Q02 I have the materials and equipment I need to do my work right.

Q01 I know what is expected of me at work.

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How the Item Wording Affects Measurement

The Sorting Effect: The items needed to distinguish, or sort, high-performing teams from low-performing teams.

Insights Into Engagement

Group Activity:

Go to page ___ in your handouts -

- Read and discuss each statement within your group.

- As a group, determine which engagement element (Q 1 - 12) each best represents and relates to the statement.

The 12 Elements of Engagement

Growth

Q12. This last year, I have had opportunities at work to learn and grow. Q12

Q11. In the last six months, someone at work has talked to me about my progress. Q11

Q10. I have a best friend at work. Q10

Q09. My fellow employees are committed to doing quality work. Q09

Q08. The mission or purpose of my company makes me feel my job is important. Q08

Q07. At work, my opinions seem to count. Q07

Teamwork

Q06. There is someone at work who encourages my development. Q06

Q05. My supervisor, or someone at work, seems to care about me as a person. Q05

Q04. In the last seven days, I have received recognition or praise for doing good work. Q04

Q03. At work, I have the opportunity to do what I do best every day. Q03

Individual

Q02. I have the materials and equipment I need to do my work right. Q02

Q01. I know what is expected of me at work. Q01

Basic Needs

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Take a moment to jot down your priority discoveries and action points.

What areas or concepts sparked your imagination?

What one or two things do you want to experiment with?
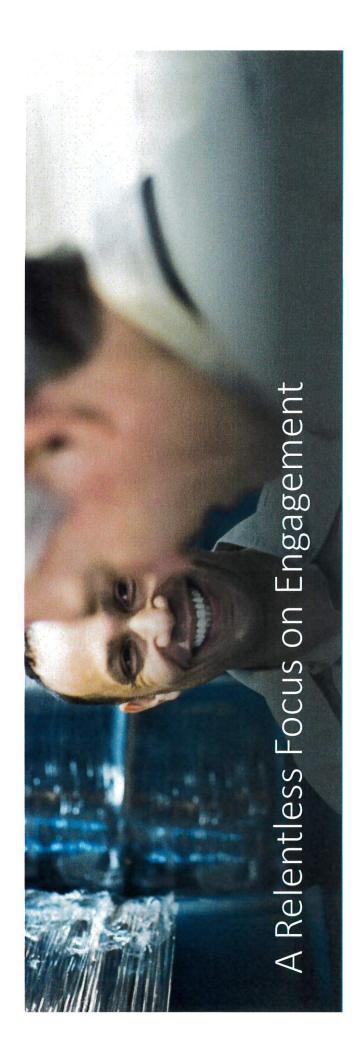
Priority Discoveries and Action Points

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Engagement Is Everyone's Responsibility

Individual Contributors
- maintaining their own engagement
- participating in and helping to identify the team's engagement goals
- supporting the engagement of others and the team

Teams
- creating the team's culture
- creating and implementing goals and plans to drive engagement

Managers and Supervisors
- creating an environment in which engagement can happen
- connecting people to the company and setting them up for success
- participating in action planning

Leadership
- providing overall direction, vision and removal of barriers
- reinforcing values and direction

Company
- providing resources – human, technical and financial
- establishing a culture of engagement

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A Relentless Focus on Engagement

Only one thing, but **always** one thing,

for me and my team.

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Creating Engagement

Engagement is not a one-time event. It is what happens after the survey that leads to team growth and improved performance.

Using Results to Create Change

Direct/Rollup: Manager of managers will receive both a direct and roll-up report.

Strengths: Two highest-scoring items relative to Gallup's global database.

Opportunities: Two lowest-scoring items relative to Gallup's global database.

Data for illustrative purposes only. Not actual results.

GrandMean: Average response (5-point scale) across all engagement items.

Mean Percentile Rank: Compares the GrandMean to Gallup's global database.

Engagement Index: The percentage of respondents who are engaged, not engaged or actively disengaged. Percentage engaged is for 30 or more respondents; all information is for 100 or more respondents.

Engagement Index Ratio: The ratio of engaged respondents to actively disengaged respondents.

MAIN STREET POST OFC – INSHD

View Report   PDF Report

Direct | Rollup   Respondents: 479

4.14
GrandMean

Last Mean   Mean Percentile Rank*
4.12   54

Strengths
Q02 Materials and Equipment   5.00
Q03 Opportunity to do Best   5.00

Opportunities
Q05 Cares About Me   3.00
Q04 Recognition   3.06

Engagement Index
Current Engagement Index Ratio: 1.24
31%   44%   25%

Engaged | Not Engaged | Actively Disengaged

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Scorecard View
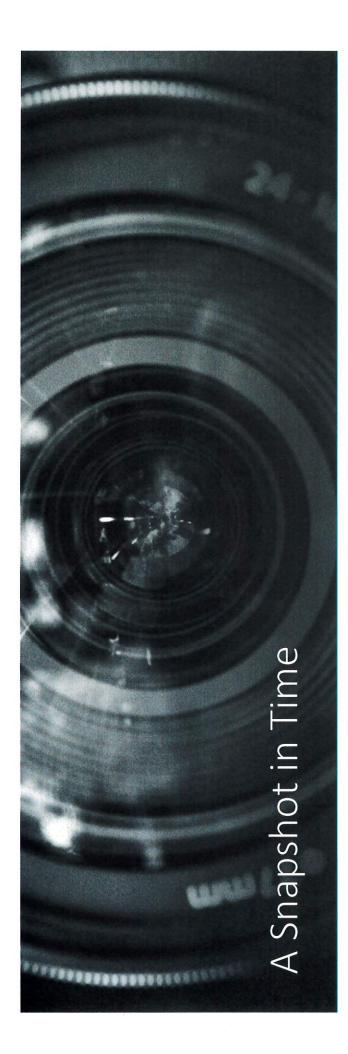
The **Scorecard View** provides detailed information about a work unit's employee engagement data for a selected reporting period.

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A Snapshot in Time

The report provides **insight** and a **glimpse** into your team's engagement level.

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Overview - State of the team conversation

Results are shared with the team and a conversation is held

✓ Do any of the results surprise you?

✓ What is one quality issue we face today?

✓ Which engagement item addresses this issue?

✓ What is one thing that we can do to improve our work unit?

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A Practical Way to Make Sure the Team's One thing Is Effective

- The one thing answers what, why and how. It is specific, clear and easy to understand.

- There is a concrete criterion for measuring progress.

- There are clear steps to achieving the goal.

- It is possible to accomplish.

- There is a clear timeline or deadline.

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Motivational Factors Activity

Team spokesperson needed!

1. Individually write down 3 most important motivators in your current role, then, pick your top motivating factor.

2. As a group, share your 3 and top motivating factors as well as your top factor.

3. Team spokesperson, scribe each members name and each top motivating factors within your team and prepare to share with class.

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Your Role in Building Engagement

EVERYONE

is responsible for his or her own engagement.

YOU
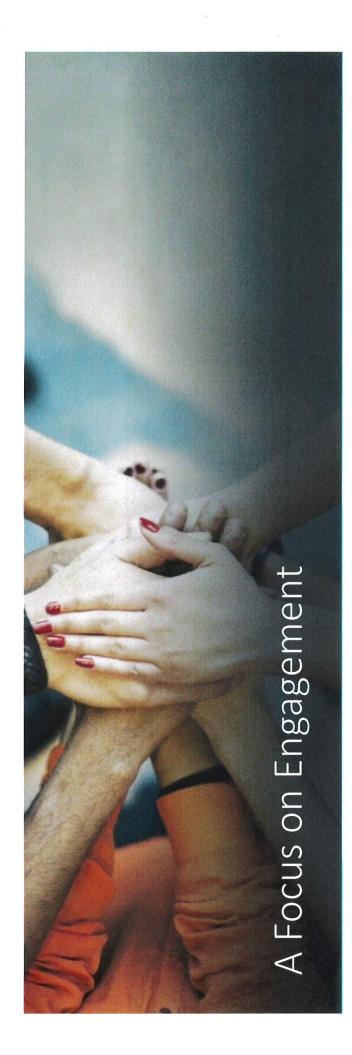
are responsible for your involvement in an environment where engagement can happen.

START

by focusing on one thing that you will personally work on to improve your engagement.

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A Focus on Engagement

Only one thing, but **always** one thing, for me and my team.

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Discoveries
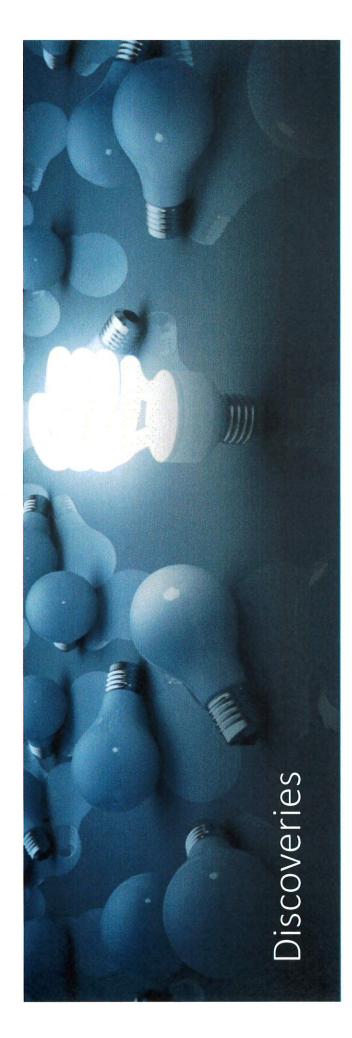
- One important **discovery** you made ...

- One action **that you will take** based on what you have learned or experienced to foster engagement......

Engagement Needs to Be a Focus Every Day

Only one thing, but **always** one thing,

for me and my team.

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October 6, 2017

Mr. Brian J. Wagner
President
National Association
 of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in reference to our October 5 correspondence proposing revision of the position
descriptions of Manager Post Office Operations, EAS-22, EAS-23, and EAS-25. The
correspondence also included a proposal of a one level upgrade to the position of
Manager Post Office Operations, EAS-22 to the position of Manager Post Office
Operations, EAS-23.

We are in receipt of NAPS's response to our proposals. Pursuant to Title 39, U.S.
Code, § 1004(d), the Postal Service has decided to implement the proposals outlined in
our October 5 correspondence.

Sincerely

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

October 6, 2017

Mr. Bruce Nicholson
Manager, Labor Relations Policy Administration
United States Postal Service
475 L'Enfant Plaza SW Room 9426
Washington DC 20260-4101

RE: Mgr. Post Office Operations (MPOO), EAS-22 Upgrade to EAS-23

Dear Bruce,

The National Association of Postal Supervisors (NAPS) is in receipt of your correspondence dated October 5, 2017 regarding the USPS proposed upgrade of Mgr. Post Office Operations (MPOO), EAS-22 to EAS-23. NAPS is pleased that the Postal Service has recognized the need to upgrade this EAS-22 MPOO position to an EAS-23 with the applicable increase in accordance with ELM 413.3 *Position Increase.*

NAPS has no objection and is in agreement with the USPS action to upgrade the Mgr. Post Office Operations (MPOO), EAS-22 position to EAS-23 to also receive the respective ELM 413.3 *Position Increase.*

Thank you for the timely opportunity to review and respond to this proposal. The NAPS organization appreciates the ongoing professional business relationship we have with the USPS HQ Labor Relations office and the entire Postal Service Headquarters' leadership team.

Best regards,

Brian J. Wagner
National President

UNITED STATES
POSTAL SERVICE

October 5, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Brian:

The Postal Service proposes to revise the following position descriptions pursuant to Title 39 U.S. Code § 1004 (d):

- Mgr Post Office Operations, EAS-22 (Occupational Code 2301-7138)
- Mgr Post Office Operations, EAS-23 (Occupational Code 2301-0009)
- Mgr Post Office Operations, EAS-25 (Occupational Code 2301-7137)

The Postal Service also proposes a one level upgrade to the position of Mgr Post Office Operations (MPOO), EAS-22 to the position of Mgr Post Office Operations, EAS-23. The EAS-22 MPOO position will then be obsoleted.

The purpose of this proposal is to address challenges resulting from implementation of the MPOO staffing criteria and matrix that were revised in 2015, and namely to increase District flexibility in determining MPOO groups. The position description revisions help to ensure that they reflect the roles and responsibilities of the positions.

Employees in MPOO EAS-22 positions will receive the applicable increase in accordance with ELM 413.3 *Position Increase.*

Please review the enclosed proposed position descriptions and requirements and provide your comments and recommendations as soon as possible.

Please contact me at extension 7773 if you wish to discuss or if you have questions concerning this matter.

Sincerely,

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosures

MGR POST OFFICE OPERATIONS (EAS-25)
OCCUPATION CODE: 2301-7137

FUNCTIONAL PURPOSE

Through subordinate managers, directs day-to-day operations within a designated group of post offices. Drives efficiencies, customer service, and ensures compliance with national, area, and district objectives for service, budget, and productivity.

OPERATIONAL REQUIREMENTS

Position is authorized based on workload criteria and in Districts with at least two EAS-24 post Offices. Districts with ten or more EAS-24 Post Offices earn two positions.

DUTIES AND RESPONSIBILITIES

1. Monitors all post office operations; ensures that Postmasters and Supervisors are making effective use of manpower, equipment, and facilities, and are meeting service objectives; evaluates periodic reports on operations; investigates problem areas or variances from operating plans and takes steps to correct operational and service problems and reduce costs.

2. Ensures the implementation and maintenance of standard work and the utilization of current operation and delivery tools in assigned post offices.

3. Establishes objectives for the efficient and effective service for a group of post offices within a geographic area, ensuring compliance with national, area, and district objectives for service, budget, and productivity.

4. Manages the development and implementation of operational programs for complex Post Office operations; coordinates and interfaces with other District functions (e.g., Sales, Marketing, Finance, Operations) and post offices to develop solutions and resolve customer concerns.

5. Oversees the development of the consolidated budget for post offices; establishes unit productivity goals; monitors expenditures and productivity performance to plan, disburses fund authorizations to postmasters; reviews requests for variances and authorizes the reallocation of funds to meet approved changes.

6. Collaborates with Labor Relations to develop local MOUs to recommend labor/management strategies including the assessment of impacts on overall field unit operations. Ensures the consistent interpretation, application, and enforcement of the National Labor Agreements; monitors and participates in labor/management meetings and negotiations at post offices.

7. Participates in the selection and development of postmasters and supervisors; coaches and develops employees in a manner that leads to performance improvement ; evaluates performance and takes corrective action to maintain effective operations and service performance.

8. Exercises a normal regard for safety of self and others, with particular emphasis on ensuring employee compliance with established safety policies and procedures.

9. Manages the activities of postmasters within the customer service district.

SUPERVISION

District Manager

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Non-bargaining Positions.

QUALIFICATIONS

REQUIREMENTS

1. Ability to communicate orally and in writing via telephone, text message, or email to provide feedback, program guidance, and policy interpretation to employees and management.

2. Ability to develop and manage budgets for post offices.

3. Ability to evaluate needs and recommendations for changes in staffing and service sufficient to resolve complex or unique problem situations as they arise.

4. Ability to identify training needs and implement training programs for managers, supervisors, and craft workers.

5. Ability to manage the development and implementation of complex postal operational programs.

6. Ability to manage the work of people to meet organizational goals, including organizing and structuring the work, establishing effective work relationships, and facilitating the flow of work-related information.

7. Ability to monitor, evaluate, and take corrective action for post office operations.

8. Knowledge of labor relations policies, procedures, and programs, including national labor-management agreements, contract interpretation and application, local negotiations, and grievance and arbitration administration and representation sufficient to manage labor relations.

9. Knowledge of postal operations in carrier and finance stations including delivery and collection, retail sales, distribution and post office box service.

10. Knowledge of standard work sufficient to ensure the implementation and maintenance of standard work processes and instructions in all functional areas of assigned post offices.

MGR POST OFFICE OPERATIONS (EAS-25)
OCCUPATION CODE: 2301-7137

FUNCTIONAL PURPOSE

Through subordinate managers, directs day-to-day operations within a designated group of post offices. Drives efficiencies, customer service, and ensures compliance with national, area, and district objectives for service, budget, and productivity.

OPERATIONAL REQUIREMENTS

Position is authorized based on workload criteria and in Districts with at least two EAS-24 post Offices. Districts with ten or more EAS-24 Post Offices earn two positions.

DUTIES AND RESPONSIBILITIES

1. Monitors all post office operations; ensures that Postmasters and Supervisors are making effective use of manpower, equipment, and facilities, and are meeting service objectives; evaluates periodic reports on operations; investigates problem areas or variances from operating plans and takes steps to correct operational and service problems and reduce costs.

2. Ensures the implementation and maintenance of standard work and the utilization of current operation and delivery tools in assigned post offices.

2. Establishes objectives for the efficient and effective service for a group of post offices within a geographic area, ensuring compliance with national, area, and district objectives for service, budget, and productivity.

3. Manages the development and implementation of operational programs for large, complex Post Office operations; coordinates and interfaces with other District functions (e.g., Sales, Marketing, Finance, Operations) and post offices to develop solutions and resolve customer concerns.

4. Oversees the development of the consolidated budget for large-size post offices; establishes unit productivity goals; monitors expenditures and productivity performance to plan, disburses fund authorizations to postmasters; reviews requests for variances and authorizes the reallocation of funds to meet approved changes.

5. Collaborates with Labor Relations to develop local MOUs to recommend labor/management strategies including the assessment of impacts on overall field unit operations. Ensures the consistent interpretation, application, and enforcement of the National Labor Agreements; monitors and participates in labor/management meetings and negotiations at post offices.

6. Participates in the selection and development of postmasters and supervisors; coaches and develops employees in a manner that leads to performance improvement; evaluates performance and takes corrective action to maintain effective operations and service performance.

7. Exercises a normal regard for safety of self and others, with particular emphasis on ensuring employee compliance with established safety policies and procedures.

8. Manages the activities of a large-size group of postmasters within the customer service district.

SUPERVISION

District Manager

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Non-bargaining Positions.

QUALIFICATIONS

REQUIREMENTS

1. Ability to communicate orally and in writing via telephone, text message, or email to provide feedback, program guidance, and policy interpretation to employees and management.

2. Ability to develop and manage budgets for large and complex post offices.

3. Ability to evaluate needs and recommendations for changes in staffing and service sufficient to resolve complex or unique problem situations as they arise.

4. Ability to identify training needs and implement training programs for managers, supervisors, and craft workers.

5. Ability to manage the development and implementation of complex postal operational programs.

6. Ability to manage the work of people to meet organizational goals, including organizing and structuring the work, establishing effective work relationships, and facilitating the flow of work-related information.

7. Ability to monitor, evaluate, and take corrective action for post office operations.

8. Knowledge of labor relations policies, procedures, and programs, including national labor-management agreements, contract interpretation and application, local negotiations, and grievance and arbitration administration and representation sufficient to manage labor relations.

9. Knowledge of postal operations in carrier and finance stations including delivery and collection, retail sales, distribution and post office box service.

10. Knowledge of standard work sufficient to ensure the implementation and maintenance of standard work processes and instructions in all functional areas of assigned post offices.

MGR POST OFFICE OPERATIONS (EAS-23)
OCCUPATION CODE: 2301-0009

FUNCTIONAL PURPOSE

Oversees the day-to-day operations of an assigned group of post offices through subordinate managers to drives efficiencies, customer service, and ensures compliance with national, area, and district objectives for service, budget, and productivity.

OPERATIONAL REQUIREMENTS

Position is authorized based on workload criteria. Typically is responsible for overseeing Part-time Post Offices (6 hour), Level 18, 20, 21 and 22 post offices in an assigned geographic territory.

DUTIES AND RESPONSIBILITIES

1. Manages operations for an assigned group of post offices; ensures that postmasters and supervisors are making effective use of manpower, equipment, and facilities to meet service objectives. Evaluates operations reports; investigates problem areas or variances from operating plans and corrects operational and service problems to reduce costs.

2. Establishes objectives for the efficient and effective service for a group of post offices within a geographic area and ensures compliance with national, area, and district objectives for service, budget, and productivity.

3. Ensures the implementation and maintenance of standard work and the utilization of current operation and delivery tools in assigned post offices.

4. Manages the implementation of operational programs within Post Office operations; coordinates and interfaces with other District functions (e.g., Sales, Marketing, Finance, Operations) and post offices to develop solutions and resolve customer concerns.

5. Develops and manages the consolidated budget for post offices to establish unit productivity goals; monitors expenditures and productivity performance to plan, disburses fund authorizations to postmasters; reviews requests for variances and authorizes the reallocation of funds to meet approved changes.

6. Collaborates with Labor Relations to develop local MOUs to recommend labor/management strategies including the assessment of impacts on overall field unit operations. Ensures the consistent interpretation, application, and enforcement of the National Labor Agreements; monitors and participates in labor/management meetings and negotiations at post offices.

7. Participates in the selection and development of postmasters and supervisors; coaches and develops employees in a manner that leads to performance improvement; evaluates performance and takes corrective action to maintain effective operations and service performance.

8. Exercises a normal regard for safety of self and others, with particular emphasis on ensuring employee compliance with established safety policies and procedures.

9. Manages the activities of postmasters within the customer service district.

SUPERVISION

District Manager

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Nonbargaining Positions.

REQUIREMENTS

1. Ability to communicate orally and in writing via telephone, text message, or email to provide feedback, program guidance, and policy interpretation to employees and management.

2. Ability to develop and manage budgets for post offices.

3. Ability to identify training needs and implement training programs for managers, supervisors, and craft workers.

4. Ability to manage the work of people to meet organizational goals, including organizing and structuring the work, establishing effective work relationships, and facilitating the flow of work-related information.

5. Ability to monitor, evaluate, and take corrective action for post office operations.

6. Knowledge of labor relations policies, procedures, and programs, including national labor-management agreements, contract interpretation and application, local negotiations, and grievance and arbitration administration and representation sufficient to manage labor relations.

7. Knowledge of post office operations in carrier and finance stations including delivery and collection, retail sales, distribution and post office box service.

8. Ability to manage the implementation of postal operational programs.

9. Ability to evaluate needs and recommendations for changes in staffing and service sufficient to resolve problem situations as they arise.

10. Knowledge of standard work sufficient to ensure the implementation and maintenance of standard work processes and instructions in all functional areas of assigned post offices.

MGR POST OFFICE OPERATIONS (EAS-23)
OCCUPATION CODE: 2301-0009

FUNCTIONAL PURPOSE

Oversees the day-to-day operations of an assigned group of ~~medium to large size~~ post offices through subordinate managers to drives efficiencies, customer service, and ensures compliance with national, area, and district objectives for service, budget, and productivity.

OPERATIONAL REQUIREMENTS

Position is authorized based on workload criteria. Typically is responsible for overseeing Part-time Post Offices (6 hour), Level 18, 20, 21 and 22 post offices in an assigned geographic territory.

DUTIES AND RESPONSIBILITIES

1. Manages operations for an assigned group of ~~medium to large size~~ post offices; ensures that postmasters and supervisors are making effective use of manpower, equipment, and facilities to meet service objectives. Evaluates operations reports; investigates problem areas or variances from operating plans and corrects operational and service problems to reduce costs.

2. Establishes objectives for the efficient and effective service for a group of ~~medium to large size~~ post offices within a geographic area and ensures compliance with national, area, and district objectives for service, budget, and productivity.

~~2~~3. Ensures the implementation and maintenance of standard work and the utilization of current operation and delivery tools in assigned post offices.

~~3~~4. Manages the implementation of operational programs within Post Office operations; coordinates and interfaces with other District functions (e.g., Sales, Marketing, Finance, Operations) and post offices to develop solutions and resolve customer concerns.

~~4~~5. Develops and manages the consolidated budget for post offices to establish unit productivity goals; monitors expenditures and productivity performance to plan, disburses fund authorizations to postmasters; reviews requests for variances and authorizes the reallocation of funds to meet approved changes.

~~5~~6. Collaborates with Labor Relations to develop local MOUs to recommend labor/management strategies including the assessment of impacts on overall field unit operations. Ensures the consistent interpretation, application, and enforcement of the National Labor Agreements; monitors and participates in labor/management meetings and negotiations at post offices.

~~6~~7. Participates in the selection and development of postmasters and supervisors; coaches and develops employees in a manner that leads to performance improvement; evaluates performance and takes corrective action to maintain effective operations and service performance.

~~7~~8. Exercises a normal regard for safety of self and others, with particular emphasis on ensuring employee compliance with established safety policies and procedures.

89. Manages the activities of medium-to-large size group of postmasters within the customer service district.

SUPERVISION

District Manager

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies For Nonbargaining Positions.

REQUIREMENTS:

1. Ability to communicate orally and in writing via telephone, text message, or email to provide feedback, program guidance, and policy interpretation to employees and management.

2. Ability to develop and manage budgets for post offices.

3. Ability to identify training needs and implement training programs for managers, supervisors, and craft workers.

4. Ability to manage the work of people to meet organizational goals, including organizing and structuring the work, establishing effective work relationships, and facilitating the flow of work-related information.

5. Ability to monitor, evaluate, and take corrective action for post office operations.

6. Knowledge of labor relations policies, procedures, and programs, including national labor-management agreements, contract interpretation and application, local negotiations, and grievance and arbitration administration and representation sufficient to manage labor relations.

7. Knowledge of post office operations in carrier and finance stations including delivery and collection, retail sales, distribution and post office box service.

8. Ability to manage the implementation of postal operational programs.

9. Ability to evaluate needs and recommendations for changes in staffing and service sufficient to resolve problem situations as they arise.

9.10. Knowledge of standard work sufficient to ensure the implementation and maintenance of standard work processes and instructions in all functional areas of assigned post offices.

UNITED STATES POSTAL SERVICE

RECEIVED
OCT 1 0 2017

October 5, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in further reference to our June 1 notice concerning testing a new parcel sorter machine called Automated Delivery Unit Sorter (ADUS).

Please note that there has been a change to one of the test sites from the Heritage Post Office, San Antonio, Texas to the Fort Lauderdale, Florida, Main Office Carrier Annex. The scheduled implementation date is November 17.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

for Alan S. Moore
Manager
Labor Relations Policies and Programs

UNITED STATES
POSTAL SERVICE

October 17, 2017

RECEIVED
OCT 19 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:
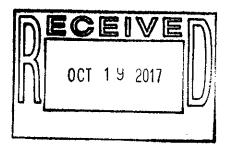
As a matter of general interest, the Postal Service plans to audit our existing communication methods. The purpose of the audit is to determine the most effective and desired channels to communicate relevant corporate messaging to every level of the Postal Service.

The audit will include establishing employee focus groups facilitated by Corporate Communications and field support staff. The focus groups will discuss which communications the participants are receiving and the frequency of those communications. We will also solicit feedback on which communication tools participants consider to be the most effective.

We plan to begin holding focus groups in the Capital Metro Area in October 2017. Dates for the remaining Areas will be determined later. There will be one focus group in each district consisting of approximately ten to sixteen randomly selected employees from the following crafts:

- City Carrier
- Clerk
- Maintenance
- Motor Vehicle
- Rural Carrier
- Mail Handler

Employee participation is voluntary and on the clock.

Please contact Bruce Nicholson at extension 7773 if you have any questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

UNITED STATES
POSTAL SERVICE

RECEIVED OCT 16 2017

October 12, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
70161370000230141842

Dear Brian:

This is in further reference to the April 20 notice concerning decentralization of Computerized Forwarding System (CFS) units by incorporating the workload into mail processing operations at the designated Processing & Distribution Centers (P&DCs).

As previously stated, the pilot testing will begin with the mail that is currently being processed in the CFS unit at the Merrifield P&DC. As part of the pilot, a portion of the CFS mail currently processed at Merrifield will be held at the appropriate pilot plant for processing. Each of the three pilot plants will process all the mail types currently processed at CFS units. These will be mail processing operations at the plant referred to as Mechanical Forwarding System (MFS) operations. The three pilot sites include Baltimore, MD, Charleston, WV, and Pittsburgh, PA. Flat Postal Automated Redirection System (FPARS) mail will continue to flow to the currently assigned P&DCs for processing.

Enclosed is a copy of the employee service talk on the initial testing of the Mechanized Forwarding System (MFS) which will begin no earlier than October 30 at the Charleston, WV pilot plant.

If you have any questions, please contact Judith Reeder of my staff at extension 3577.

Sincerely,

Rickey Dean
Manager
Contract Administration (APWU)

Enclosure

(CA2017-493)

UNITED STATES
POSTAL SERVICE

STAND-UP TALK
Mechanized Forwarding System (MFS)
Pilot Testing at the Charleston WV P&DC

What is the Mechanized Forwarding System (MFS)?

Starting Monday, October 30th, the Charleston WV P&DC will begin testing of Mechanized Forwarding System (MFS) operations. This is a pilot project to begin to decentralize forwarding and return operations from Function 4 in CFS units to Function 1 in mail processing plants. There are two additional MFS pilot sites at the Baltimore and Pittsburgh plants already in progress.

The goal of this project is to improve service to our customers by moving the forwarding and return operations to plants that are carrying out the PARS / FPARS operations. This puts the MFS operation closer to the sources of the mail volume processed which is letter PARS rejects, non-machinable letters and flats, some package volume from the Remote Forwarding System (RFS) in delivery units, and Change of Address (COA) forms. This project is planned to reduce the processing time to get this mail to our customers.

Changes due to the Mechanized Forwarding System (MFS)

Over the coming weeks the forwarding and return mail currently going to CFS in Merrifield, VA will be transitioned to the Charleston Plant:
- Letter PARS rejects from PARS processing at the Charleston P&DC
- COA form rejects from COA processing at the Charleston P&DC
- Non-machinable letters and flats, and some packages from local delivery units, AOs, hub-sites

This mail will shift from being processed at the Northern VA CFS Unit to MFS processing at the Charleston P&DC over the next two weeks, beginning on Monday, October 30th. Please be alert to new notifications as to the progress of this change in operations.

How Does MFS Impact You?

All employees (Operations, Retail, and Delivery) who identify and / or sort mail or mail containers with mail destined to CFS Merrifield VA will begin to send this mail to MFS Charleston as we go through a transition period of moving this volume.
- Signage, placards, and labels for CFS Merrifield will be changed to MFS Charleston.
- Dock operations and breakdown units will consolidate into MFS containers and move MFS containers to MFS operations at the Charleston P&DC.

UNITED STATES POSTAL SERVICE ®

EMPLOYEE MANUAL -

THE SAFETY AMBASSADOR PROGRAM ROLES

FY 2018

Table of Contents

Employee Manual -

The Safety Ambassador Program Roles

Introduction

Welcome to the role of the Safety Ambassador. Your position is influential, rewarding, and significant. As a leader, you will make a positive difference in the environment in which you work. As you build bridges with other employees, you will promote a cohesive message and direction towards accident reduction and maintaining a safe work environment.

This manual not only describes what your role is, but provides instruction and tools on how to be successful in this role.

The following is a list of characteristics that a Safety Ambassador or Team Leader should have:

- Demonstrates leadership qualities embracing safety values.
- Is a catalyst to promote a positive safety environment.
- Communicates the safety message well.
- Possesses the ability to build partnerships with different functions and others in the facility to promote safety efforts.

So, let's get started in finding out what your perspective, parameters, and resources will be and more ....

Perspective

It's important to understand the safety philosophy of the Postal Service ™, so you will know how to support the safety efforts in your facility.

Safety philosophy of the Postal Service –

- *Any occupational injury or illness can be prevented.*

- *Management, at all levels including the first-line supervisor, is responsible and accountable for the prevention of accidents.*

- *It is possible to safeguard against all operating exposures that can result in accidents, injuries, and illnesses.*

- *All employees must be trained in proper work procedures, educated to work safely, and understand they are responsible for doing so.*

- *It is good business practice from the standpoint of efficiency and economy to prevent personal injuries on and off the job.*
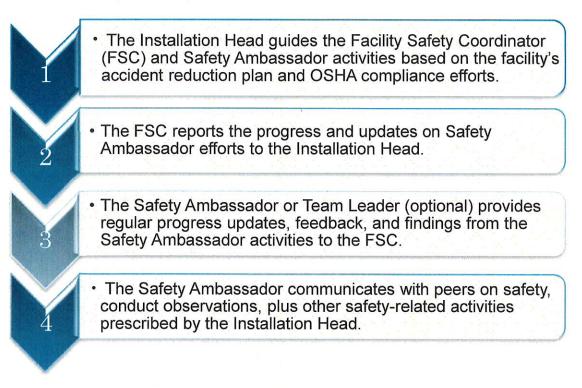
> *— Employee and Labor Relations Manual (811.24)*

As a Safety Ambassador, you represent the safety program for your facility. You are instrumental in fostering a positive and safe work environment. You are to maintain a working knowledge of what constitutes safe acts and habits and also be a promoter of them. Safety Ambassadors are to be familiar with the hazards and concerns in their area of operation, as well as offer concrete recommendations.

Parameters

So that you understand the expectations and boundaries of your role as a Safety Ambassador, Exhibit 1 shows the hierarchy in which safety activities are rolled out in your facility.

Exhibit 1. Hierarchy of Safety Activities

1 • The Installation Head guides the Facility Safety Coordinator (FSC) and Safety Ambassador activities based on the facility's accident reduction plan and OSHA compliance efforts.

2 • The FSC reports the progress and updates on Safety Ambassador efforts to the Installation Head.

3 • The Safety Ambassador or Team Leader (optional) provides regular progress updates, feedback, and findings from the Safety Ambassador activities to the FSC.

4 • The Safety Ambassador communicates with peers on safety, conduct observations, plus other safety-related activities prescribed by the Installation Head.

Responsibilities

Safety Ambassador

- Engages co-workers in safe work practices and methods.
- Participates in the Safety Time Out (STO) program. STO is a program in which an employee specifically looks for safety hazards to correct or report them. The findings can be forwarded to the Supervisor or Safety Ambassador.
- Maintains good housekeeping and supports compliance with safety rules and regulations in their work area.
- Identifies hazards through daily observance, weekly walk-throughs, and feedback gathered from employees.
- Abates hazards on-the-spot when it is feasible to do so.
- Communicates the safety findings and related safety information to employees in their work area through Safety talks.
- Reports workplace hazards, unsafe conditions or practices to the responsible supervisor through verbal communication or the use of the PS Form 1767, *Report of Hazard, Unsafe Condition or Practice.*
- Shares safety issues and employee feedback with Safety Ambassador Team Leader (if applicable). Participates in facility inspections.
- Assists the supervisor with orientation of new employees about safety procedures, including the facility's evacuation plan.
- Assist in developing JSAs (Job Safety analysis) as needed.

Safety Ambassador Team Leader (Optional)

For facilities with multiple craft representatives, the role of the Safety Ambassador Team Leader (SATL) is to coordinate activities. (If a SATL is not used, then the Safety Ambassador would assume the duties of the SATL.)

The recommended duties and responsibilities are:
- Coordinates the activities of the Safety Ambassadors in the facility.
- Serves as point of contact for the FSC for checklist observations, feedback, and update of activities from the other Safety Ambassadors.
- Completes facility checklists and inputs results into the Safety Toolkit.
- Assists the Installation Head or FSC during a facility walk-through helping to identify improvements to working conditions and/or work practices.
- Offers positive verbal recognition to co-workers.
- Supports facility S&H Committee initiatives and assists with implementation.
- Communicates updates and progress on facility safety initiatives to other Safety Ambassadors to ensure their efforts are in line with the safety vision and expectations of the Installation Head.

Exhibit 2 shows suggested activities and timeframes to assist in ensuring a safe workplace. (*Note:* The Supervisor makes the assignments.)

Exhibit 2. Safety Ambassador Program Activities by Role

Role	Safety Ambassador Program Safety Ambassador Activities	Recommended Frequency	Recommended Duration:
Safety Ambassador	Communicates the safety findings and related safety information to employees in their work area through Safety talks.	Weekly	10 mins. (prep. & present)
	Updates Lean Safety board.	Daily	10 mins.
	Participates in STO (Safety Time Out) and gathers feedback from employees.	Daily	5 mins
	Conducts safety walk-throughs.	Weekly	20 mins.
	Reviews safety checklists from SAs weekly. Shares updates, feedback on safety issues and findings from walk-throughs with the FSC. (written or verbal)	Weekly	10 mins.
	Engages co-workers regarding safe work practices and methods.	As needed	
Safety Ambassador Team Lead (optional)	If this role is used, the Team Leader helps coordinate activities of the other SAs and serves as a point of contact for the FSC. They will also provide progress on safety initiatives to the other SAs and updates from management to ensure efforts are in alignment with the vision and expectations of the Installation Head. (written or verbal)	Monthly	15 mins.
Supervisor	Oversees program. Communicates expectations and manages SA activities. Discusses progress on abatements for items listed in the weekly walk-around and updates on safety boards, etc...	Daily	5 mins.
	Ensures SA training. (Tracks yearly required training.)	Quarterly	15 mins.

Coaching New Employees

As a Safety Ambassador, you may be asked to coach new and newly transferred employees. You are a peer-to-peer resource to them in regards to Safety. You will familiarize these employees with safe work habits in an unfamiliar environment. This will go a long way in making them safe productive members of the Postal Service.

The familiarization of your facility to these new employees will include showing them the location of the emergency exit routes, alarm locations, fire extinguishers, first-aid kit, and Job Safety Analyses (JSAs) related to the type of work they will be performing, etc. This orientation may help the new employees to become more acclimated to their new job. Document the orientation.

Chain of Events

It is important to understand how certain 'chain of events' can contribute to an accident because your role is not only to identify a hazard, but also includes involvement to eliminate or minimize them, including making recommendations. Exhibit 3 shows a few examples.

Exhibit 3. Examples of Hazard Identification

Problem:	Fix:
Equipment: Defective Equipment	Inform supervisor or maintenance. Red tag the equipment, place it out of service so no one else uses it until it is repaired. Always use equipment that functions properly.
Work method: Excessive manual lifting	Assists supervisor with work methods (SOP) and Job Safety Analysis (JSA) reviews to ensure work methods are correct and safe.
Condition: Wet floor	Inform Supervisor or maintenance. Place a barricade around the wet floor to protect employees until area is cleaned up.
Unsafe practice: Improper loading of equipment	Observe work practices, provide feedback to employee. Review JSA with employee and coach them on how to perform the task safely.

Effective Communication

Because your role involves communication with other peers, management, and employees in positions other than your own; possessing good communication skills is invaluable.

This is what a good communicator looks like:

➤ Accepts more than one point of view.

➤ Is respectful.

➤ Is courteous.

➤ Is honest.

➤ Is also willing to listen.

➤ Is aware of own body language.

➤ Pays attention.

➤ Asks for clarification.

➤ Shows the message was heard by repeating it back.

➤ Is simple and direct.

Remember: Safety is a team effort. It's all about finding solutions together.

What we do together is far greater than what could be accomplished alone.

Know that your efforts will make a difference in maintaining a safe work environment in your facility. It is our hope that your experience as a Safety Ambassador is rewarding and one in which many workplace bridges will be built.

Now that you have viewed the Safety Ambassador manual and have an understanding of your role as a Safety Ambassador, you are ready to use your skills and training to assist in making your facility a safer place to work.

Should you have any questions about your Safety Ambassador role, contact your local Facility Safety Coordinator (FSC)/District Safety.

Appendix - Tools and Resources

Below is a list of tools to help you to document findings from your observations and maintain a safe work place. There are several links to the forms or webpages provided below.

	Title	Page #
A.	**Access USPS Forms page**	10
B.	**Safety Resources Page** http://safetytoolkit.usps.gov:12/atozindex.aspx	11
C.	**Safety Toolkit User Guide** http://safetytoolkit.usps.gov:12/stkuserguide.aspx	12
D.	**General Observations**	13
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J.	**Notice 76, Expanded Vehicle Safety Check**	20
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M.	**PS Form 4584, Observation of Driving Practices** http://blue.usps.gov/formmgmt/forms/ps4584.pdf	24
N.	**PS Form 4588, Observation of Work Practices - Delivery Services** http://blue.usps.gov/formmgmt/forms/ps4588.pdf	25
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Q.	**PEG Safety Checklists**	28
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Appendix A - Access USPS Forms Page

To access the blank version of the observation forms listed in the Appendix, go to *blue.usps.gov*, click on *Essential Links*, scroll down to the list and select '*Forms*'.

Next, select the form # range, for example, for PS Form 4584:

Then, click on the pdf icon for the file you want to open.

Appendix B - Safety Toolkit A-Z Reference Index

You will be able to find many safety resources available in this index. Below are instructions to access them. The resources are listed in alphabetical order.
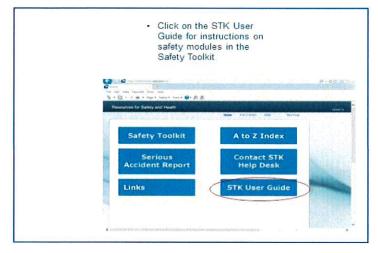
Look through the alphabetical list and click on the item you would like to open.

Appendix C - Safety Toolkit User Guide

The Safety Toolkit User Guide provides a detailed explanation of the specific modules located in the Safety Toolkit such as *PEG, Safety Talks and inspections*. Below are instructions on how to access them.

The Safety Toolkit
- Go to BLUE
- Click on Essential Links
- Click on Safety Resources

- Click on the STK User Guide for instructions on safety modules in the Safety Toolkit

Open the module you want to open by clicking on it.

Appendix D - General Observations

Throughout the workday, Safety Ambassadors should be making general observations of safety. Be aware of your surroundings and proper procedures such as handling and lifting, use of equipment, and vehicle operations, including powered industrial trucks. As you make your observations, communicate with the employees about the safe practices that you see, as well as areas in need of improvement. The best time to stop an unsafe act is before an accident occurs.

Use the forms and checklists found in this handbook to guide your observations and communicate your findings.

Appendix E - Safety Ambassador Facility Checklist

This checklist can be used to document findings from a daily walk-around and is located on the Safety Ambassador Resource page.

SAFETY AMBASSADOR FACILITY CHECKLIST

Name: Date: Tour / Pay loc:

Emergency Evacuation:	Y/N	Restrooms/Locker Rooms:	Y/N
1. Are exit routes kept clear?		21. Are restrooms kept clean and orderly and in a sanitary condition?	
2. Are all egress exits and aisles at least 28 inches wide?		22. Is running hot, cold or tepid water supplied? Hand soap, hand towels (cloth, paper or warm air blowers) must be provided.	
3. Are all emergency exits marked with an operational, illuminated exit sign that is clearly visible from the exit route?		23. Are the lockers securely anchored to the wall or floor to prevent tipping/falling?	
4. Are designated exits readily accessible (unblocked)?		**Parking Lots:**	
5. Are portable fire extinguishers inspected monthly?		24. Is the parking area equipped with needed signs?	
6. Are fire extinguishers readily accessible (unblocked) and clearly marked in red?		25. Is the parking area properly and clearly marked with directional arrows, lanes and route and parking space markings?	
Workfloor:		**Storage:**	
7. Are proper lifting techniques taught and practiced when manual lifting is required in order to prevent or reduce bending and twisting of the back?		26. Are storage racks, shelves, and cabinets securely anchored to the floor or wall to prevent tipping/falling?	
8. Does the facility provide methods to elevate mail tubs, trays, and bundles off the floor to reduce bending of the back?		27. Are stored items secure and/or limited in height to prevent falling, sliding, or collapse?	
9. Does the facility provide methods for loading and unloading trays, tubs, bundles, sacks, etc., to and from pallets and containers in order to reduce bending of the back and extended reaching?		**Mail Processing Equipment:**	
10. Does the facility provide methods to raise mail in hampers and containers to reduce bending and reaching while removing mail from the containers?		28. Are proper procedures followed for clearing jams?	
11. Are materials and mail trays placed at heights to minimize lifting and handling above shoulder-level?		29. Are employees following recommendations in Handbook EL-814 to work safely? (long hair must be tied back, no loose clothing, no jewelry)	
12. Are reach extension tools provided to increase the employees range of reach while reducing back-bending and over-reaching?		30. Are anti-fatigue mats provided and in good condition and appropriately sized for the work station?	
13. Are there platforms provided for standing tasks to raise employees to proper working height to reduce reaching above shoulder-level?		**PIT:**	
14. Are containers and rolling stock equipment pushed, not pulled, one container at-a-time, when manual transporting is required?		31. Are all PIT's equipped with protective devices: an operational horn, back up alarm, beacon light and overhead protection?	
15. Are all Material Transport Equipment (MTE) wheels, latches, etc., maintained in good repair so as to minimize the physical effort (i.e., push forces) and awkward postures required to operate them?		32. Operator tows no more than (3) mail transport equipment (loaded or unloaded)	
16. Are refrigerators, ovens, microwaves, and drinking fountains kept clean?		33. Operator wears seat belt while driving PIT equipment.	
17. Are walking and working surfaces free from slip, trip, or fall hazards? (straps, bands, paper on the floor, obstructions across the aisles, protruding nails/pipes, loose carpet or mats etc.)		34. Travels at no more than 5 mph or no faster than a brisk walk	
18. Are wet floors posted with warning signs, cones, or both?		35. Does not use headphones, cell phone or hands-free devices (bluetooth) while operating PIT	
Dock:		36. Does not eat or drink while operating PIT	
19. 1. Are trucks and trailers chocked while loading\unloading?		37. Sounds horn upon approach to intersections, near pedestrians or where required	
20. Are trucks turned off while unoccupied or loading\unloading?		38. Stops completely before stop sign, crosswalk or stop line	
Comments:		39. Yields right-of-way to pedestrians	

Appendix F – PS Form 4851, Housekeeping Inspection

Good housekeeping and safety go hand in hand. All work areas must be organized with items in designated places. If you can alleviate a hazard (e.g., pick up a plastic strap) do so (lead by example). Encourage your fellow coworkers to do the same. Use trash receptacles as intended. Be alert to the fact that as operations change and equipment moves. Make sure at all times that aisles, exits, and fire extinguishers are not blocked (36" clearance is required).

HOUSEKEEPING INSPECTION

POST OFFICE: | UNIT:
STATE & ZIP CODE: | DATE:

AREA CLEANING		S	U
TOILET ROOMS	WATER CLOSETS		
	LAVATORIES		
	MULTI-WASH SINKS		
	URINALS		
	SHOWERS		
	PARTITIONS		
	MIRRORS		
	FLOORS		
	WALLS/DOORS		
	GENERAL CONDITION		
LUNCH/ SWING ROOMS	TABLES		
	DUSTING		
	DRINKING FOUNT.		
	FLOORS		
	GENERAL CONDITION		
LOCKER ROOMS	DUSTING		
	FLOORS		
	GENERAL CONDITION		
WORK ROOMS	DUSTING		
	FLOORS		
	WALLS/DOORS		
	DRINKING FOUNT.		
	GENERAL CONDITION		
SUPPLY/ STORAGE ROOMS	DUSTING		
	FLOORS		

AREA CLEANING		S	U
OFFICE SPACE	DUSTING		
	ASH TRAYS		
	TRASH CANS		
	FLOORS		
	GENERAL CONDITION		
ELEVATORS	FLOORS		
	WALLS		
	GENERAL CONDITION		
EXTERIOR AREAS	POLICING		
	SIDEWALKS		
	PRK/MANEUVERING		
	PLATFORMS/DOCKS		
	HEDGES/SHRUBS		
	LAWN		
SERVICE/ BOX LOBBIES	DESKS/TABLES		
	CIGARETTE URNS		
	TRASH CANS		
	GLASS CLEANING		
	WALLS/COUNT. FNT		
	FLOORS		
	SCREENLINE		
	GENERAL CONDITION		
STAIRWAYS	STEPS/LANDINGS		
	WALLS/DOORS		
	RAILINGS		

AREA CLEANING		S	U
CORRIDORS	FLOORS		
	WALLS		
	GENERAL CONDITION		
SHOP AREAS	DUSTING		
	FLOORS		
	GENERAL CONDITION		
JANITOR'S CLOSETS	STORAGE		
	SINKS		
	FLOORS		
OTHER AREAS			

COMPONENT CLEANING	S	U
LIGHT FIXTURES		
VENETIAN BLINDS		
GLASS CLEANING		
FLOOR CARE		
WALLS		
CASES		
POST OFFICE BOXES		
PIPES/DUCTS		
DECORATIVE METAL		
OTHER:		
OTHER:		

REMARKS:

INSPECTED BY:

SIGNATURE | TITLE | SIGNATURE | TITLE

PS Form 4851, November 1982

15

Appendix G – PS Form 4707, Out of Order Tag

This tag is used to identify defective equipment and to place that equipment out of service for repair.

PS Form 4707
August 1991

U. S. Postal Service
Out of Order
(Defective or Inoperative Equipment)

Type of Machine or Equipment	Number
Office	Date

Description of Defect

Handling Instructions

Employee

This equipment must be disconnected or properly locked out if connected to a power source.

Type of Machine or Equipment	Number
Office	Date

Employee

Turn this stub into your supervisor. Affix tag to defective or inoperative article.

Appendix H – PS Form 4705, Fire Extinguisher Inspection Tag

This tag is used to log monthly and annual fire extinguisher inspections and is kept with the fire extinguisher.

Appendix I - PS Form 1767, Report of Hazard, Unsafe Condition or Practice

PS Form 1767 is used to report identification of hazards, unsafe conditions, or practices. See page 2 for instructions describing this process.

UNITED STATES POSTAL SERVICE	**Report of Hazard, Unsafe Condition or Practice**	Hazard Control Number (Assigned by Safety Officer)

I. EMPLOYEE'S ACTION

Area (Specify Work Location)

Describe hazard, unsafe condition or practice. Recommended corrective action.

Employee	Print and Sign	Date and Tour

II. SUPERVISOR'S ACTION

Recommend or describe action taken to eliminate the hazard, unsafe condition or practice. (If corrective action has been taken, indicate the date of abatement.)

Supervisor	Print and Sign	Date

III. APPROVING OFFICIAL'S ACTION (Check One and Complete)

	The following corrective action was taken to eliminate the hazard, unsafe condition or practice (Indicate date of abatement):
	A work order has been submitted to the manager, plant maintenance to effect the following change:
	There are no reasonable grounds to determine such a hazard exists. This decision is based upon:

Approving Official	Print and Sign	Date	Date Employee Notified

IV. MAINTENANCE ACTION (Complete if Necessary)

Maintenance Supervisor	Print and Sign	Date	Date Hazard Abated

PS Form **1767**, June 2014   PSN 7530-01-000-9422   WHITE – Local Safety Office (After Abatement)   PINK – Local Safety Official (Initial Notice)
YELLOW – Approving Official   BLUE – Employee

INSTRUCTIONS

I. EMPLOYEE (Print, sign, and date.)

a. Complete section I. and file it with your immediate supervisor.

b. If you desire anonymity, complete section I. (including your name) and file the report with the safety Office, Safety personnel will immediately return the form to your supervisor for necessary action, and will delete your name from the form to ensure your anonymity.

II. SUPERVISOR (Print, sign, and date.)

a. Investigate the alleged hazard during the same tour of duty in which the report was received.

b. Abate the hazard if it is within the scope of your authority to do so.

c. Record the action taken to eliminate the hazard or record recommendation for corrective action is section II. and sign your name.

d. Forward the original and yellow copy to your immediate supervisor (approving official); send the pink copy to the Safety Office; and give the employee the remaining blue copy as a receipt. It is your responsibility to monitor the status of the report, at all times, until the hazard is abated.

III. APPROVING OFFICIAL (Print, sign, and date.)

a. Initiate action to eliminate or minimize the hazard. If this results in the submission of a work order, attach the original of this form, and forward through channels, to the manager, Plant Maintenance.

b. If you determine that there are no reasonable grounds to believe a hazard exists, notify the employee in writing within 15 calendar days. Safety personnel will assist you in this determination when requested.

c. If the hazard was abated by the first line supervisor or when it has been abated through your actions, notify the employee in writing, and send the original of this form to the Safety Office.

IV. MAINTENANCE SUPERVISOR (Print, sign, and date.)

When the work order has been completed, sign, date, and return the original of this form to the approving official who will then forward it to the Safety Office.

Appendix J - Notice 76, Expanded Vehicle Safety Check

This checklist is used to perform a vehicle safety check on a vehicle prior to leaving the Post Office™ to make deliveries or collections.

Ensure that procedures for using the Expanded Vehicle Safety Check are understood and conducted by new employees.

Using Notice 76 Expanded Vehicle Safety Check

1. Inspect under vehicle for fluid leaks.

2. Inspect front tires for uneven wear and under-inflation.

3. Check that hood can be latched securely.

4. Check front for body damage.

5. Check left side for body damage.

6. Check left door lock (check for complete accident report kit if stowed on inside left of vehicle).

7. Check for rear-end leaks.

8. Inspect rear tires for uneven wear or under-inflation.

9. Check rear for body damage.

10. Check rear door lock.

11. Check right side for body damage.

12. Check right-side door lock(s).

13. Open door and move into driving position.

14. Check for complete accident report kit.

15. Start engine.

16. With assistance, adjust pot-lid mirrors and rear-view mirrors.

17. With assistance, check headlights, taillights, brake lights, flashers, and directional signals (front and rear).

18. Adjust center rear-view mirror.

19. Check operation of windshield wipers and washer.

---

20. Check operation of horn.

21. Inspect gauges for proper operation.

22. Check foot brake.

23. Check emergency brake.

24. Check seat belt and fasten.

Note: This checklist has been designed to take the driver in a logical sequence around a RHD vehicle with a minimum of lost motion. For LHD vehicles, move from the front to the right side rather than to the left side. For Items 16 and 17, if no assistance is readily available, handle personally.

See Additional Instructions on the reverse side of Notice 76, July 2003

Appendix K – PS Form 4565, Vehicle Repair Tag

This tag is used to report vehicle repair items once an irregularity has been identified. Follow local procedures for submission of the tag.

U.S. Postal Service **VEHICLE REPAIR TAG**		Date
Vehicle No.	Mileage	Type of Vehicle ☐ Postal ☐ Leased

Mechanical irregularities must be reported immediately on this form to the dispatcher or supervisor when vehicle is checked in. Initials are required for valid tag report.

Check repairs needed and explain under remarks

Accident		Springs
Engine		Windshield Wipers
Body		Radiator
Brakes		Differential
Horn		Clutch
Steering		Lights
Transmission		Tires
Carburetor		Other Repairs (Specify)
Glass		

Indicate Possible Trouble *(If not corrected on first tag, Supervisor to consult garage foreman or contractor)*

Missing	Grab	Leaks
Heats Up	Fade	Slips
Pull	Broken	Short Out

Remarks

Name of Station Branch

Driver's Check-In Time *(Hour)* ☐ a.m. ☐ p.m.

Driver's Signature

Driver's Receipt for Reporting Defect *(Signature of Lessor or Supervisor)*

TO BE COMPLETED BY SUPERVISOR

Person Notified	Notified ☐ VMF ☐ Lessor	Date
Signature of Supervisor	Time Notified *(Hour)* ☐ a.m. ☐ p.m.	
Person notified vehicle repaired for service		Date
Time Notified *(Hour)* ☐ a.m. ☐ p.m.	Vehicle Defect Report Required ☐ Yes ☐ No	
Signature of Supervisor Reporting Vehicle Ready for Service		Date

PS Form **4565**, June 1984

MECHANIC/LESSOR COPY 1

Appendix L - PS Form 1766, Hazard Warning Card

This card is used in Customer Service offices to identify hazards on the routes. The carrier completes the card and then cases it. The card serves as a reminder of the precautions to take when delivering at the address. This card is not to be delivered.

HAZARD WARNING CARD

At address or location: _____

(Case in front of mail for address or location where hazard exists. Do not deliver this form.)

Describe the Hazard	Recommended Precautions

PS Form 1766, April 1986

Appendix M - PS Form 4584, Observation of Driving Practices

PS Form 4584 is used to identify and document an employee's safe and unsafe driving practices during delivery.

UNITED STATES POSTAL SERVICE ®

Observation of Driving Practices

The primary purpose of conducting driving observations is to improve driving practices by identifying and correcting actions that could lead to accidents and injuries. This form provides an opportunity for positive recognition and reinforcement of defensive and safe driving practices. Conduct positive discussions with drivers, including the benefits gained from demonstrating safe driving practices. If a driving observation is determined to require official action, such action will be in accordance with the terms of the National Agreements.

A. Driver Classification Based on Duration of Postal Employment *(Check one box.)*

Non-Career	0–3 months	4–23 months	2 years plus

B. Driver/Vehicle Information

Name of Driver:	Date of Observation:	Location of Observation: Starting Address:	Vehicle Type and Number:
EIN:	Time of Observation: From:		Post Office — Station/Branch:
Driver's License Exp. Date:		Ending Address:	
Job Title:	To:		Finance Number:

C. Check Appropriate   S = Satisfactory (performed correctly)   U = Unsatisfactory (needs improvement)   N/A = Not Observed

NOTE: You must observe the driver in five or more driving practices to satisfy the minimum requirements for performing a driving observation.

Loading/Unloading	S	U	N/A	Mounted Delivery	S	U	N/A
Possessed valid driver's license				Wore safety/seat belts			
Performed *Expanded Vehicle Safety Check, Notice 76*				Did not finger/hold mail while driving			
Vehicle equipped with Item 067-H, *Accident Report Kit*				Did not retrieve mail from storage area while driving			
Mirrors not obstructed by items on tray				Signaled properly when approaching or leaving a curb			
Traveling To/From/Within Route	**S**	**U**	**N/A**	Decelerated gradually when stopping			
Wore safety/seat belts (shoulder straps and lap belt)				Vehicle door(s) closed when entering/crossing intersections			
Did not use cell phone, Bluetooth devices, headphones, MDD or other handheld devices while driving				Signaled properly when merging, changing lanes, turning, and/or exiting			
Mirrors not obstructed by items on tray				Stopped before stop sign, crosswalk, stop line, railroad crossing and all red traffic lights			
Kept vehicle in center of lane				Looked left, right, and left at intersections			
Minimized lane changes, turned to/from proper lane				Yielded right-of-way to children/pedestrians/emergency vehicles and cross traffic			
Changed lane with suitable gap in traffic							
Looked left, right, and left at intersections				**Parking/Park and Loop/Centralized/Cluster Boxes**	**S**	**U**	**N/A**
Kept both hands on steering wheel				Avoided backing up whenever possible			
Signaled properly when merging, changing lanes, turning, and/or exiting				Used mirrors/camera (where provided) while backing, mirrors properly adjusted			
Slowed down or changed lanes when tailgated/did not tailgate				Parked in a designated parking space, did not park in or block fire lanes, parked an appropriate distance from an intersection according to state or local law			
Vehicle door(s) closed when traveling to/from route				Curbed wheels in proper direction, placed gear in park, turned off ignition, removed key, set parking brake, chocked tires (where required)			
Turned on lights when visibility was impaired							
Used vehicle flashers when appropriate				Closed and locked internal cargo doors while parked			
Reduced speed during adverse conditions				Locked and secured vehicle when not in direct sight			
Stopped before stop sign, crosswalk, stop line, railroad crossing, and all red traffic lights				Obeyed posted signs, directional arrows, and travel lanes in parking lot			
Obeyed all state and local traffic laws							
Yielded right-of-way to children/pedestrians/emergency vehicles and cross traffic							

D. Professional Driving Practices Demonstrated. Recognition Recommended. (Leave blank if not applicable.)

During this observation, the driver performed safe and professional driving practices at all times. The employee will be given the following recognition:

☐ Personally commend employee   ☐ Letter of Appreciation   ☐ Gift Certificate   ☐ Other

E. Comments/Suggestions to Improve Driving

F. Name/Title/Signature of Observer | Name/Title/Signature of Driver's Immediate Supervisor

PS Form **4584**, November 2015, PSN 7530-02-000-9282 (Page 1 of 2)

Appendix N – PS Form 4588, Observations of Work Practices – Delivery Services

PS Form 4588 is used to identify and document an employee's safe and unsafe work practices about non-driving tasks performed outside of the office.

PS Form 4588, July 2007 — Observation of Work Practices – Delivery Services (UNITED STATES POSTAL SERVICE)

Appendix O – PS Form 4589, Observation of Work Practices (General)

PS Form 4589 is used to identify and document an employee's safe and unsafe work practices. The form lists items to look for.

UNITED STATES POSTAL SERVICE ®

Observation of Work Practices - General

Employee Classification based on duration of Postal Employment (Check one box)

☐ 1. Non-Career ☐ 2. 0-3 months (probationary) ☐ 3. 4-23 months ☐ 4. 2 years plus

Name of Employee	Sta/Bd/Ofc	Date of Observation
Location of Observation	Task Observed	Time of Observation
		From: _____ To: _____

Observer: During the course of this observation you are to mark (✓) which activities observed, ○ if Yes, ☐ if No. The observation is to be reviewed with the employee immediately upon completion.

Yes	No	EQUIPMENT USAGE
○	☐	B1 Uses restraining bars or locks on APCs/OTRs
○	☐	B2 Red tags defective equipment
○	☐	B3 Keeps from loading hard plastic trays over 20 lbs.
○	☐	B4 Loads sacks within weight limits
○	☐	B5 Keeps from overloading mail transport equipment
○	☐	B6 Sets brake on APC/OTR when stationary
○	☐	B7 Lowers shelves/secures gates with "S" hook before moving APC
○	☐	B8 Uses false bottoms in 1046 hampers when appropriate

Yes	No	EQUIPMENT MOVEMENT
○	☐	B9 Pushes instead of pulls
○	☐	B10 Pushes one piece of equipment at a time
○	☐	B11 Controls equipment until it stops moving
○	☐	B12 Removes headphones when moving
○	☐	B13 Watches where he/she is going

Yes	No	LIFTING
○	☐	B14 Lifts with legs, back straight
○	☐	B15 Asks for assistance with heavy pieces
○	☐	B16 Avoids twisting while moving object

Yes	No	PERSONAL CARE
○	☐	B17 Does not jump, stand, ride over or on equipment, unless equipment is designed for that use
○	☐	B18 Is aware of objects/people around work area
○	☐	B19 Does not throw objects except in approved mail processing procedures
○	☐	B20 Does not jump off the loading dock - uses stairs or ramp

Yes	No	RETAIL SERVICES
○	☐	B21 Removes cash drawer using arms and legs – keeps back straight and avoids twisting
○	☐	B22 Unplugs equipment before attempting repair/replacement
○	☐	B23 Keeps cabinets and drawers closed when not in use
○	☐	B24 Closes safe doors with palms, not fingers
○	☐	B25 Aisle is clear before depositing mail behind screen line
○	☐	B26 Does not allow children to be set up on counter

Yes	No	REST BAR
○	☐	B27 Seat is properly tilted and uses proper posture
○	☐	B28 Keeps one foot on floor/base
○	☐	B29 Stores properly

Yes	No	HOUSEKEEPING
○	☐	B30 Puts empty sacks or trays in proper place
○	☐	B31 Picks up articles and trash lying on floor
○	☐	B32 Places trash in proper receptacles as provided
○	☐	B33 Keeps case tops clear of objects

Yes	No	EMERGENCY PREPAREDNESS
○	☐	B34 Keeps aisles unblocked (at least 28 inches clearance)
○	☐	B35 Keeps exits unblocked
○	☐	B36 Keeps fire extinguishers unblocked
○	☐	B37 Keeps electrical panels unblocked
○	☐	B38 Keeps fire alarms unblocked

Yes	No	CLOTHING
○	☐	B39 Wears proper shoes
○	☐	B40 Hair is tied back or confined while around machinery
○	☐	B41 Does not wear loose clothing or jewelry around moving machinery
○	☐	B42 Wears only nitrile gloves, when working around machinery/automation

Yes	No	MAINTENANCE/CUSTODIAL
○	☐	B43 Stores tool/supplies when finished with task
○	☐	B44 Places hazard signs up when washing or waxing floors
○	☐	B45 Uses appropriate personal protective equipment (PPE)
○	☐	B46 Uses Lockout properly

Yes	No	MISCELLANEOUS
○	☐	B47 Smokes only in designated area
○	☐	B48 Uses correct entry and/or exit door

Yes	No	
○	☐	B49 Safe work practices were demonstrated

SAFE WORK PRACTICE RECOGNITION

Yes	No	
○	☐	B50 Unsafe practices, behaviors or acts were observed

WORK PRACTICES TO BE IMPROVED

Discussed with employee on:

OBSERVER'S SIGNATURE/DATE

Observer's Name:

Observer's Signature:

Date: | Retention: 4 years

PS Form 4589, July 2007

Original: Employee
Copy: Supervisor

Appendix P – PS Form 4584-P, Observation of Work Practices – (Powered Industrial Trucks (PITs)

PS Form 4584-P is used to identify and document an employee's safe and unsafe work practices about the use of PIT equipment. The form lists items to look for.

UNITED STATES POSTAL SERVICE

Observation of Driving Practices — Powered Industrial Trucks (PITs)

A. Operator / PIT Information

1. Name of Operator and Employee ID Number	2. Title of Operator	3. Time of Observation From: To:	4. Date of Observation (MM/DD/YYYY)
5. Location of Observation	6. Facility Tour/Pay Location - Zip Code™		7. PIT Type and ID/Number

B. Observed Operating Practices (Check "+" column if performed correctly; Check "-" column if needs improvement; leave blank if not observed.)

+	-	General	+	-	Loading
		1. Completes pre-tour inspection of the PIT (including tow hooks)			24. Loads are stable and within the rated capacity
		2. Operator possesses an operator certificate			25. LT - Loads are tilted back towards the PIT to help reduce the chance of load sliding off forks
		3. Trained by certified PIT trainer for PIT being used at time of observation			26. LT - Forks are completely under the object being lifted to ensure stability
		4. Wears seat belt (where and when required)			27. Verifies that wheel chocks are used on trucks being entered before loading/unloading
		5. Removes defective PIT equipment using tag PS Form 4707			28. Inspects the floor of trailer/truck to ensure that it is safe to enter with the PIT
		Traveling			29. Checks dock plates and bridge boards for stability before entering into a truck/trailer
		6. Tows MTE with approved tow bars or coupling devices			**Signaling**
		7. Tows no more than 3 MTE (loaded or unloaded)			30. Uses warning devices as required
		8. Operator prohibits passengers from riding on PIT			31. Uses signals/alarms when backing
		9. Lift Truck (LT) - Refrains from lifting/lowering forks when traveling			**Stopping And Intersections**
		10. Operator maintains a safe distance from edge of ramps or platforms			32. Sounds horn upon approach to intersections, near pedestrians, or where required
		11. Avoids backing up whenever possible			33. Stops completely before stop sign, crosswalk, or stop line
		12. Looked behind vehicle before backing up			34. Yields to cross traffic
		13. Used mirrors / camera (where provided) while backing up			35. Yields right-of-way to pedestrians
		14. LT - Raises load only as far as necessary for surface clearance			36. Operator looks left, right, and left again before entering intersecting aisle
		15. Travels at no more than 5 MPH or no faster than a brisk walk			**Parking**
		16. Operator keeps hands/legs within the confines of the PIT			37. PIT is properly parked: forks lowered, hand brake set, and keys out of ignition
		17. Operates PIT within lanes in a cautious manner			38. PIT is not left running or with the keys in the ignition while unattended
		18. Decelerated gradually when stopping			39. PIT is not blocking access to pedestrian walkways or travel aisles
		19. Allows 3 lengths between other PIT			40. PIT is not parked blocking access to fire extinguishers, fire alarm pull stations, and electrical panels
		20. Does not use headphones, cell phones or hands free devices (Bluetooth) while operating a PIT			LT - Lift Truck
		21. Does not eat or drink while operating a PIT			MTE - Mail Transport Equipment
		22. Uses flashing warning beacon where required			
		23. LT While carrying a load the employee backs down ramps to prevent load from slipping and falling			

C. Professional Operating Practices Demonstrated – Recognition Recommended (Leave blank if not applicable)

During this observation, the operator demonstrated the ability to operate a PIT safely. The employee will be given the following recognition:

☐ 1. Personal commendation ☐ 2. Letter of Appreciation ☐ 3. Gift Certificate ☐ 4. Other: _____

D. Comments / Suggestions to Improve Operation of PITs

Appendix Q – PEG Safety Checklists

The PEG Safety checklists can be used to prepare your facility for an inspection or PEG audit. The checklists can also be helpful when performing walk-around facility observations. To access the checklists, open the Safety Toolkit:
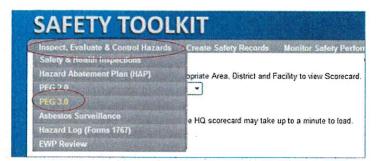
Go to *blue.usps.gov*. Click on Essential Links and then Safety Resources.

Next, click on the blue box titled 'Safety Toolkit'.

The PEG 3.0 module is available under the function *'Inspect, Evaluate & Control Hazards'* in the Safety Toolkit navigation bar, as shown below.

Click on PEG 3.0.heading. Next, in the section *'I Want To'*, click on 'Print Blank Physical Examinations', as shown below.

Next, select the examination(s) you would like to see, select and click the right arrow to bring it in the 'to print' section.

The STK will now bring up the checklists you selected.

More Commonly Used Checklists

Appendix R – PEG Physical Examination Checklist - PIT

Physical Examinations

Evaluator:

Comments/Corrective action:

PIT Physical Exam

1. Are all PIT's equipped with protective devices: an operational horn, back up alarm, beacon light and overhead protection? *Visually confirm.* (1pt)

   Yes ☐   No ☐   N/A ☐

2. Are PITs inspected using a manual pre-tour inspection checklist or PIVMS? Select 5 PITs currently in service (all if less than 5 are available). Inspect the PITs using the pre-tour PIT inspection checklist (a locally developed pre-tour checklist, including printed PIT operator name and date, if applicable; or the pre-tour inspection checklist in PIVMS). Compare your findings to the findings of the operators submitted on their pre-tour check. The evaluator's checklist must not identify any deficiencies not noted on the operator's copy of the checklist. This is 'No' if pre-tour inspections are not performed or documented. (1pt)

   Yes ☐   No ☐   N/A ☐

3. Are defective PITs tagged using PS Form 4707and removed from service until repaired? (1pt)

   Yes ☐   No ☐   N/A ☐

4. Do PIT operators follow PIT safe operating procedures? Observe PIT operators. (1pt)

   Yes ☐   No ☐   N/A ☐

5. Does the facility have fuel storage or refueling facilities for PITs? If yes, are PITs refueled by trained maintenance personnel? Observe a PIT being refueled. (1pt)

   Yes ☐   No ☐   N/A ☐

6. Are safety procedures followed for changing/charging batteries? Observe a battery being charged and a battery being changed. (1pt)

   Yes ☐   No ☐   N/A ☐

7. Does the facility provide PPE (rubber gloves and aprons, safety goggles or face shields) in the battery changing/charging area? (1pt)

   Yes ☐   No ☐   N/A ☐

8. Does the facility have spill/leak containment material in the battery changing/charging area? (1pt)

   Yes ☐   No ☐   N/A ☐

9. Verify each piece of PIT has the appropriate nameplates and are legible? (1pt)

   Yes ☐   No ☐   N/A ☐

10. Are employees trained in the proper use of PPE for battery changing/charging? (1pt)

    Yes ☐   No ☐   N/A ☐

Appendix S - PEG Physical Examination Checklist - Mail Processing Equipment

Physical Examinations

Evaluator:

Comments/Corrective action:

Mail Processing Equipment

1. Are proper procedures followed for clearing jams? (1pt)　　　Yes ☐ No ☐ N/A ☐

2. Are employees following recommendations in Handbook EL-814 to work safely? (long hair must be tied back, no loose clothing, no jewelry) (1pt)　　　Yes ☐ No ☐ N/A ☐

3. Are door, panel, and screen interlocks included on a PM Route to ensure they are working properly? (1pt)　　　Yes ☐ No ☐ N/A ☐

4. Is defective equipment red-tagged and/or removed from service? (1pt)　　　Yes ☐ No ☐ N/A ☐

5. On start-up, the delay, audible alarms, and all warning lights work? (1pt)　　　Yes ☐ No ☐ N/A ☐

6. Are anti-fatigue mats provided and in good condition and appropriately sized for the work station? (1pt)　　　Yes ☐ No ☐ N/A ☐

7. Are procedures in place to remove broken or malfunctioning support equipment from the workroom floor and inform maintenance of the need for repair? (1pt)　　　Yes ☐ No ☐ N/A ☐

8. Are machine guards in place? (1pt)　　　Yes ☐ No ☐ N/A ☐

Physical Examinations

Evaluator:

Comments/Corrective action:

Facility Wide

1. Are all secondary containers not intended for immediate use clearly labeled with the identity of the contents, appropriate hazard warnings, and manufacturer? (1pt)   Yes ☐ No ☐ N/A ☐

   Reference: EL-810-96-2 1910.1200, (f) EL-801, 8-22

2. Are hazardous chemicals listed on an inventory and maintained in a controlled storage location? (1pt)   Yes ☐ No ☐ N/A ☐

   Reference: EL-810-96-2 1910.1200, (e)(1)

3. Are walking and working surfaces free from slip, trip, or fall hazards? (straps, bands, paper on the floor, obstructions across the aisles, protruding nails/pipes, loose carpet or mats etc.) (1pt)   Yes ☐ No ☐ N/A ☐

   Reference: 1910.22, (a) EL-801, 8-7

4. Are wet floors posted with warning signs, cones, or both? (1pt)   Yes ☐ No ☐ N/A ☐

   Reference: 1910.22, (a) EL-803, V EL-814, V EL-801, 8-7

Appendix U - PEG Physical Examination Checklist - Ergonomics

Physical Examinations

Evaluator:

Comments/Corrective action:

Ergonomics Physical Exam

1. Review rotation work schedules and ensure that employees rotate from one task to another to minimize duration of exposure to potential risk factors? (1pt)   Yes ☐ No ☐ N/A ☐

2. Are proper lifting techniques taught and practiced when manual lifting is required in order to prevent or reduce bending and twisting of the back? (1pt)   Yes ☐ No ☐ N/A ☐

3. Does the facility provide methods to elevate mail tubs, trays, and bundles off the floor to reduce bending of the back? (1pt)   Yes ☐ No ☐ N/A ☐

4. Does the facility provide methods for loading and unloading trays, tubs, bundles, sacks, etc., to and from pallets and containers in order to reduce bending of the back and extended reaching? (1pt)   Yes ☐ No ☐ N/A ☐

5. Does the facility provide methods to raise mail in hampers and containers to reduce bending and reaching while removing mail from the containers? (1pt)   Yes ☐ No ☐ N/A ☐

6. Are materials and mail trays placed at heights to minimize lifting and handling above shoulder-level? (1pt)   Yes ☐ No ☐ N/A ☐

7. Are reach extension tools provided to increase the employees range of reach while reducing back-bending and over-reaching? (1pt)   Yes ☐ No ☐ N/A ☐

8. Are there platforms provided for standing tasks to raise employees to proper working height to reduce reaching above shoulder-level? (1pt)   Yes ☐ No ☐ N/A ☐

9. Are containers and rolling stock equipment pushed, not pulled, one container at-a-time, when manual transporting is required? (1pt)   Yes ☐ No ☐ N/A ☐

10. Are methods available for maintenance personnel to reduce ergonomic risk factors, such as awkward postures, forceful exertions, contact stress, etc., while performing repair, preventative and routine maintenance on MPE (Mail Processing Equipment)? (1pt)   Yes ☐ No ☐ N/A ☐

11. Are hand tools, such as cutting knives, that are provided to employees repaired or replaced as needed to minimize the physical effort and awkward postures required to use them? (1pt)   Yes ☐ No ☐ N/A ☐

12. Are all Material Transport Equipment (MTE) wheels, latches, etc., maintained in good repair so as to minimize the physical effort (i.e., push forces) and awkward postures required to operate them? (1pt)   Yes ☐ No ☐ N/A ☐

13. Does the facility provide good quality anti-fatigue matting, with tapered edges and yellow borders on at least 2 sides, for all operations that require continuous standing? (1pt)   Yes ☐ No ☐ N/A ☐

14. Is there a procedure in place for employees to report ergonomic issues and make suggestions on task improvements? (1pt)   Yes ☐ No ☐ N/A ☐

15. Does the facility utilize the Area Ergonomics Specialist (ES) for questions and assistance related to ergonomic issues? (Check facility inspection reports and 1767's to see if ergonomics issues were identified) (1pt)   Yes ☐ No ☐ N/A ☐

Appendix V – List of Safety Resources

Appendix V provides additional resources to help you perform your role as Safety Ambassador.

1. **Safety Toolkit A to Z Index**
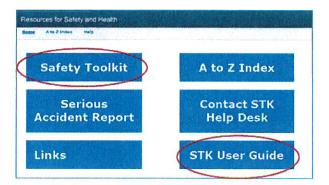
   Search for safety talks and resources by topic:
   http://safetytoolkit.usps.gov:12/atozindex.aspx

   To access the Safety Toolkit:

   Go to *blue.usps.gov*. Click on 'Essential Links'. Select 'Safety Resources' as shown below.

Then click on the "Safety Toolkit" button. The Safety Toolkit *(STK) User Guide* is also available to view an explanation of each of the modules in the Toolkit.

2. Safety Manuals

The following manuals can be accessed by clicking on the links shown below:

- o EL-800   Managing Contract Safety and Health Compliance

- o EL-801   Supervisor's Safety Handbook

- o EL-803   Maintenance Employee's Guide to Safety

- o EL-809   Guidelines for Local Joint Labor-Management Safety and Health Committees

- o EL-809T   Area/Local Joint Labor-Management Safety and Health Committee Training Program

- o EL-812   Hazardous Materials and Spill Response

- o EL-814   Postal Employee's Guide to Safety

3. **PS Form 1783, Job Safety Analysis (JSA)**

The JSA is a tool that can be used to promote safety awareness of a particular task. It lists the steps necessary to perform it, but also includes ways to accomplish the task safely.
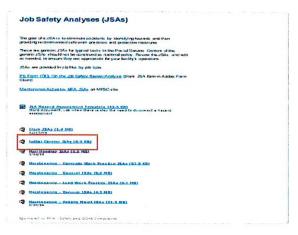
To access nationally developed JSAs, open the Safety Toolkit and click on the A-Z Index as shown below.
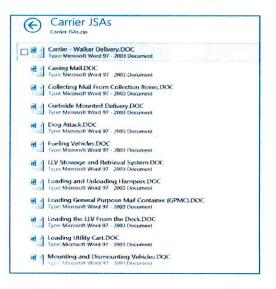
Scroll down to the letter "J" and click on the JSA link.

Click on the craft JSAs you would like to see.

Job Safety Analyses (JSAs)

The goal of a JSA is to eliminate accidents by identifying hazards and then providing recommended safe work practices and protective measures.

These are generic JSAs for typical tasks in the Postal Service. Contents of the generic JSAs should not be construed as national policy. Review the JSAs, and edit as needed, to ensure they are appropriate for your facility's operations.

JSAs are provided in zip files by job type.

PS Form 1783, On the Job Safety Review/Analysis (blank JSA form in Adobe Form Client)

Maintenance Asbestos NEA JSAs on MTSC site

JSA Hazard Assessment Template (43.5 KB) Word document; use when there is also the need to document a hazard assessment.

Clerk JSAs (1.4 MB) 1/13/13

Letter Carrier JSAs (612 KB)

Mail Handler JSAs (0.9 MB) 1/24/14

Maintenance - Controls Work Practice JSAs (83.9 KB)

Maintenance - General JSAs (6.4 MB)

Maintenance - Lead Work Practice JSAs (0.1 MB)

Maintenance - Vacuum JSAs (4.3 MB)

Maintenance - Vehicle Maint JSAs (21.3 MB) 1/24/14

Click on the file you want to see.

Carrier JSAs
Carrier JSAs.zip

- **Carrier - Walker Delivery.DOC** Type: Microsoft Word 97 - 2003 Document
- **Casing Mail.DOC** Type: Microsoft Word 97 - 2003 Document
- **Collecting Mail From Collection Boxes.DOC** Type: Microsoft Word 97 - 2003 Document
- **Curbside Mounted Delivery.DOC** Type: Microsoft Word 97 - 2003 Document
- **Dog Attack.DOC** Type: Microsoft Word 97 - 2003 Document
- **Fueling Vehicles.DOC** Type: Microsoft Word 97 - 2003 Document
- **LLV Stowage and Retrieval System.DOC** Type: Microsoft Word 97 - 2003 Document
- **Loading and Unloading Hampers.DOC** Type: Microsoft Word 97 - 2003 Document
- **Loading General Purpose Mail Container (GPMC).DOC** Type: Microsoft Word 97 - 2003 Document
- **Loading the LLV From the Dock.DOC** Type: Microsoft Word 97 - 2003 Document
- **Loading Utility Cart.DOC** Type: Microsoft Word 97 - 2003 Document
- **Mounting and Dismounting Vehicles.DOC** Type: Microsoft Word 97 - 2003 Document

Here is a sample JSA:

4. Safety Talks

National Mandatory Talks can be accessed in the Safety Toolkit.

Open the Safety Toolkit via *blue.usps.gov*. Then go to the gray toolbar at the top of the page and roll your mouse over to the heading *'Create Safety Records'*. Select 'Safety Talks' as shown below.

Click on the middle tab titled *'Safety Talks'*, as shown below.

Next, in the Safety Talk Filter section, use the scroll bar to select 'All Topics'.
Click on the button, *'Show Safety Talks'*. You will then see the list of all national
mandatory talks.

Select a Safety Talk title to view the safety talk.

Safety Talks Search Results

The following grid lists the Safety Talks that match the selected criteria above. Click the description icon to see details about the Safety Talk.

Safety Talk ID	Audiences	Topic(s)	Safety Talk Title	Version Date		Description
1741	National	Animal & Insect Safety	Bee Safe	9/22/2016	Document Talk using this Safety Talk	🔍
1756	National	Animal & Insect Safety	Dog Bite Safety Talk April 2017	4/7/2017	Document Talk using this Safety Talk	🔍
1725	National	Animal & Insect Safety, Mandatory	Dog Bite Safety - Always Be Alert	5/4/2016	Document Talk using this Safety Talk	🔍
1256	National	Animal & Insect Safety, Mandatory	Man's Best Friend Has Bad Days Too! Don't Be Fooled	5/2/2016	Document Talk using this Safety Talk	🔍
1738	National	Animal & Insect Safety, Mandatory	Zika Stand-up Talk	8/3/2016	Document Talk using this Safety Talk	🔍
127	National	Asbestos, OSHA General Awareness Talk	Asbestos General Awareness	4/28/2016	Document Talk using this Safety Talk	🔍
1703	National	Bloodborne Pathogens	Bloodborne Pathogens	5/2/2016	Document Talk using this Safety Talk	🔍
130	National	Bloodborne Pathogens	Custodial Bloodborne Pathogens	1/21/2016	Document Talk using this Safety Talk	🔍
128	National	Bloodborne Pathogens, OSHA General Awareness Talk	Bloodborne Pathogens General Awareness	4/28/2016	Document Talk using this Safety Talk	🔍
1399	National	Chemicals, Mandatory	GHS Employees Talk	5/2/2016	Document Talk using this Safety Talk	🔍
1130	National	Chemicals, Mandatory	OSHA Revised Hazard Communication Standard Adopting GHS	5/2/2016	Document Talk using this Safety Talk	🔍
136	National	Chemicals, Mandatory, OSHA General Awareness Talk	Spill and Leak Response General Awareness	5/2/2016	Document Talk using this Safety Talk	🔍
131	National	Chemicals, OSHA General Awareness Talk	Hazard Communication General Awareness	5/2/2016	Document Talk using this Safety Talk	🔍
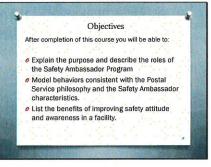
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Safety Ambassador

Training Presentation

Slide 1
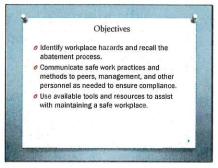
Slide 2

Welcome to the Safety Ambassador training. You are now a part of an important group of individuals from across the country who strive to make a positive impact on safety in their local workplace. This training has been created to help you be successful in fulfilling your role.

After completion of this course you will be able to:

- Explain the purpose of the Safety Ambassador Program
- Describe the roles in the Safety Ambassador Program.
- Model behaviors consistent with the Postal Service philosophy and the Safety Ambassador characteristics.
- List the benefits of improving safety attitude and awareness in a facility.

Slide 3

Objectives

_o_ Identify workplace hazards and recall the abatement process.
_o_ Communicate safe work practices and methods to peers, management, and other personnel as needed to ensure compliance.
_o_ Use available tools and resources to assist with maintaining a safe workplace.

- Identify workplace hazards and recall the abatement process.
- Communicate safe work practices and methods to peers, management, and other personnel as needed to ensure compliance.
- Use available tools and resources to assist with maintaining a safe workplace.

Slide 4

Safety Leadership

"It's all about finding solutions Together."

Safety Ambassadors display attributes of Safety Leadership. Their very act of leading by example and inspiring others to work safely will encourage co-workers to solve safety-related issues.
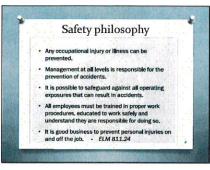
This is a role you should be proud of, one that can bring out the best in your facility and your co-workers. Your successes have the potential to be recognized and shared on a district, area and national level, as all of us endeavor to find solutions together.

Slide 5

The Safety Ambassador is ...

_o_ A model leader who embraces core USPS safety values.
_o_ A catalyst who promotes a positive change in Safety.
_o_ A leader by example and communicates the safety message well.
_o_ A relationship builder who assists in the reduction of workplace hazards and accidents.

The Safety Ambassador is:

- a model leader that embraces the core safety values of the USPS.
- a catalyst that promotes a positive change in Safety.
- a leader that demonstrates by example and also communicates the safety message well.
- a person that builds bridges to support efforts in the reduction of workplace hazards and accidents.

Slide 6

Safety philosophy

- Any occupational injury or illness can be prevented.
- Management at all levels is responsible for the prevention of accidents.
- It is possible to safeguard against all operating exposures that can result in accidents.
- All employees must be trained in proper work procedures, educated to work safely and understand they are responsible for doing so.
- It is good business to prevent personal injuries on and off the job.   -   ELM 811.24

It's important to understand the Postal Service safety philosophy so you will know how to support the efforts in your facility:

- Any occupational injury or illness can be prevented.

- Management, at all levels including the first-line supervisor, is responsible and accountable for the prevention of accidents.

- It is possible to safeguard against all operating exposures that can result in accidents, injuries and illnesses.

- All employees must be trained in proper work procedures, educated to work safely and understand they are responsible for doing so.

- It is good business from the stand point of efficiency and economy to prevent personal injuries on and off the job.   - *ELM 811.24*

Slide 7

The Safety Ambassador Program
How it works in the facility:

- **IH** • Installation Head (IH) guides safety activities.
- **FSC** • Facility Safety Coordinator (FSC) oversees progress on Safety Ambassador efforts.
- **SATL** • Safety Ambassador Team Leader (SATL) – (optional) provides updates to FSC.
- **SA** • Safety Ambassador (SA) communicates with peers and conducts observations.
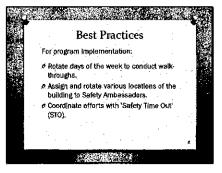
The four major players in the local Safety Ambassador Program are: The Installation Head, the Facility Safety Coordinator, the Safety Ambassador Team Leader (optional) and the Safety Ambassador.

- The Installation Head guides Safety Ambassador activities based on the facility's accident reduction plan and OSHA compliance efforts.

- The FSC will report the progress and updates on Safety Ambassador efforts to the Installation Head.

- The Safety Ambassador Team Leader (optional) will collate findings from the Safety Ambassador activities and provide regular progress updates, feedback to the FSC.

- The Safety Ambassador will communicate with peers on Safety,

conduct observations, plus other safety-related activities prescribed by the Installation Head.

In the absence of an FSC, the Installation Head will have oversight, conduct training and communicate with the Safety Ambassador(s).

Slide 8

There are several best practices for implementing the program:

- Rotate days to conduct walk-throughs. This gives the employee an opportunity to see various scenarios and needs that may occur on different days of the week.

- Assign and rotate various locations of the building to Safety Ambassadors. The Safety Ambassador is a resource for the employees and this provides a great opportunity to broaden their horizons and learn about operations other than their own, plus connect with people.

- Coordinate efforts with 'Safety Time Out' (STO). This helps them connect with the other employees, so that their voices are heard and understood. It is also an opportunity for employees to learn and understand more about safety as they dialogue with the Safety Ambassador.

Slide 9

Your role as a Safety Ambassador is to model safety in your facility and communicate it to your fellow co-workers by:
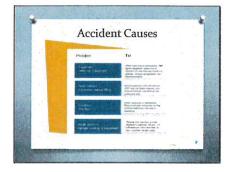
- Promoting the safety message through the presentation of safety talks.
- Communicating peer-to-peer regarding safe work practices and methods.
- Participating in the 'Safety Time out' (STO) activity and gather findings/feedback from employees.
- Maintaining good housekeeping and supporting safety rules and regulations in your work area.

Slide 10
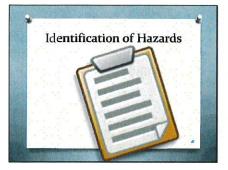
You will also:

- Identify hazards through daily observance and weekly walk-throughs. Abate hazards on-the-spot when it is feasible to do so.
- Communicate safety findings and related safety information to employees in their work area. Report workplace hazards, unsafe conditions or practices to the responsible supervisor through verbal communication or use of the PS Form 1767 process.
- Share safety issues and employee feedback with the Safety Ambassador Team Leader (SATL) or FSC (if there is no team lead).

Slide 11
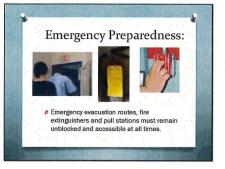
It is important to understand how certain 'chain of events' can contribute to an accident. This will help you identify hazards and make recommendations to prevent accidents or injuries.

- If a piece of equipment presents a hazard, it should be reviewed. For example, if you notice equipment that is defective, inform the Supervisor or maintenance, so it can be addressed. Red tag the piece of equipment, remove it from service, so no one else can use it. Always use equipment that functions properly.
- Sometimes work methods need updating due to a change in the process, the way a task is performed, or the type of equipment used, etc... If this is the case, the procedure (SOP) and JSA should be revisited to ensure the work methods are safe. An example could be excessive heavy manual lifting.
- Unsafe conditions are physical hazards that exist in the workplace, such as a wet floor. The supervisor should be notified immediately. Place a barricade around the spill area to protect employees until it is cleaned up.
- Sometimes unsafe acts or unsafe work practices are observed. As a Safety Ambassador and a leader, you are encouraged to coach employees on the correct way to perform their jobs safely. In particular, new employees will benefit from this mentoring. These informal observations can help prevent future accidents. An example could be observing an employee loading equipment improperly.

Slide 12

Next, we'll take a look at several items to keep in mind while conducting your observations in the workplace.

Slide 13

Emergency evacuation routes, fire extinguishers and pull stations must remain unblocked and accessible at all times to afford a safe and efficient evacuation of the building.

Slide 14
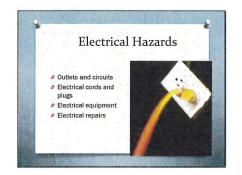
- Flammable or combustible liquids should be stored in a flammable cabinet.
- Materials such as paper, cardboard, and trash should be kept away from hot equipment or electrical equipment.
- Damaged electrical cords and plugs can overheat or short, igniting carpeting, paper, or boxes. Electrical cords should be in good condition.
- Do not use extension cords as substitutes for permanent wiring.

Slide 15

Slips, Trips, and Falls

- Spills and wet floors
- Torn carpet or damaged flooring
- Cords in walkways
- Improperly stored items
- Open drawers
- Standing on chairs

Preventing slips, trips, and falls in the workplace is important. Hazards that cause these types of accidents are common:

- Wet floors from spills, mopping or wet shoes.
- Torn carpet or other damaged flooring creating an uneven walking surface.
- Cords in walkways or storage of items on the floor.
- Fall hazards – such as standing on a chair.

Slide 16

Electrical Hazards

- Outlets and circuits
- Electrical cords and plugs
- Electrical equipment
- Electrical repairs
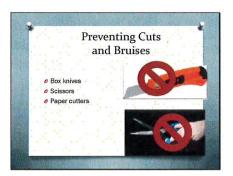
Here are some hazards involving electricity you need to be aware of:
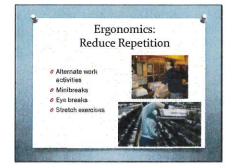
- Do not overload outlets and circuits. Too many appliances into a single outlet may overload the circuit. This could result in overheated wiring, which could cause a fire.
- And any piece of equipment that shocks, smells, sparks, or smokes should be turned off immediately and reported.
- Leave electrical repairs to a qualified electrician. Don't try to fix electrical equipment yourself. Just report it and leave the repairs to an expert.

Slide 17

Improperly stacked or stored items can also be a hazard. Poorly stacked boxes on a high shelf could topple over and fall or cause shoulder injury when handled. So always remember these safe stacking and storage rules:

- Make sure items are stored so that they can't fall when someone is passing by and where no one can trip over them.
- Stack items evenly and carefully, placing heavier, larger items on the bottom, but not too low so as to create lifting problems.
- Don't stack too high. Allow at least 18 inches of clearance under fire sprinkler heads, and keep items clear of overhead lights, too.
- If you're storing items on a shelf, make sure the shelf is strong enough to hold the weight.

Slide 18

- It is important to use proper cutting utensils with a guarded blade.
- Always cut away from the body, not towards.

Slide 19

**Ergonomics:
Reduce Repetition**

- Alternate work activities
- Minibreaks
- Eye breaks
- Stretch exercises

There are several ways to reduce the risk of developing musculoskeletal disorders known as MSDs.

- Rotation of tasks is a good way to prevent muscle strain, so that the same muscle groups are not used all day long.

- Minibreaks - take the opportunity to shift your position, shrug your shoulders, and rotate your neck gently.

- Eye breaks - look away from the monitor at something at least 20 feet away for about a minute. This allows your eye muscles to relax.

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**Office Ergonomics:
Reduce Repetition** (cont.)

- Stretching exercises
  - Hands
  - Wrists and forearms
  - Shoulders
  - Neck
  - Back

Stretching exercises can also help reduce the strain of repetitive tasks.

- Start by stretching your hands. Make a fist and then extend and spread your fingers.

- Stretch your wrists and forearms, hold your arms straight out in front of your body and bend your hands up and down.

- Stretch your shoulders by rolling them back and forth or reaching your arms overhead, stretching, and then bending gently from side to side.

- Stretch your neck by moving your head gently up and down and from side to side.

- Stretch your back by standing up, placing your hands on your hips, and arching gently backward.

Slide 21

Material Transport Equipment

- To control movement of MTE, push from the swivel end.
- Make sure the center shelf is down and secure gate latches before moving MTE.
- If a load has toppled against the mesh doors of an ERMC, get assistance when removing the restraining bar. When pressure is placed against the mesh door, the restraining bar can act like a spring when released.
- Secure all containers that are loaded onto vehicles with shoring bars and/or straps to prevent the load from shifting.

There are several safety tips to remember when working with material handling equipment. Here are a few:

- To control movement of MTE, push from the swivel end.
- Make sure the center shelf is down and secure gate latches before moving MTE.
- If a load has toppled against the mesh doors of an ERMC, get assistance when removing the restraining bar. When pressure is placed against the mesh door, the restraining bar can act like a spring when released.
- Secure all containers that are loaded onto vehicles with shoring bars and/or straps to prevent the load from shifting.

Slide 22

Back Safety

- Maintain good back posture when sitting, standing, or lifting
- Do not lift more than you can handle
- Use material-handling aids
- Make sure you can see over and around loads you are carrying

- Keeping your back straight will help maintain strength and prevent muscle strain and disk problems.
- Don't try to lift more than you can handle safely.
- If something is big and heavy, get help and team lift the object with a co-worker or use material-handling aids like carts, dollies, or hand trucks to move heavy items.
- Always make sure you can see over and around the load you're carrying to avoid trips and falls, which can also injure your back.

Slide 23

Always use proper lifting techniques.

- Begin by establishing a stable stance. Your feet should be about shoulder width apart.
- Bend at your knees and hips, and squat down next to the object. Do not bend over at your waist.
- Keep your head up while lifting.
- Utilize the upper leg muscles to perform the lift.
- Grip the object firmly. Many injuries also occur when people lose their grip and try to readjust.
- Turn by stepping and don't twist your torso. Keep your nose and toes pointing toward the load.
- Avoid pinch points when setting the object down.

Slide 24

Understanding Dock Safety can help prevent a serious accident. Here are a few things to keep in mind:

- ❑ Red/Green lights at the bay doors indicate when it is safe to enter a truck. Greens means 'ok' and red means 'do not enter'.
- ❑ Dock lights are provided at each bay door for visibility inside the trailer. These are to be used when entering the trailer.
- ❑ It is postal policy for all trailers to be chocked *before* loading or unloading them. (EL-814, Section 1(E) General Safety Rules. Employees should not enter a trailer that has not been chocked.

❑ Be aware that vehicles can creep away from the edge of the dock bay when loading equipment enters. This is why it is important for the trailer to be chocked first and to ensure the dock pate is securely in place.

Slide 25

Tools & Resources
- Safety Ambassador Facility Checklist
- PS Form 1767, Report of Hazard, Unsafe Condition or Practice
- Expanded Vehicle Safety Check, Notice 76
- Housekeeping Inspection PS Form 4851
- PS Form 4565, Vehicle Repair Tag
- PS Form 4705, Fire Extinguisher tag
- PS Form 4707, Out of Order Tag (Red Tag)
- PS Form 1766 – Hazard Warning Card (for Customer Service operations)
- PS Form 1783, Job Safety Analysis
- PS Form 4589, Observation of Work Practices
- PS Form 4584-P, Observation of Driving Practices – Powered Industrial Trucks

Here is a list of tools and resources to help you document your findings from your observations and to assist in maintaining a safe workplace. Samples of these documents are located in your Safety Ambassador Role Manual.

- PS Form 4707, Out of Order tag
- PS Form 4565, Vehicle Repair tag
- PS Form 4851, Housekeeping Inspection
- PS Form 1766, Hazard Warning Card

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Tools & Resources
- PS Form 4589, Observation of Work Practices – Delivery Services
- PS Form 4584, Observation of Driving Practices
- Safety Toolkit/PEO Physical Examination Checklist - PIT
- Safety Toolkit/PEO Physical Examination Checklist - Mail Processing Equipment
- Safety Toolkit/PEO Physical Examination Checklist - Facility Wide
- Safety Toolkit/PEO Physical Examination Checklist - Ergonomics
- STO General Observations

ELM4, Postal Employees Guide to Safety
- Personal Safety - Shoes, Section IV(a)(4)
- Lifting Procedures, Section VII(a)
- Material Handling Equipment, Section VII(b)
- Dock Safety, Section V(i)
- Emergency Evacuation, Section III(b)
- Personal Protective Equipment, Section IV(b)
- Smoking Regulations, Section III(f)

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A Safety Ambassador module is located in the Safety Resources page of the Safety Toolkit. Resources and tools can be downloaded and the page is used as a central location to recognize and promote safety best practices from across the nation.

*Note: Computer access is based on local availability.

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You are now part of a major effort to make a positive impact on safety at the local workplace.

As you build bridges and work together with your fellow co-workers, expect good things to happen.

"What you do together will be far greater than what you could accomplish alone."

Ensuring a safe work workplace is everyone's responsibility … and besides … (go on to next slide)

Slide 29

It carries on a great tradition of caring for our employees across the nation.

Slide 30

Summary

Now that you have completed the Safety Ambassador training, you are ready to:
- Model safe work practices
- Identify hazards
- Communicate the safety message with your peers and management to ensure compliance.
- Navigate available tools and resources, to expand your capability in helping to maintain a safe workplace.

Congratulations! You have now completed the Safety Ambassador training and are ready to:

- Be successful in your role as Safety Ambassador by modeling safe work practices, identifying hazards and communicating the safety message with your peers and management to ensure compliance.
- In addition, navigating available tools and resources, will expand your capability in helping to maintain a safe workplace.

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Course Completion

- Now that you have completed this course, please record this training in the employee's training history using:

  'After the Fact' Course #10026701, Safety Ambassador Training.

To document completion of this course, please record this training in the Learning Management System (LMS) using After the Fact (ATF) Course **#10026701**

UNITED STATES POSTAL SERVICE

RECEIVED OCT 18 2017

October 12, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
7016 1970 0000 3442 7085

Dear Brian:

The Postal Service proposes to establish national guidelines for the existing Safety Captain Program and rebrand it as, *Safety Ambassador Program*.

The purpose of the proposed *Safety Ambassador Program* is to design a standardized safety program based on the existing and locally developed *Safety Captain Program*. The *Safety Ambassador Program* will focus on employee engagement, training, communication, hazard identification/abatement and accident reduction.

Safety Captains, renamed, Safety Ambassadors will partner with the Facility Safety Coordinator (FSC) and/or Installation Head using existing programs to promote a culture that encourages employee participation to improve the safety climate in the workplace.

We have enclosed:

- A copy of the proposed final draft of the Management Guide: *The Safety Ambassador Program, Safety Ambassador Training Presentation* and *The Safety Ambassador Program Roles*.

- A copy of a narrative explanation.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

UNITED STATES
POSTAL SERVICE

To: Alan Moore, Manager Labor Relations

From: Linda DeCarlo, Manager, Safety and OSHA Compliance Programs

Date: May 2, 2017

Subject: Safety Ambassador

Safety and OSHA Compliance Programs is planning to roll out a national revision of the Safety Captain program, entitled, Safety Ambassador. Currently the Safety Captain program has been managed and implemented without any national oversight. The intent is to take the existing locally developed Safety Captain program and design a standardized safety program that will focus on employee engagement, training, communication, hazard identification/abatement and accident reduction. Safety Ambassadors will partner with the Facility Safety Coordinator (FSC) and Installation Head to use existing programs to promote a culture which encourages employee participation to improve their safety climate in their workplace.

The documents associated with this program are:

- Management Guide: The Safety Ambassador Program
- Safety Ambassador Roles Model
- Safety Ambassador Training presentation

Postal Service Safety Ambassador Program

Management Guide

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Table of Contents

Management Guide
Postal Service Facility Safety Ambassador Program

Safety philosophy of the Postal Service™ –

- Any occupational injury or illness can be prevented.

- Management at all levels, including the first-line supervisor, is responsible and accountable for the prevention of accidents.

- It is possible to safeguard against all operating exposures that can result in accidents, injuries, and illnesses.

- All employees must be trained in proper work procedures, educated to work safely, and understand they are responsible for doing so.

- It is good business practice from the standpoint of efficiency and economy to prevent personal injuries on and off the job.

– Employee and Labor
Relations Manual (811.24)

Safety Ambassador Program

When a safety program engages and empowers employees to support a safety philosophy, the result is a genuine commitment from employees rather than simple compliance. The Safety Ambassador Program exemplifies this safety philosophy.

The program fosters the following:
- Peer-to-peer communication.
- Employee hazard identification/abatement.
- Communication with facility upper-management to support efforts to reduce workplace injuries/accidents.

Facility Requirement

Every facility is required to have a Safety Ambassador Program in its facility. For best results, the Postal Service recommends having one Safety Ambassador representing each craft in the facility, on each tour.

Facilities greater than 50+ manyears — The Installation Head guides activities based on the facility's Accident Reduction Plan and OSHA compliance efforts. The Facility

Safety Coordinator (FSC) reports on the progress and updates on the Safety Ambassador efforts to the Installation Head. In the absence of a FSC or designee, the Safety Ambassador reports progress directly to the Installation Head.

The FSC is responsible for maintaining the local Facility Safety Ambassador Program. This includes activities, roster of Safety Ambassadors, and documented training. Safety Ambassador activities can be documented in the facility's quarterly Joint Labor Management Safety and Health Committee (JLMSHC) meeting minutes.

Facilities less than 50 manyears —The Installation Head/FSC guides the efforts of the Safety Ambassadors based on the facility's plan to reduce accidents. A voluntary Accident Reduction Plan (ARP) can be created in the Safety Toolkit which will also incorporate District goals. Activities are updated quarterly using the Safety Toolkit's Meeting Minutes template. Keep copies of the minutes on file in the office and make them available for review by the District Safety and the Manager, Post Office Operations (MPOO).

Definition, Selection, and Role of Safety Ambassador Team Leader and Safety Ambassador

Safety Ambassador Team Leader (Optional) — For facilities with multiple craft representatives, the role of the Safety Ambassador Team Leader (SATL) is to coordinate activities. (If a SATL is not used, then the Safety Ambassador would assume the duties of the SATL.)

Safety Ambassador ™— The Safety Ambassador is a volunteer position. The Postal Service provides training. The characteristics of a Safety Ambassador are the following:
- Demonstrates leadership qualities embracing safety values.
- Is a catalyst to promote a positive safety environment.
- Communicates the safety message well.
- Possesses the ability to build partnerships with operations and others in the facility to promote safety efforts.

Selection of Safety Ambassadors and Safety Ambassador Team Leader — The selection pool is comprised of volunteers and recommended candidates from the bargaining unit representative(s). The Installation Head makes the final decision. Management and bargaining unit representatives continuously evaluate and assign or re-assign Safety Ambassadors as needed.

Training is required. Use ATF course, Safety Ambassador Training, #10026701. Training material, including a Safety Ambassador Roles Manual and PowerPoint material, are provided.

Duties of Safety Ambassador Team Leader — The recommended duties and responsibilities of the SATL are the following:
- Coordinates the activities of the Safety Ambassadors in the facility.

3

- Serves as point of contact for the FSC for checklist observations, feedback, and updates of activities from other Safety Ambassadors.
- Completes facility checklists, inputs results into the Safety Toolkit.
- Assists the Installation Head or FSC during a facility walk-through helping to identify improvements to working conditions and/or work practices.
- Offers positive verbal recognition to co-workers.
- Supports facility S&H Committee initiatives and assists with implementation.
- Communicates updates and progress on facility safety initiatives to other Safety Ambassadors to ensure their efforts are in line with the safety vision and expectations of the Installation Head.

Duties of Safety Ambassador — The recommended duties and responsibilities of the Safety Ambassador are the following:
- Engages co-workers in safe work practices and methods.
- Participates in the 'Safety Time Out' (STO) program. STO is a program in which an employee specifically looks for safety hazards to correct or report them. The findings can be forwarded to the Supervisor or Safety Ambassador.
- Maintains good housekeeping and supports compliance with safety rules and regulations in their work area.
- Identifies hazards through daily observance, weekly walk-throughs, and feedback gathered from employees.
- Abates hazards on-the-spot when it is feasible to do so.
- Communicates the safety findings and related safety information to employees in their work area through Safety talks.
- Reports workplace hazards, unsafe conditions, and practices to the responsible supervisor through verbal communication or the use of the PS Form 1767, *Report of Hazard, Unsafe Condition or Practice*, process.
- Shares safety issues and employee feedback with SATL (if applicable). Participates in facility inspections.
- Assists the supervisor with orientation of new employees about safety procedures, including the facility's evacuation plan.
- Assist in developing Job Safety Analyses (JSAs) as needed.

Exhibit 1 shows suggested activities and timeframes to assist in ensuring a safe workplace. (**Note:** The Supervisor makes the assignments.)

Exhibit 1. Safety Ambassador Program Activities by Role

Role	Safety Ambassador Program Activities	Recommended Frequency	Recommended Duration:
Safety Ambassador	Communicates the safety findings and related safety information to employees in their work area through Safety talks.	Weekly	10 mins. (prep. and present)
	Updates Lean Safety board.	Daily	10 mins.
	Participates in STO (Safety Time Out) and gathers feedback from employees.	Daily	5 mins
	Conducts safety walk-throughs.	Weekly	20 mins.
	Reviews safety checklists from SAs weekly. Shares updates, feedback on safety issues and findings from walk-throughs with the FSC (written or verbal).	Weekly	10 mins.
	Engages co-workers regarding safe work practices and methods.	As needed	
Safety Ambassador Team Lead (optional)	If this role is used, the Team Lead helps coordinate activities of the other SAs and serves as a point of contact for the FSC. He or she will also provide progress on safety initiatives to the other SAs and updates from management to ensure efforts are in alignment with the vision and expectations of the Installation Head (written or verbal).	Monthly	15 mins.
Supervisor	Oversees program. Communicates expectations and manages SA activities. Discusses progress on abatements for items listed in the weekly walk-around and updates on safety boards, etc...	Daily	5 mins.
	Ensures SA training. (Tracks yearly required training.)	Quarterly	15 mins

Safety Ambassador Resource Page

The Safety Ambassador module is located in the Safety Resources page of the Safety Toolkit. Safety Ambassadors have access to forms, checklists, and resources.

In addition, best practices will be posted here. This sharing of ideas brings the Safety Ambassador Program efforts together and can help lessen the gap in generating widespread safety success within USPS.

Area Safety Managers can select the best practices that will best represent their Area on the Safety Ambassador Resource page.

One individual, one team, one facility, one District, influencing and impacting many…

Hierarchy of Communication

Area

- Monitors Districts' safety successes and best practices. Selects which best practices are to be posted to the Safety Ambassador site under HQ Safety Resources.

District

- Monitors results from Safety Ambassador Programs throughout the District. Selects best practices to displayed on the Safety Ambassador site located under Safety Resourcs.

Facility

- Submits best practices and successes to District Safety.

Employee Engagement and Positive Reinforcement

The importance of positive reinforcement/employee engagement is that it drives performance in the same direction as the leadership's expectation and vision for safety in a facility.

Employee Engagement — The role of management is to be involved, promote safety programs, and recognize and correct unsafe acts, working conditions, and practices. In light of the effort to work together and build a workforce of the future, it is important that management's role is visible in engaging employees to support that mission. An Installation Head should invite a Safety Ambassador to walk with him or her during the facility walk-through. The Safety Ambassador will be able to point out hazards or work practices that have been corrected or improved. This demonstration will go a long way to support management's expectation to maintain a safe workplace.

Safety Ambassador Positive Reinforcement — With the Installation Head guiding the efforts, positive reinforcement through recognition and verbal praise will go a long way to bring a team together to work towards the same goals and achieve results. Safety Ambassador local recognition will help to enhance the safety environment and create positive benchmarks.

Method of Measurement and Benefits

Improved safety attitude and safety awareness can be demonstrated by the following:
- Reduced facility injury/illness rates.
- Increased participation in safety meetings.
- Successfully identified and timely abated hazards. (Shown by completed PS Form 1767s, inspection reports, JLMSHC minutes, and Safety Ambassador Leader correspondence.)
- Increased safety promotional activities and successful implementation of safety initiatives.
- Increased local recognition of safety successes, best practices, and promotion of initiatives on the District Safety Ambassador webpage.
- Increased positive feedback and open communication about safety on the Postal Pulse survey.
- Increased employee engagement and involvement resulting in a positive 'Postal Proud' attitude.

Safety Resources

The following links are provided to access manuals and webpages listed below:

- Safety Toolkit A to Z Index to search for safety talks and resources by topic:
  http://safetytoolkit.usps.gov:12/atozindex.aspx

- ELM Chapter 8, Safety, Health, and Environment:
  http://about.usps.com/manuals/elm/elmc8.pdf

- Safety-related handbooks:
  - EL-800   Managing Contract Safety and Health Compliance
  - EL-801   Supervisor's Safety Handbook
  - EL-802   Executives' and Managers' Safety and Health Program and Compliance Guide
  - EL-803   Maintenance Employee's Guide to Safety
  - EL-804   Safe Driver Program
  - EL-809   Guidelines for Local Joint Labor-Management Safety and Health Committees
  - EL-809T   Area/Local Joint Labor-Management Safety and Health Committee Training Program
  - EL-812   Hazardous Materials and Spill Response
  - EL-814   Postal Employee's Guide to Safety
  - AS-556   Asbestos Management Guide

PolicyNet – The PolicyNet web site provides manuals, handbooks, management instructions, forms, etc. *http://blue.usps.gov/cpim/hbkid.htm*

UNITED STATES POSTAL SERVICE — Postal Service PolicyNet

Search	Manuals	HBKs	MIs	PUBs	MOPs	Forms	Posters	Notices	VMOs	VMBs

Handbooks

ID	Title		Edition Date	
AS-303	Classified National Security Information Program	HTML	AUG 2007	
AS-353	Guide to Privacy, the Freedom of Information Act, and Records Management	HTML	MAR 2016	
AS-503	Standard Design Criteria[2013 revision in process]			
AS-504	Space Requirements	Zip File	JUL 1999	
AS-506	Architect/Engineer Project Requirements (Zip File)		MAR 2000	
AS-508	Section 508	HTML	JUN 2004	
AS-508-A	Section 508 Technical Reference Guide	HTML	SEP 2004	
AS-550-A and -B	Paper and Paperboard Recycling Guide and Plan	HTML	SEP 1997	
AS-552	Pollution Prevention Guide	HTML	AUG 1996	
AS-556	Asbestos Management Guide	HTML	MAY 1998	
AS-558	Facility Energy Management Guide	HTML	SEP 1998	
AS-701	Material Management	HTML	JAN 2015	
AS-709	Local Buying and Purchase Card Policies and Procedures	HTML	FEB 2015	
AS-805	Information Security	HTML	NOV 2016	

Postal Bulletin — Current Issue, Archives, Deadlines and Due Dates

PolicyNet Resources — How to Publish, Clearance

Online Links — Blue, USPS.com, ML Bulletins

UNITED STATES POSTAL SERVICE

RECEIVED OCT 16 2017

October 11, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service plans to introduce a new way for employees to submit ideas to improve the organization. The new program is called IdeaSMART.

IdeaSMART will be available through *LiteBlue®* and allow employees to post general ideas related to individual departments, such as Operations, Human Resources, and Marketing or Sales. Additionally, employees will be able to post ideas in response to solicitations concerning programs or subjects. Once posted, other employees will be able to read the submitted ideas, provide comments, and vote on them.

IdeaSMART is scheduled for implementation in November.

We have enclosed the following material related to this program:

- Welcome to IdeaSMART!
- *Liteblue®* IdeaSMART: New employee idea program coming soon
- *LiteBlue®* IdeaSMART in Action
- *LiteBlue®* IdeaSMART Contact
- Submitting an Idea to an Active Business Challenge
- Submitting an Idea to an Open Ideas Forum
- Frequently Asked Questions
- Postcard for employees – IdeaSMART

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

Welcome to IdeaSMART!

IdeaSMART is a cloud-based platform, used to engage employees in a collaborative method to improve Postal Service processes, services, etc., by sharing ideas relevant to specific posted business challenges (sustainability, employee engagement, marketing, revenue generation, etc.). Employees are encouraged to share their ideas, as well as vote and comment on other employees' ideas. Shared ideas must be clear, relevant, and contain a solution to the posted business challenge, in order to progress through the various workflow stages such as 1) Idea Sharing, 2) Collaboration, 3) Subject Matter Expert Review, 4) Finalists, and 5) Greenlight!

STEP 1: Below are questions to help you start thinking in more detail about your "Business Challenge."

a) **Why do you want to run this business challenge?**
   - What problem(s) do you need to solve?
   - Who is currently affected by the problem? (*Identify all stakeholders and their relationship to the problem*).
   - What are the current costs to the Postal Service due to the current problem?
   - If possible, provide numbers to convey the size and importance of this problem and how it has grown over time, or will grow in the future.

b) **What challenges have developed from this problem and why do you want to address the problem now?**
   - What factors (internal and external) contribute to this problem being a priority right now?
   - Is there a leader or customer who is particularly focused on this problem right now? If so, why?
   - Is there a competitive or environmental trend driving this problem (e.g. competitive pressures, technology change, aging population)?

c) **What are the tensions buried in this problem?** (***You will need to create a Business Challenge "Brief" which will describe your business challenge, in great detail***)
   - A great brief has an interesting tension. For example, does management view this problem differently than non-management employees? Are various parties incentivized or rewarded differently relating to this problem? Are there past events that contribute to a gap between stated and actual intentions? Describe perceptions versus reality for the sponsor and key stakeholders.

d) **Imagine the ideal scenario <u>AFTER</u> you have solved this problem.**
   - Assume you have solved this problem. Imagine and describe how the Postal Service stakeholders will think, feel, behave, and interact differently than they do now?
   - What changes will be able to be measured (tied back to your business challenge objectives)?

STEP 2: Complete the attached Business Challenge Planning Checklist. This a guide to assist you in posting a business challenge which will allow you to collaborate with employees at all levels throughout the Postal Service, obtaining their ideas and comments to help resolve current and/or future problems.

STEP 3: Prepare your Business Challenge Brief (*example attached*) and find a graphic/image which will assist employees in identifying with your business challenge (you may already have something available or you might want to work with someone in Corporate Communications).

STEP 4: Contact us at ideasmart@usps.gov if you have questions, require assistance, or would like to post a business challenge:

Business Challenge Planning Checklist

Date: Enfo

Organization: <mark>Click here to enter text.</mark>
VP/Manager: <mark>Click here to enter text.</mark>

1. ## Objectives:
   Identify your objectives, specific to your business challenge, and how they will be measured below. Consider both "hard" (numeric) and soft (qualitative) goals:

EXAMPLE: *(Use to complete section below)*	
Objectives	**Measurement of Objective**
EXAMPLE: *Accident Reduction*	*10% reduction in total accidents*

Your Business Challenge	
Objectives	**Measurement of Objective**
<mark>Click here to enter text.</mark>	<mark>Click here to enter text.</mark>
<mark>Click here to enter text.</mark>	<mark>Click here to enter text.</mark>
<mark>Click here to enter text.</mark>	<mark>Click here to enter text.</mark>

2. ## Participants:
   What employee groups and how many employees do you anticipate participating in your business challenge? Consider their likelihood to be responsive, innovative, and their access/ability to log into a web application. Make sure you have a real crowd (2,500+ employees) who are able to join/participate.

EXAMPLE: *(Use to complete section below)*	
Who Will Participate in Business Challenge?	**# of Participants Expected**
EXAMPLE: *All HR staff nationally*	*3,300 employees*

Your Business Challenge	
Who Will Participate in Business Challenge?	**# of Participants Expected**
<mark>Click here to enter text.</mark>	<mark>Click here to enter text.</mark>
<mark>Click here to enter text.</mark>	<mark>Click here to enter text.</mark>

3. ## Business Challenge Topic (Brief):
   The topic of your business challenge drives the employee engagement! Consider the following:
   - What topics might be interesting to you (the organization)? What topics might be interesting to participants?
   - What about these topics is strategic for the organization? How do these topics impact employees? Try to prioritize the employees' interests, or find the employees' point of connection to the organization's topic.
   - State the topic in the form of a question, ("How might we _____?" works well, as it is an open-ended question, yet confident.)
   - How can you create a certain amount of "tension" or "edge" in the way you pose the topic question? Remember to keep it simple!
   - There needs to be a business challenge "brief" (description of your business challenge). Who will write your brief?

EXAMPLE: *(Use to complete section below)*	
Business Challenge Topic (Brief) Questions	**Business Challenge Topic (Brief) Answers**
Organization's business challenge topic(s):	Workplace Safety
Employees' point of view on these topics:	"Employers only care about workplace safety to avoid being sued. Safety is boring. Nothing bad will happen to me, anyway."
State this as a question, such as "How might we . . .? or use an active verb," "How can we engage our employees? Now, *Give it an edge!*	"That hurts! How might we avoid workplace injuries?"

Your Business Challenge	
Business Challenge Topic (Brief) Questions	**Business Challenge Topic (Brief) Answers**
Organization's business challenge topic(s):	Click here to enter text.
Employees' point of view on these topics:	Click here to enter text.
State this as a question, e.g. "How might we . . .? or Active verb," "How can we engage our employees? Now, *Give it an edge!*	Click here to enter text.

4. **Duration:**
How long will your business challenge run? (Six to eight weeks is a good rule of thumb, but if this is a first business challenge for your organization, you may need to plan longer to work out kinks and maximize employee engagement.)

Est. Start Date: Click here to enter a date.   **Est. End Date:** Click here to enter a date.

5. **Engagement ~ Idea Quantity and Quality:**
How many employees, of those eligible to participate, do you think will participate in your business challenge? (A low engagement rate is < 1%. A strong engagement rate is 10% or greater.)

Given the number of employees and the expected engagement rate, how many ideas do you hope to generate in your business challenge? If the topic is relevant to all employees, and posed with an edge or tension, you can expect the high end of engagement. *This still will require on-going activation both on and off-line.* If it is a narrow or boring topic, expect fewer ideas!

EXAMPLE: *Use to complete section below*	
Questions	**Answers**
How many employees are eligible to join your business challenge?	3,000
If 10% join your business challenge, provide number of participants:	300
How many ideas would you receive if 1/3 of the participants submit an idea?	100

Your Business Challenge	
Questions	**Answers**
How many employees are eligible to join your business challenge?	Click here to enter text.
If 10% join your business challenge, provide number of participants:	Click here to enter text.
How many ideas would you receive if 1/3 of the participants submit an idea?	Click here to enter text.

6. **Roles and Staffing:**

Now that you know how many people and ideas you can expect, you need to assemble a team to manage your business challenge and moderate ideas. See the required roles (and job descriptions) below.

General Moderators:
- You will need General Moderators to greet members, acknowledge and filter new ideas. As a rule of thumb, allow 10 minutes per idea for greeting and basic filtering. About 60% of ideas will pass this basic filtering stage.
- Ideas that pass the basic filters can improve greatly through further moderation, e.g. posing questions to the submitter to encourage them to develop their ideas further. Plan about 25 minutes per idea for this second stage of moderations.
- General Moderators set and uphold a positive, constructive tone in the community, leading by example. Reviews ideas for clarity, relevance, and containing a solution (or other base level metrics agreed upon by the organization). Ensures all ideas are moving through the workflow.

Expert Moderators:
- Expert Moderators need to plan to spend 1 to 1.5 hours per day during the second half of the business challenge, commenting on the highest potential ideas before the "ReviewScale" process.
- Possesses domain knowledge in an aspect of the business challenge topic (usually mid-career). Reviews ideas forwarded to them by moderators, or in a defined "stage" of the workflow. Comments constructively on high quality ideas, posting questions to the Idea Author to help them consider additional dimensions, thinks through the idea, expands on it, makes connections with other ideas, or refers them to resources (online or in the organization).

Moderation Manager:
- Oversees the moderators day-to-day, ensuring all ideas are reviewed and moved through the workflow. Knows the ideas intimately and assists moderators in identifying "sleeper" ideas, resolves questions. Responsible for weekly reporting to the Business Challenge Manager on best ideas, idea trends, etc.

Business Challenge Manager:
- Responsible for the overall success of your business challenge, from planning through hand-off of winning ideas for implementation. Interfaces closely with the Moderation Manager. Accountable for meeting business challenge goals and for ensuring ideas move efficiently through the workflow.

EXAMPLE: *(Use to complete section below)*	
Time Required	**Answers**
Greet & Filter: 100 ideas x 5 minutes to greet AND 10 minutes to filter	= 25 person hours
Moderate: 100 ideas x 25 minutes to moderate	= 42 person hours each
Expert Moderation: 50 ideas x 25 minutes x 5 experts	= 21 hours EACH

Number of General Moderators to "Greet and Filter":   Click here to enter text.
Number of Expert Moderators to "Comment on Ideas":   Click here to enter text.
Name of Business Challenge Manager: Click here to enter text.   Confirmed ☐
Name of Moderation Manager: Click here to enter text.   Confirmed ☐
Names of General Moderators: Click here to enter text.   Confirmed ☐
    Click here to enter text.   Confirmed ☐
    Click here to enter text.   Confirmed ☐
Names of Expert Moderators: Click here to enter text.   Confirmed ☐
    Click here to enter text.   Confirmed ☐
    Click here to enter text.   Confirmed ☐

7. **Training:**
General Moderators and Expert Moderators will need training on the IdeaSMART platform and on moderation (approximately 30 minutes). The following training courses are available through the Learning Management System (LMS): IdeaSMART Business Challenge Manager and IdeaSMART Business Challenge Moderator. Provide the names of your General Moderators and Expert Moderators below.

Your Business Challenge		
General Moderators	**Expert Moderators**	**Date Training Completed**
Click here to enter text.	Click here to enter text.	
Click here to enter text.	Click here to enter text.	
Click here to enter text.	Click here to enter text.	
Click here to enter text.	Click here to enter text.	

8. **Idea Basic Filters and Value Metrics:**
What will you value most in the ideas you receive? Is feasibility important so that you can show rapid traction? Or, will your Vice President want to see out-of-the box innovation? If so, Innovativeness should factor high in your Idea Metrics.

Try to keep your metrics to 1) no more than three basic filters (e.g. Clarity, Relevance to the Topic, and Contains a Solution), and 2) no more than three value metrics (e.g. Feasibility, Desirability, Impact, Scale-ability, and/or Innovativeness):

Basic Filters:
1. **Clarity:** Is your idea clearly stated so others can understand what your idea is, who would use it, and how it would work?
2. **Relevance:** Is your idea relevant to the topic of the business challenge?
3. **Solution:** Does your idea suggest a solution, not just a problem?

Value Metrics: Select the Value Metrics applicable to your business challenge and enter a percentage indicating the importance of the value metric (0% to 100%) in the column below (total must = 100%):

Your Business Challenge	
Value Metrics	**Percentage**
Feasibility: Technically feasible to implement in six months or less	Click here to enter text.
Scale-ability: Can be used in many locations (local or national)	Click here to enter text.
Desirability: Employees will want to adopt the solution	Click here to enter text.
Impact: Reduces cost, improves employee engagement, improves customer experience, improves operational efficiencies	Click here to enter text.
Cost to Value: Low cost for impact delivered	Click here to enter text.
Innovativeness: New to the USPS or new to the world	Click here to enter text.
Other: Click here to enter text.	Click here to enter text.
TOTAL =	**100%**

9. Information Collection:

Posting a Business Challenge allows employees to submit ideas, and/or comment/vote on coworkers' idea submissions, relevant to the Business Challenge. However, it also provides you with an opportunity to collect specific information which may be relevant to your Business Challenge. If you are interested in collecting specific information from your employees during your Business Challenge, enter your question(s) and answer choices in the section below.

EXAMPLE: *(Use to complete section below)*	
Question	**Possible Answer Options**
EXAMPLE: *How do you like to be recognized by your manager?*	1) *In front of co-workers* 2) *Privately* 3) *In writing* 4) *Certificate of Appreciation*

Your Business Challenge	
Question	**Possible Answer Options**
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.

10. Communications / Support Plan:

A successful business challenge needs strong communications, not just when it goes live, but from start to finish. How will you announce your business challenge to the eligible employees? What communications channels are available? Who will develop the messaging? Who must approve the messaging? Each week the business challenge manager should communicate with the crowd <u>at least</u> once, ideally twice. Content can focus on progress to-date, upcoming deadlines, etc. Communication can highlight great ideas or model participants, or provide quick tips.

Off-line events and champions can greatly stimulate participation. Do you have access to Innovation Champions or Ambassadors?

Champions and Ambassadors:
- They drive employee engagement in innovation by offline and online communications to their assigned set of employees (e.g. by function or region).
- They are impatient with the "status quo,"
- They have high social and organizational skills
- They can motivate employees who are in the shadows or lack confidence to stretch themselves.
- They love to invest in bettering people
- They are highly committed to the organization's success.

Communication Plan:
- Communications Channels: Click here to enter text.
- Communications Creative Team: Click here to enter text.
- Main Business Challenge Image(s) Developed and Approved: Click here to enter text.
- Brief Developed and Approved: Click here to enter text.
- Communication Approvals Required: Click here to enter text.
- Champions / Ambassadors: Click here to enter text.

11. Implementation Plan and Resources:

Before announcing your upcoming business challenge, you NEED to have committed resources (people and money) for implementation of worthwhile ideas. How many ideas can you afford to implement? Who will be responsible for implementation? How much time will they be given to show progress? How will progress be measured?

Describe your implementation plan: Click here to enter text.
List persons responsible for your implementation: Click here to enter text.
Was HQ review and concurrence obtained to run this business challenge? Click here to enter text.
Budget approved for identified idea implementation(s)? Click here to enter text.

12. Return On Investment (ROI):

Before you go live with your business challenge, try to capture the return on investment your organization expects. Is it one big "splashy" idea, or 50 small ideas? Will it be cost savings exceeding costs of the business challenge? Or will it be increasing top-line growth by X? How about employee engagement and excitement? Who will measure outcomes, and how?

Remember, ROI measures should tie back to your identified objectives listed in the Objectives section at the beginning of this checklist.

What ROI do you hope to achieve? Click here to enter text.

AGREEMENT:

I have read the above information and am aware of the commitment required regarding:
- Resources required to ensure all ideas move through the identified business challenge workflow timely
- Funding required to implement ideas providing a viable solution to our business challenge's objectives

If required, Legal review and concurrence has been obtained.

If required, HQ review and concurrence has been obtained.

_____   _____

Business Challenge Manager   Date

_____   _____

Pam Grooman   Date
Manager, Pay & Performance Programs
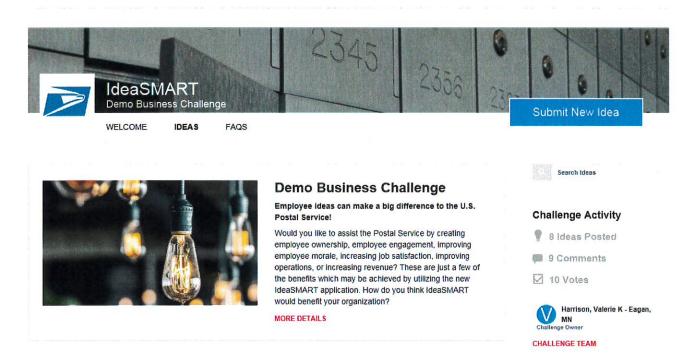
Active Business Challenges

Demo Business Challenge

Employee ideas can make a big difference to the U.S. Postal Service! Would you like to assist the Postal Service by creating employee ownership, employee engagement, improving employee morale, increasing job satisfaction, improving operations, or increasing revenue? These are just a few of the benefits which may be achieved by utilizing the new IdeaSMART application. How do you think IdeaSMART would benefit your organization?

Enter the Challenge

IdeaSMART
Demo Business Challenge

WELCOME   **IDEAS**   FAQS

Submit New Idea

Search Ideas

Demo Business Challenge

Employee ideas can make a big difference to the U.S. Postal Service!

Would you like to assist the Postal Service by creating employee ownership, employee engagement, improving employee morale, increasing job satisfaction, improving operations, or increasing revenue? These are just a few of the benefits which may be achieved by utilizing the new IdeaSMART application. How do you think IdeaSMART would benefit your organization?

MORE DETAILS

Challenge Activity

- 8 Ideas Posted
- 9 Comments
- 10 Votes

Harrison, Valerie K - Eagan, MN
Challenge Owner

CHALLENGE TEAM

GRAPHIC (*Need an image*):
Make sure you own or have obtained appropriate authorization to utilize selected graphic. Make sure the dimension of your image is 690 x 518 (pixels). This is IdeaSMART's recommended minimum size, and has an aspect ratio of 4:3.

CHALLENGE BRIEF:
Headline and Teaser:

- **Headline:**
  - **Demo Business Challenge**

- **Teaser:**
  - **Employee ideas can make a big difference to the U.S. Postal Service!**
  - Would you like to assist the Postal Service by creating employee ownership, employee engagement, improving employee morale, increasing job satisfaction, improving operations, or increasing revenue? These are just a few of the benefits which may be achieved by utilizing the new IdeaSMART platform. How do you think IdeaSMART would benefit your organization?

Challenge Brief (shown when employees click "More Details"):

- **Brief:** (detailed information relative to the reason you are running a IdeaSMART Business Challenge)
  - IdeaSmart is a cloud-based platform, used to engage employees in a collaborative process to improve Postal Service processes, services, etc., by sharing ideas relevant to specific posted business challenges (sustainability, employee engagement, marketing, etc.) Employees are encouraged to share their ideas, as well as vote and comment on other employees' ideas. Shared ideas must be clear, relevant, and contain a solution to the posted business challenge, in order to progress to the next stage. Ideas moved to the next stage will allow other employees, as well as the subject matter experts (SMEs) to review, vote, and add comments, facilitating discussion, collaboration, and ultimately a better idea. Ideas which receive a higher number of votes and/or have been identified by our subject matter experts as having potential to solve the posted business challenge are moved to this stage for further subject matter expert review and possible submission to the final stages. In the final assessment stage, the following tasks will be performed: further review of the Subject Matter Expert review, consideration of the Return on Investment (ROI), and selection of the most promising ideas for implementation and submission to the Business Challenge Manager (owner) for their final decision as to whether any of the final ideas will be implemented.

  - Each posted Business Challenge will need to provide information and have a dedicated support system in order to manage the Business Challenge, which would include, at a minimum:
    - Topic and applicable Questions
    - Objectives
    - Participants
    - Start and End Dates
    - Staffing:
      - Business Challenge Manager
      - Moderation Manager
      - General and Expert Moderators
    - Training
    - Idea Metrics (i.e., what do you value most in the ideas being submitted? Feasibility, Scale-ability, Desirability, Impact, Innovativeness, etc.?)
    - Communications Plan
    - Brief (approved written description of your Business Challenge; what results you would like to achieve; what the participants need to know in order to provide viable solutions)
    - Graphic (approved graphic to catch the participants' attention), representative of your Business Challenge
    - Implementation Plan and Resources (committed people and funding)
    - Return on Investment (ROI) Expectations
    - Legal and HQ review and concurrence, if required

  - Sample Campaign Information (*you may want to include*):
    - Please make sure you have read the entire Business Challenge description carefully. Your idea submissions should be clear, relevant and provide a detailed and feasible solution to this Business Challenge. We look forward to reviewing your ideas!
    - Beyond your idea submission, you are also encouraged to vote and comment constructively on the ideas of your fellow innovators.
    - In your submissions, please keep in mind our union obligations and constraints, your ideas should reflect the principles and philosophy of the Postal Service (*may include specific principles and philosophy, relative to your Business Challenge, at the end of this brief*). (NOTE: If this narrative is used, you will need to provide the specific references/titles: Ideas should reflect the ?????????????????? principles and philosophy of the Postal Service.)

Requirements (Questions, Categorization, Tags, etc.):

- Questions/Categorization: You may want to add some questions to either categorize idea submissions, or obtain additional information (see example below)

  1. How do you think utilizing IdeaSMART would assist your organization (select only one answer)?
     a. Creating employee ownership
     b. Creating employee engagement
     c. Improving employee morale
     d. Increasing job satisfaction
     e. Improving operations
     f. Increasing revenue

  2. Do you personally have experiencing using a collaborative platform (i.e., IdeaSMART, Facebook, Yammer, Sharepoint, Basecamp, Unily)
     a. Yes
     b. No

- Tags: You may want to add the ability for users to add a "tag" (keyword or term assigned to a submitted idea), which describes the submitted idea using only one word. If you make the decision to utilize tags, experience has shown that it is better to provide a list of predefined tags (i.e., "dog," versus allowing submitters to enter their own tags, with the end result being multiple tags, such as dog, little dog, big dogs, etc.)

Content Guidelines:

The ideas text must be in English.
If the idea contains a visualization, it must be an electronic file no larger than 20 MB in one of the following formats:
      Images: .jpg/.jpeg, .gif, .bmp, .png
      Microsoft Office: doc, docx ppt, pptx, pps, ppsx xls, xlsx
      PDF: pdf, ps
      Open Office: odt, odp, sxw, sxi, etc.
      Text: txt, rtf

Selection Criteria: (below are examples of Selection Criteria and Basic Metrics that may be used in your Business Challenge)

Moderators will filter ideas during the campaign on the following Basic Metrics:
- **Clarity:** Is your idea clearly stated so others can understand what your idea is, who would use it, and how it would work?
- **Relevance:** Is your idea relevant to the brief? Does it address one of the idea categories?
- **Solution:** Does your entry contain a solution that addresses one of the idea categories?

The ideas that fit the Basic Metrics will move forward to the Collaboration phase, where Subject Matter Experts will evaluate them using the following criteria:
- **Desirability:** Employees will want to adopt this solution.
- **Impact:** The idea will really make a difference (make more specific to your Business Challenge)
- **Feasibility:** The idea is technically feasible to implement in 6 months or less
- **Scalability:** The idea can be used in many locations and situations
- **Cost to Value:** Low cost for impact delivered
- **Innovativeness:** New to the USPS or new to the world
- **Other:** (Write your own)

BUSINESS CHALLENGE DATES

Idea Sharing and Collaboration
- Enter ideas, comment, and vote.
- From Date – To Date (normally a 6-8 week period)

Subject Matter Expert (SME) Review
- Our panel of experts will assess weekly batches of top-rated ideas on a rolling basis.
- From Date – To Date (normally a 2 week period)

Final Review & Selection Announcement
- A final round of review will take place to choose ideas for future implementation.
- From Date – To Date (normally a 2 week period)

Implementation
- We will plan and allocate resources to the ideas that will be implemented.
- Quarter _____ Year _____

IdeaSMART | **UNITED STATES POSTAL SERVICE**

IdeaSMART Home

Submitting an idea to an active business challenge

Submitting an individual idea

FAQs (Frequently Asked Questions)

How to plan a business challenge

IdeaSMART in action

Contact us

USPS receives its best ideas from its own employees!

IdeaSMART: New employee idea program coming soon.

IdeaSmart is a cloud-based platform, used to engage employees in a collaborative process to improve Postal Service processes, services, etc. It is available to all employees from any electronic device (smartphone, computer, or tablet). Employees may participate in the following ways:

- **Business Challenges:** Submit ideas relevant to specific posted business challenges (sustainability, employee engagement, marketing, etc.). Employees are encouraged to share their ideas, as well as vote and comment on other employees' ideas.
- **Open Ideas Forum:** If you have an idea not related to an active business challenge, submit your individual idea to the most appropriate USPS organization found in the Open Ideas Forum.
- **Comment and Vote:** We encourage you to participate by voting and commenting on the ideas that are shared in the IdeaSMART application.

Submitted ideas must be clear, relevant and propose a solution.

Sign up for *Link mobile* to stay up to date on ideaSMART and other news.

IdeaSMART | UNITED STATES POSTAL SERVICE

- IdeaSMART Home
- Submitting an idea to an active business challenge
- Submitting an individual idea
- FAQs (Frequently Asked Questions)
- How to plan a business challenge
- IdeaSMART in action
- Contact us

IdeaSMART in Action

As part of a pilot program for IdeaSMART Safety sponsored a safety challenge soliciting ideas from human resources employees on methods to improve safety. As the result of an idea from employee Mike Kelley, Safety Specialist in the Lakeland CS District, the Safety Time Out was rolled out nationally.

Safety Time Out

It doesn't take much time to prevent an accident from happening.

- **Inspect** - your work area for potential hazards or unsafe conditions
- **Correct** - the hazard, whenever possible
- **Track** - the deficiency corrected
- **Report** - any deficiencies that cannot be fixed immediately using the PS 1776, *Report of Hazards, Unsafe Conditions or Practices* form. Submit form to your supervisor.

Become more aware of your surroundings and make the workplace safer for you and your fellow co-workers.

Safety Minute

Submitter: Mike Kelley, Safety Specialist, Lakeland CS District

Idea — Everyday at the same time in every office in the USPS there should be an announcement for everyone to focus on Safety Minute. This would then initiate a time for the employees to conduct routine housekeeping activities or for the supervisor to provide a short safety talk regarding weather, proper lifting or some other topic.

Implementation Action — This idea was rolled out nationally under the title Safety Time Out. Each day, at a designated time, employees will stop what they're doing to identify an unsafe condition, hazard or practice in their work area. Whatever can be fixed at that moment should be corrected - such as a blocked exit, housekeeping issues or 'pulling' rolling stock. Anything that will take a little more time to abate, should be recorded on a PS 1767 form, *Report of Hazard, Unsafe Condition or Practice* and turned into a supervisor. The supervisor will then follow-up to make arrangements for abatement of the hazard. This is a great way to get everyone involved and more aware of their surroundings. The hazards we correct today, are also the accidents we prevent tomorrow.

IdeaSMART | **UNITED STATES POSTAL SERVICE**

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- Contact us

IdeaSMART
Contact

- For U.S. Postal Service questions about IdeaSMART, please send an email to:

  ideasmart@usps.gov

- For IdeaSMART platform support, please contact the IdeaScale support team at the following website:

  http://support.ideascale.com

Submitting an Idea to an Active Business Challenge

1. If you are interested in participating in an active Business Challenge, click the *"Enter the Challenge"* button associated with the applicable Business Challenge.

2. Click the *"Submit New Idea"* button.

3. Enter the required information:
   a. Idea Title (*limited to 64 characters*)
   b. Description: Your interpretation of issue/problem (*limited to 1,000 characters*)
   c. Proposed Solution (*unlimited*)
   d. Answers to questions relevant to the specific Business Challenge

Submit Your Idea

0 Drafts ⌄

Please make sure you have read the entire Business Challenge description carefully. Your idea submissions should be clear, relevant and provide a detailed and feasible solution to this Business Challenge. We look forward to reviewing your ideas!

*Required fields

Are you submitting a Business Challenge response or an idea for our Open Idea Forums?* √ Completed: Required Field 1 of 8

Demo Business Challenge ⌄

Idea Title*

64 characters left in Idea Title field

Description*

1000 characters left in Description field

Attach an image or supporting document (Optional)

Browse File

Maximum upload size 25 MB

Submit idea on behalf of:

Enter name or email

Administrators are permitted to submit on behalf of another member.

Do you personally have experience using a collaborative platform (i.e., IdeaSMART, Facebook, Yammer, Sharepoint, Basecamp, dapulse, Unily)? : *

- ⌄

If you make the decision to sponsor a Business Challenge, what is the most important benefit you would expect to obtain from the experience? : *

- ⌄

Proposed Solution : *

4. Click the "*Submit*" button (found at the bottom of the idea submission page).

Submit   [save as draft]

Your idea submission will become part of the active Business Challenge. You and employees, at all levels of the organization, will be able to read idea submissions, comment, and vote on all submitted ideas and comments. Submitted ideas will be reviewed by Subject Matter Experts (SMEs) and will be moved through the Business Challenge Workflow. Ideas which successfully pass through all stages of the Business Challenge Workflow will be moved into the Greenlight! stage and implemented.

Submitting an Idea to an Open Ideas Forum

Open Ideas Forum:

1. If you are interested in submitting an idea which is not related to an active Business Challenge, click in the "Open Ideas Forum" organization which is most appropriate for your idea submission.

Open Ideas Forum

Browse current ideas in the Open Ideas Forum

Have an idea not related to an Active Business Challenge? Submit your idea to the most appropriate organization shown below!

Human Resources

PEOPLE, BEYOND HIRING -- We develop and support a diverse and highly skilled workforce to create a positive workplace to attract and retain a talented community. We deal with issues related to our employees such as hiring, compensation, benefits, training, performance management and retirement. Future Ready HR is an initiative to prepare our current Hum...

♀ 1

Finance

DOLLARS AND CHANGE, TIME IS MONEY -- We manage our money, capital investments and have oversight for budget, accounting, supply management, pricing, costing, and regulatory reporting. Additionally, we manage policy for time and attendance, relocation and our National Performance Assessment (NPA), which is the basis for our performance measurements.

♀ 0

Operations

WE DELIVER FOR YOU, CONTINUOUS IMPROVEMENT -- We lead the continuous improvement of the entire postal network operation and are responsible for Post Offices, delivery and retail operations, facilities and the mail processing network. Incorporating Lean Six Sigma principles drive operational efficiency and record-setting service achievements to meet custo...

♀ 1

General Counsel

PROTECTING THE BUSINESS -- The Law Department provides top-quality, in-house legal representation to all functional areas of the United States Postal Service. Performing very much like a large corporate law firm, the Law Department provides comprehensive legal support in a broad array of practice areas including, labor and employment law, commercial and ...

♀ 0

Information Security

WE DRIVE INNOVATION, IT'S ALL ABOUT THE DATA -- Technology is critical to everything the Postal Service does. As we turn more to a data driven approach we will continue to: Ensure our organization stays cyber safe and protect the information our customers and employees entrust to us; develop new processes and technologies that improve efficiency; levera...

♀ 0

Inspection Service

PROTECT, PREVENT, ENFORCE, PREPARE -- As the federal law enforcement, crime prevention and security arm of the Postal Service, our goal is to ensure confidence in the U.S. Mail. We work to assure that American businesses can safely dispatch funds, securities, and information through the U.S. Mail; that postal customers can entrust their correspondence to ...

♀ 0

Corporate Communications

Corporate Communications – Our Voice, Our Brand, Our USPS Communications Matter – We are responsible for all aspects of our internal and external communications — from newsletters and stand-up talks, to videos, photos and multi-media presentations. We oversee the Postal Service's internal websites and the public information portion of usps.com. We protect...

♀ 0

Government Relations, Sustainability and International Postal Affairs

REPRESENTING YOU -- We serve as the primary representative with Congress, the Executive Branch, and other government leaders and facilitate relationships with federal, state and local agencies, as well as represent the USPS in postal matters with foreign countries and international organizations. We have the lead role in enacting legislation that will m...

♀ 0

Marketing and Sales

PRIORITY YOU - We are responsible for all domestic and international products marketing, development, management, the Consumer Advocate organization, the Customer Care Centers and Stamp Services. Our Sales Team focuses on growing and retaining revenue and enhancing the customer experience. We are also responsible for the product development for all mail ...

♀ 0

2. Click the "*Submit New Idea*" button

3. Enter the required information:
   a. Idea Title (*limited to 64 characters*)
   b. Description: your interpretation of issue/problem and proposed solution (*limited to 1,000 characters*)
   c. Proposed Solution (*unlimited*)

4. Click the "*Submit*" button (found at the bottom of the idea submission page)

███████████ [save as draft]

You and employees, at all levels of the organization, will be able to read idea submissions, comment, and vote on all submitted ideas and comments. Submitted ideas will be reviewed by Subject Matter Experts (SMEs) and will be moved through the Business Challenge Workflow. Ideas which successfully pass through all stages of the Business Challenge Workflow will be moved into the Greenlight! stage and implemented.

Frequently Asked Questions

What is IdeaSMART?
IdeaSMART is an online platform designed to encourage, develop, and assess new ideas to improve the U.S. Postal Service's operations, products, and services.

Who can access IdeaSMART?
The IdeaSMART platform is accessible to all U.S. Postal Service employees.

How do I access IdeaSMART?
You are able to access the IdeaSMART platform from your home or work computer, your smartphone, or tablet, by
- Clicking on the IdeaSMART link on the *LiteBlue®* IdeaSMART webpage or entering the following URL in your web browser: https://ideasmart.ideascalegov.com
- Registering on the IdeaSMART platform

How do I register on the IdeaSMART platform?
Once you have accessed the IdeaSMART platform, you will be prompted to:
- Read, understand, and agree to the IdeaSMART Terms of Use
- Complete all required (*) fields

How can I participate in the IdeaSMART Community?
By registering with IdeaSMART, you can:
- Share a new idea in response to a posted Business Challenge
- Submit an individual idea through the "Open Ideas Forum"
- Comment on other ideas, or respond to comments on your own ideas
- Vote on the ideas you think are worth pursuing and developing

What kind of ideas are you looking for?
In short, we want any ideas you can think of which will improve the Postal Service. Even if your idea is completely new or outside the box, we want to hear it! Sometimes the best ideas can be sparked by a kernel or tangent from an "out-of-the box" idea.

Who can share an idea?
- Active Business Challenges
  - Most business challenges will be available for all employee participation. However, on occasion, there will be business challenges posted which will be available only to a unique employee group, due to their area of expertise.
- Open Ideas Forum
  - All employees will be able to submit an idea to the most appropriate organization via the "Open Ideas Forum."

Are there any types of ideas to avoid sharing?
Please avoid ideas that are not intended to improve the U.S. Postal Service.

What kinds of comments are you looking for?

Comments build upon and help develop initial ideas. While ideas can be the genesis of a project, helpful comments are necessary to make good ideas even better. Comments should be on topic, relevant to the analysis, and development of submitted ideas.

Please refrain from any profanity, abusive language, or personal attacks. Even comments that express disagreement should remain respectful and inclusive of all participants.

What happens to my idea after I share my idea?

After you share your idea, it will be posted to the IdeaSMART platform.

Once your idea is posted, fellow employees will have the opportunity to comment on your idea, providing insights, suggestions, and feedback. Employees may also vote on your idea; those ideas with higher vote totals will attract more notice. Applicable Subject Matter Expert (SME) teams will review submissions. Promising ideas will be moved through the applicable workflow for further consideration.

Am I able to edit my idea after I share my idea?

No, you will be unable to edit your original idea. However, you may comment on your own idea in the event you want to revise or add information.

How can I help my idea move forward?

Although the SME teams will be reviewing ideas independently, and working to develop as many ideas as possible, your idea has a better chance of standing out if it attracts significant support from fellow employees and sponsors. Invite your co-workers to vote and comment on your idea, and to share ideas of their own!

You may also help develop your idea by providing as much detail as possible. You are able to upload files to help augment your idea; perhaps, a mock marketing flyer or a quick pricing model would help bring your idea to life.

What is the deadline for sharing ideas?

- Active Business Challenges
  - Each Business Challenge will publish their specific information and deadline for submitting ideas.
- Open Idea Forums
  - There are no deadlines for ideas submitted through the "Open Ideas Forum."

Can I share a private idea?

No. The Postal Service believes in transparency and the innovation that is spurred through collaboration, which is why you are encouraged to share your idea publicly through IdeaSMART.

Can I share my idea offline?

You may always share your suggestions for improving the U.S. Postal Service directly to your supervisor. However, if you share your ideas through IdeaSMART, they will be available for review and discussion with all participating employees.

Do I need to obtain my manager's approval to participate in IdeaSMART activities and are we allowed to participate while "on the clock?"

Employees are able to participate in all available IdeaSMART activities on their own time, via their personal computers, smartphones, tablets, etc. Regarding accessing the IdeaSMART platform while "on the clock," this is a decision to be made by each individual employee's management.

How long will it take for my idea to be implemented?
- Active Business Challenges
  - Each Business Challenge will publish their specific information relative to the planned dates for ideas which have been selected for implementation
- Open Idea Forums
  - Implementation of ideas submitted through the "Open Ideas Forum" will be contingent on the value they provide to the Postal Service, the complexity of the idea process, and the resources required from implementation.

What if I want to participate, but don't have an idea to share?
We encourage you to participate by voting and commenting on the ideas that are submitted on the IdeaSMART platform.

What do you do with my email address?
You must provide your email address if you want to receive communication through the IdeaSMART platform. Your email address will never be sold, shared, or published outside the U.S. Postal Service. You are able to manage the messages you receive by visiting your notification settings page.

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Who do I contact if I have a question?
Click the HELP button at the top of the IdeaSMART platform and then the Contact button to obtain assistance as follows:
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UNITED STATES
POSTAL SERVICE

October 12, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number
7016 1370 0002 3014 7011

Dear Brian:

The Postal Service proposes revisions to Employee and Labor Relations Manual (ELM), Section 354, *Assignment of Unassigned Employees*.

The purpose of the revisions is to clarify procedures to be followed during a reduction in force (RIF) for non-bargaining unit employees. In addition, the notification period for RIF notices to impacted employees was changed from 30 to 60 days before the RIF effective date.

Pursuant to Title 39, U.S. Code, Section 1004(d) we have enclosed two copies of the proposed ELM, Section 354 final draft, one with and one without revisions identified.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

354 Assignment of Unassigned Employees

354.1 Policy

354.11 Bargaining Employees

Assignment of excess bargaining employees must be in accordance with the applicable provisions of the appropriate collective bargaining agreement.

354.12 Non-bargaining Employees

Assignment of unassigned career non-bargaining employees must be in accordance with the procedures described in 354.2 and 354.3, as appropriate. Postal policy provides equal opportunities for all employees without discrimination because of race, color, religion, sex, national origin, disability, or age. In exercising the various managerial options described in these procedures, managers are responsible for ensuring and documenting, where appropriate, that no discriminatory impact results from discussions or personnel actions implementing these procedures.

354.2 Assignment of Non-bargaining Unit Employees Due to a Potential or Actual Reduction in Force

> The Postal Service may at itshas the option to apply to any individual organizational change, none, or one, or more of the following provisions that are not required by reduction in force (RIF) statutes and Office of Personnel Management RIF regulations applicable to the Postal Service.

354.21 General

354.211 Definition of Reduction in Force

A reduction in force (RIF) is the administrative process through which the Postal Service eliminates positions and accounts for the employees who formerly occupied those positionsis a uniform and systematic way of making organizational changes resulting in the release of an employee from his or her competitive level as defined in 354.217a. A RIF action occurs in the Postal Service when an employee is released from his or her competitive level by separation, demotion, or a reassignment requiring displacement. Release from a competitive level must be caused by the following:

- eElimination or significant modification of existing work,
- cCreation of new work,
- rReorganization,
- tTransfer of function,
- aAn individual's exercise of reemployment or restoration rights,
- or a rReclassification of an employee's position based on the erosion of duties that will take effect after a RIF has been formally announced in the employee's competitive area (i.e., the area in which the employee competes for retention during a RIF) (see 354.217b), orand when a the RIF takes will take effect within 180 days.

Note: With the exception identified above concerning the reclassification of an employee's position, a change to lower grade based on the reclassification of an employee's position due to a change in classification standards or a correction of a classification error is not a RIF.

354.212 Legal Basis for Reduction in Force

Laws governing RIF are found in Title 5, United States Code (U.S.C.), Sections 3501–3503. These laws are implemented in the federal government through regulations issued by the U.S. Office of Personnel Management (OPM) (Title 5, *Code of Federal Regulations* (C.F.R.), 351). In the Postal Service, these laws apply only to preference eligible employees (individuals entitled to veterans' preference status during a RIF). The legislative provisions making these laws and regulations applicable to preference-eligible employees in the Postal Service are found in Title 39, U.S.C. Section 1005 (a)(2).

354.213 Management and Human Resources Responsibilitiesy

Management ~~must~~ plans ~~the work~~ and organizes the workforce based on the strategic direction of the ~~to accomplish~~ Postal Service. ~~objectives.~~ ~~This~~ That responsibility includes determining the type, number, and location of positions that are to be filled, abolished, or vacated (see ELM 156). When changes are anticipated as a result of this responsibility, management determines whether a RIF is necessary and when such action will occur.

Human Resources~~The managers of Human Resources at the district and area levels and the manager of Corporate Personnel Management for Headquarters and Headquarters–related units are designated as placement administrators. A placement administrator~~ is responsible for coordinating ~~all~~ RIF avoidance strategies to exhaust all means of ~~or minimization strategies and~~ placement ~~activities~~ for a specific competitive area undergoing a RIF. This responsibility includes advising ~~close coordination with the manager of Selection, Evaluation, and Recognition, competitive area~~ and assisting management, in designing a RIF strategy, and implementing management's RIF-related decisions. ~~They~~Human Resources works with all stakeholders and responsible managers to coordinate the process associated with a reinstatement list for preference-eligible employees (see 354.27). ~~and other human resources personnel in other competitive areas. The placement administrator is also responsible for coordinating the activities associated with a reinstatement list (see 354.27). A placement administrator who has direct responsibility over the competitive area in which employees have been separated due to a RIF and who have requested consideration for future reinstatement to the Postal Service is considered the primary placement administrator.~~

354.214 Coverage of Reduction in Force Procedures

~~These~~ RIF procedures apply to the assignment or separation of career ~~career~~ non-bargaining employees who occupy positions that have the potential of being impacted by, or will be directly affected by, a RIF.

These procedures apply to non-career, non-bargaining employees serving in an indefinite appointment period only to the extent necessary to terminate their employment, or to avoid (or minimize) the impact of a RIF on career non-bargaining employees.~~only to the extent necessary to terminate their employment to avoid (or minimize) the impact of a RIF on career nonbargaining employees.~~

Exclusion: Bargaining employees are excluded from these procedures. The assignment or separation of excess bargaining employees is in accordance with the applicable collective bargaining agreement and applicable statutes.

354.215 Veterans' Preference Status

Entitlement to veterans' preference ~~for RIF purposes~~ is based on the Veterans' Preference Act of 1944, as amended, and is codified in various provisions of Title 5, U.S.C. ~~Detailed instructions for adjudicating veterans' preference claims are contained in chapter 7 of the Guide to Processing Personnel Actions, an operating manual issued by OPM.~~ Employees who are eligible for veterans' preference for purposes of initial appointment are also eligible for veterans' preference for RIF, except for employees who are retired members of the uniformed services. Employees who retired from the military must meet one of several special conditions before they can be granted veterans' preference for RIF purposes. The conditions differ and depend on whether the employees retired below, at, or above the rank of major. ~~Exhibit 354.215a shows the conditions that must be met by retired members of the uniformed services before veterans' preference for RIF is granted. Exhibit 354.215b shows the pay grades and titles (ranks) of officers of the uniformed services as defined by 5 U.S.C. 2101.~~

~~Exhibit 354.215a~~

~~**Veterans' Preference for Retired Military**~~

~~Retiree *below rank of major* must meet one of the following conditions:~~	~~Retiree *at or above rank of major* must meet one of the following conditions:~~
~~Be retired based on war or combat–incurred disability.~~	~~Be retired based on war or combat–incurred disability.~~

Be retired based on less than 20 years of active duty. Have continuous federal employment since November 30, 1964, without a break in service of more than 30 days.	Be retired based on less than 20 years of active duty. Have continuous federal employment since November 30, 1964, without a break in service of more than 30 days. Be a disabled veteran eligible for retired pay under 10 U.S.C. 67.

Exhibit 354.215b

Officer Personnel by Pay Grades and Titles (Ranks)

Pay Grade	Army, Air Force, and Marine Corps	Navy, Coast Guard, and NOAA	Public Health Service (PHS)
Below Major:			
W–1	Warrant officer	Warrant officer	-
W–2	Chief warrant officer	Chief warrant officer	-
W–3	Chief warrant officer	Chief warrant officer	-
W–4	Chief warrant officer	Chief warrant officer	-
O–1	Second lieutenant	Ensign	Junior assistant
O–2	First lieutenant	Lieutenant (jg)	Assistant grade
O–3	Captain	Lieutenant	Senior assistant grade
Major and Above:			
O–4	Major	Lieutenant commander	Full grade
O–5	Lieutenant colonel	Commander	Senior grade
O–6	Colonel	Captain	Director grade
O–7	Brigadier general	Rear admiral (lower half) or commodore	Assistant surgeon general
O–8	Major general	Rear admiral (upper half)	Assistant surgeon general
O–9	Lieutenant general	Vice admiral	**(Note:** PHS does not use O–9 or O–10)
O–10	General	Admiral	

354.216 Veterans' Preference Entitlement

Veterans' preference eligible employees are entitled to the following:

a. *Higher Retention Standing.* A preference eligible employee is entitled to a higher retention standing (seniority) on a retention register (see 354.217c) than a non-preference eligible employee during a RIF.

b. *Assignment Rights.* ~~A preference eligible employee in tenure group I or II with a current merit performance rating of *Met Expectations* or higher, who is released from his or her competitive level during a RIF, may displace another employee with a lower retention standing under certain circumstances. The assignment of a preference eligible employee to a position with an appropriate representative rate (see 354.217g) held by an employee with lower retention standing can occur either through bumping or retreating.~~

   1. *Bumping.* A preference eligible employee may replace an employee in the same competitive area who has a lower retention standing and occupies a position that is no more than three grade levels (or appropriate grade interval or equivalent) lower than the position from which the preference eligible employee is released.

   2. *Retreating.* A preference eligible employee may replace an employee in the same competitive area, tenure group, and veterans' preference subgroup who has a lower retention standing, ~~and~~ occupies ~~a~~ the same position, or one not ~~to a~~ identical ~~to a~~ position previously held by the preference eligible employee, that is no more than three grade levels (or appropriate grade interval or equivalent) lower than the position from which the preference eligible employee is released. A preference eligible employee with a compensable service–connected disability of 30 percent or more can retreat to a position that is up to five grade levels (or appropriate grade interval or equivalent) lower than the position from which he or she is released.

   The employee's last merit performance rating of record before separation was better than a non-contributor for RIF purposes or its equivalent under paragraphs (1) or (2) of this subsection.

   ~~2.~~   ~~-~~

c. *Appeal Rights.* A preference eligible employee may file an appeal with the Merit Systems Protection Board (MSPB) under the provisions of 5 CFR 351.901. For additional information, please refer to the Merit Systems Protection Board's website, www.mspb.gov.
   ~~c.~~

~~354.217 Definitions and Explanations~~

~~Definitions and explanations relevant to RIF procedures are as follows:~~

a. ~~*Competitive level* – one or more positions in a competitive area that are:~~

   1. ~~In the same rate schedule code (e.g., EAS and PCES) and grade level.~~

   2. ~~In the same job classification series and leadership code (i.e., type of contribution made to the organization as an executive, mid–level manager, initial–level supervisor, or individual contributor).~~

   3. ~~Similar enough in duties, qualification standards (knowledge, skills, and abilities), and working conditions so that the incumbent of one position can successfully perform the critical elements of any other position in the level upon assignment to it, without any loss of productivity during a 90–day orientation period beyond that normally expected of a new employee who is otherwise qualified.~~

b. ~~*Competitive areas* – organizational units that have separate management authority and geographical boundaries under which employees compete during a RIF. As an example, the Center for Employee Development in Norman, Oklahoma, is a Headquarters–related field unit; however, it is a separate competitive area because it has its own management authority and geographical boundary. Generally, a competitive area should be in effect for at least 90 days before the effective date of a RIF. The manager of Selection, Evaluation, and Recognition publishes a list of competitive areas in the *Postal Bulletin* at least annually.~~

c. ~~*Retention register* – a list of employees by competitive level ranked in descending order based on their retention standing within a specific competitive area. The retention standing for each~~

competing employee is based on his or her tenure group, veterans' preference subgroup, and RIF service date. Employees are listed on the retention register in the following order:

1. By tenure group I, group II, and group III (see 354.217d).
2. Within each tenure group, by veterans' preference subgroup AD, subgroup A, or subgroup B (see 354.217e).
3. Within each veterans' preference subgroup, by RIF service date (see 354.217f).

d. *Tenure groups* — the groups into which employees are separated for retention standing purposes during a RIF, based on their employment status. There are three tenure groups:

1. *Tenure group I* — career employees who have completed their probationary period.
2. *Tenure group II* — career employees who are serving their probationary period and who will not complete it before the RIF effective date.
3. *Tenure group III* — noncareer employees serving under indefinite appointments, temporary appointments pending establishment of a register, status quo appointments, term appointments, and any other nonstatus nontemporary appointments that meet the definition of provisional appointments contained in 5 CFR 316.401 and 316.403.

e. *Veterans' preference subgroups* — the subgroups into which employees are placed based on veterans' preference entitlement. The three preference eligible subgroups are defined as:

1. *Subgroup AD* — employees entitled to veterans' preference based on a compensable service-connected disability of 30 percent or more.
2. *Subgroup A* — all other preference eligible employees not included in subgroup AD.
3. *Subgroup B* — employees who are not preference eligibles.

f. *RIF service date* — the date used in conjunction with the tenure group (see 354.217d) and preference eligible subgroup (see 354.217e) to determine an employee's retention standing on a retention register (see 354.217c) during a RIF. The RIF service date is derived by subtracting the additional years of service credit based on performance ratings from the employee's leave computation date.

1. *Leave computation date* — a date based on total creditable service — generally including all creditable Postal Service, federal civilian service, and active military service (see 512.2). For an employee who is a retired member of the uniformed services (see 354.215), the leave computation date is adjusted by the amount of service credit based on the rank at which an employee retires and the circumstances of the retirement. The specific methodology used to calculate the leave computation date is provided in Exhibit 210d of Handbook EL–301, *Guidelines for Processing Personnel Actions*.

2. *Performance ratings* — the three most recent merit performance ratings of record received during the 4–year period before the issuance date of the specific RIF notices. Based on these performance ratings, nonbargaining employees are entitled to additional service credit towards their RIF service date, as follows:

    a. Merit performance ratings are used as follows:

       i. If an employee has received three merit performance ratings of record during the period, the values of the ratings are added together and divided by three (rounded in the case of a fraction to the next higher whole number) to determine the amount of additional service credit.

       ii. If an employee has received at least one but fewer than three merit performance ratings of record, the employee receives additional service credit for performance based on the amount derived when the values of the ratings received are added together and divided by the number of ratings actually received (rounded in the case of a fraction to the next higher whole number).

       iii. If an employee has received no merit performance ratings of record, the employee receives additional service credit for performance based on the modal rating. The modal rating is determined based on the most

prevalent merit performance rating received postal-wide during the most recent performance evaluation period.

b. Values are assigned to each merit performance rating of record (or the modal rating) as follows:

i. 20 additional years of service are credited for an adjective rating of Exceptional Contributor (EC).

ii. 16 additional years of service are credited for an adjective rating of High Contributor (HC).

iii. 12 additional years of service are credited for an adjective rating of Contributor (C), Not Rated (NR), or No Score (NS).

iv. No additional years of service are credited for an adjective rating of Non-Contributor (NC) or Excluded (EX).

g. Representative rate — the hourly pay rate of a position that is used to determine a preference eligible employee's assignment rights during a RIF. The representative rate is calculated by dividing the annual base salary for a position by 2,087 hours (number of hours in a government year). The annual base salaries used to derive the representative rates for career nonbargaining positions are based on the 25th percentile of annual base salary range for each grade level in the EAS, Structured Management Development (SMD) Schedule, A–E Postmaster (EPM) Schedule, and the Attorney Pay Schedule (APS). Level 01 positions under the PCES are subject to a market maximum that is used to cap salaries for each position. The market maximum is used to calculate the appropriate representative rate for PCES–01 positions. PCES–02 positions (corporate officers) are not covered by the RIF procedures.

354.22 Processing Requests for Organizational Change

354.221 Evaluating the Need for Change

Requests to change a Headquarters or field organizational structure are initiated by the business function by functional organization management with approval of the functional organization vice president. An organizational change is made to meet one or more of the following objectives:

a. Change in mission.

b. Change in nature of work.

c. Duplication of jobs, functions, or responsibilities within or between organizational structures.

d. Ensure the relevance and consistency of organizational structures and staffing.

Such requests are processed as follows:

Human Resources, in consultation with the business function The manager of Organizational Design and Management reviews and evaluates evaluates plan requirements;the specific needs for change andwith the functional organization vice president withto provide possible solutions (see ELM Section 140, Organizational Change Analysis for more details).

determines the appropriate categories, numbers, and grade levels of positions; and, if appropriate, develops job descriptions to support new positions and establishes reporting relationships for positions within the competitive areas impacted by the proposed change.

a. The manager of Selection, Evaluation, and RecognitionHuman Resources evaluates how the proposed changes will affect specific competitive areas and determines whether a RIF may be necessary. If the potential for a a-RIF potential exists, the manager of Selection, Evaluation, and RecognitionHuman Resources provides functional organizationthe business function management with a preliminary placement plan that, if possible, that outlines the strategies to minimize or avoid the need for a RIF.

354.222 Implementing the Change

Following completion of the evaluation process and final approval, Human Resources takes ~~by functional organization management of any revisions to the initial organizational change request and the placement plan,~~ the following actions:~~ are taken:~~

a. ~~The manager of Organizational Design and Management notifies the functional organization vice president and the competitive area management~~Notifies the business function of the new or modified structure and staffing changes to be implemented.

b. ~~The manager of Selection, Evaluation, and Recognition d~~Develops qualification standards (knowledge, skills, and abilities) for any new positions and assigns the positions to the appropriate competitive levels. If placement of competitive area employees into the new organization based on competitive levels and qualification standards does not result in a potential RIF situation, the ~~functional organization~~ vice president and competitive area management are advised to proceed to fill any vacant positions under the normal EAS selection procedures.

~~b.~~ If the organizational change does result in a potential RIF, ~~the manager of Selection, Evaluation, and Recognition~~Human Resources is responsible for coordinating RIF avoidance or minimization strategies, conducting the RIF process, and, if necessary, coordinating with competitive area management other placement opportunities that may be available.

354.23 Minimization Strategies for ~~Implementing~~ RIF Avoidance ~~or Minimization Strategies~~

To minimize or avoid the impact of a RIF, ~~the manager of Selection, Evaluation, and Recognition~~Human Resources, in coordination with the business ~~functional organization vice president and competitive area management,~~ may implement some or all of the following actions:~~, either in the competitive area proposed to undergo the RIF or in additional specified competitive areas:~~

a. Freeze hiring and promotion actions.

b. Separate contract employees, temporary employees, and reemployed annuitants.

c. Reassign employees ~~out of a competitive area for which a RIF may be required~~:

- ~~T~~to vacant positions in the same competitive area or other competitive areas.
- ~~and into vacant positions in competitive areas where a RIF is not being contemplated. Reassignments may be made t~~To positions within or outside the commuting area and may be voluntary (e.g., where an employee has responded to a vacancy announcement) or directed by management.
- ~~c.~~ Note: ~~Such aRea~~ssignments are not subject to RIF procedures ~~as long as~~when preference ~~eligible~~ employees are ~~not~~ involuntarily placed into same level~~lower grade~~ positions.

d. Cancel all detail and temporary promotion PS Forms 50, *Notification of Personnel Action.*

e. Terminate probationary employees.

f. Approve employee requests to voluntarily change to vacant positions at lower grades within the competitive area, including bargaining positions.

g. Provide voluntary resignation incentives.

h. Obtain approval from OPM to offer a voluntary early retirement option.

i. Provide voluntary early retirement incentives.

j. When circumstances warrant, implement other RIF avoidance measures, provided such measures are in compliance with regulations and, if appropriate, the applicable collective bargaining agreements.

354.24 Providing Initial Notification and Making Preliminary Placements

354.241 Notifying Employees of a Potential RIF

If ~~a~~ the potential for a RIF ~~situation~~ exists, management at the competitive area must meet with employees to advise them of the situation, either individually or in groups. This meeting occurs after approval is received from ~~Organizational Design and Management and Selection, Evaluation, and~~

RecognitionHuman Resources, but before issuance of the generalspecific RIF notice. The information provided to employees includes, if applicable:

a. A description of the new organization, including the job title and number of any new positions added, their grade levels, and reporting relationships.

b. The number of positions by title and grade level in the organization being abolished.

c. The position titles, grade levels, or organizational function that will be directly impacted by the RIF.

d. The options available to potentially impacted employees, including any RIF avoidance or minimization strategies that will be used (see 354.23).

354.242 Establishing Employee QualificationJob Profiles

Employees who may be impacted by a RIF must update and maintainprovide updated pages 1 and 2 of PS Form 991, *Application for Promotion or Assignment,* to establishmaintain and update their employee profile their qualifications to apply for any available vacant positions. that remain in the new organization at the same grade level.

354.243 Making Preliminary Placements

Management at a competitive area, in coordination with the manager of Selection, Evaluation, and Recognition, matches employees to positions, including any vacant positions at the same grade levels, if any, in the new organization, based on employee qualifications and position requirements.

354.25 Implementing RIF Procedures

354.251 Issuing General RIF Notices

A RIF situation exists if a preference eligible employee in the competitive area undergoing a potential RIF is matched to a lower-grade position or is unplaced following the preliminary placement procedures in 354.23. The manager of Selection, Evaluation, and Recognition issues a general RIF notice to all employees within the competitive area. The general RIF notice advises employees that a RIF exists within their competitive area and provides the following information:

a. The business reasons for the RIF.

b. The position titles, grade levels, and organizational functions that will be directly impacted by the RIF.

c. The RIF effective date is established no less than 60 days after anticipated receipt of specific RIF notices. Generally, the RIF effective date is established at the close of business on the last Friday of a pay period.

354.2512 Issuing Specific RIF Notices

The manager of Selection, Evaluation, and Recognition Human Resources issues specific RIF notices to all impacted employees within the competitive area no less than 630 days before the RIF effective dateafter the issuance of the general RIF notice. Each specific RIF notice either advises an employee that he or she has been placed in the new organization, giving the position title, grade level, occupational code, and duty station location, or that he or she did not receive a placement offer and will be separated from the Postal Service. The specific RIF notice also contains the following:

a. Information used to determine an employee's assignment rights in the RIF, including the competitive area, competitive level, tenure group, veterans' preference subgroup, RIF service date, and the four most recent merit performance ratings of record.

b. ANotification of how to obtain a copy of OPM's RIF regulations at 5 C.F.R. part 351

c. Information concerning saved grade and saved salary under the provisions of 415.1.

b. statement that all employees are entitled to review the OPM retention regulations (5 CFR 351) at their personnel services office.

c. If the employee is a preference eligible, a copy of the MSPB regulations (5 CFR 1201) and appeal form.

———PS Form 999, *Application for Reinstatement List* if the employee is a preference eligible and did not receive a placement offer and was notified that he or she would be separated from the Postal Service.

a.   Information concerning saved grade and saved salary under the provisions of 415.1.

d.

d.   If the employee did not receive a placement offer and was notified that he or she would be separated from the Postal Service:

1.   A Postal Service document titled *Explanation of Compensation Programs* that would be sent with the letter of notification.

2.   PS Form 999, *Application for Reinstatement List*.

e.   If the employee is a preference- eligible who isand was separated or changed to a lower grade level as a result of the RIF, information about his or her right, if any, to appeal to the Merit Systems Protection Board .

e.   information concerning Veterans' Preference Saved Grade NTE and Veterans' Preference Retained Salary under the provisions of 415.12.

f.   **354.2523 Placing Unplaced or Displaced Employees**

Procedures for placing employees before the RIF effective date are as follows:

a.   Preference eligible employees who are not placed based on their RIF rights and non-preference eligible employees who are considered for any appropriate and available vacant positions remaining in their competitive area as follows:

1.   Following the issuance of the specific RIF notice, Human Resourcesthe manager of Selection, Evaluation, and Recognition provides the placement administratorbusiness function with a list of employees not placed during the specific RIF action (see 354.252354.251), and a list of vacant positions within the competitive area undergoing the RIF, if any. In the case of closure of an entire competitive area, all positions are abolished and no placement opportunities remain within the competitive area.

2.   The business function may place the remaining impacted employees into vacant positions as RIF assignments based on RIF retention standing. This process is strictly optional.

3.   If the business function elects to place remaining impacted employees into vacant positions as a RIF assignment, it must return the entire placement file to Human Resources, If it chooses not to place remaining impacted employees, it must notify Human Resources in writing.

2.   Any vacant positions that exist in the competitive area are used as placement opportunities during a 2-week period beginning with the date of receipt of the lists. During this 2-week period, qualified employees are matched to these vacant positions. If warranted by the number of vacant positions and individuals impacted by the RIF, the placement administrator, with the help of a committee, if desired, may review PS Forms 991 and establish employee referral lists of individuals who meet the basic qualifications for available vacancies. If not, directed reassignments may be made. PS Forms 50 for these selections bear the same effective date as the RIF effective date.

3.   Selecting officials must return the entire placement file to the placement administrator, including the referral list and PS Forms 991, with a written list of selected employees in rank order, within 1 week. Selecting officials should list more than one acceptable selection for each vacancy, if possible.

b.   Career bargaining employees displaced in order to afford a preference eligible his or her RIF assignment rights are reassigned in accordance with the applicable collective bargaining agreement.

354.2534 Advising Employees of Options

~~During the week b~~Before the RIF effective date Human Resources ~~of the RIF, the placement administrator~~ meets~~,~~ individually, or in groups, with employees who remain unplaced to . ~~The administrator~~ discuss~~es~~ in detail the following options: ~~with the employees:~~

a. *Non-pay, Non-duty Status.* Employees who do not expect to be placed by the RIF effective date may request to be placed in a 30–day non-pay, non-duty status, an extension to the RIF effective date. The placement administrator must receive this request before the RIF effective date. During the 30–day extension, employees may continue to seek a position with the Postal Service based on the conditions specified in 354.26.

~~b. *Compensation Alternatives.* Generally, information provided about compensation alternatives that may be available to employees upon separation should include:~~

~~1.~~ An overview of the compensation programs available to employees who will be separated ~~employees~~ can be found on the Organizational Change/RIF FAQs on the Organizational Changes website. ~~and answers to any questions employees may have concerning the information previously provided in the Explanation of Compensation Programs attached to the specific RIF notice.~~

~~2. Assistance in identifying and completing the forms necessary to apply for any compensation to which individuals may be entitled.~~

~~3. A reminder for those individuals who have not indicated an interest in being reinstated that they are eligible to apply for placement on the reinstatement list (see 354.27).~~

b.

354.25~~45~~ Separating Remaining Employees

Employees who decline or fail to request a 30–day extension in a non-pay, non-duty status by the RIF effective date are separated on that date.

354.26 Making Post–RIF Employee Placements

Employees placed on a 30–day extension in a nonpay, nonduty status have the following options:

    a. *Noncompetitive Consideration.* Employees may apply noncompetitively for any vacancy at or below their current grade within the commuting area. Employees assigned to a lower grade position are entitled to grade and salary treatment in accordance with 415.4.

    b. *Voluntary Bargaining Position Placement.* If employees meet the qualifications for vacant bargaining positions, they may volunteer for placement into these vacancies subject to the approval of the manager where the vacancy exists. Seniority and pay provisions governing such placements are in accordance with the applicable collective bargaining agreement.

354.27 Establishing a Reinstatement List

354.271 Providing Priority Consideration to Employees

A reinstatement list (RL) identifies career preference-eligible employees who are eligible for priority consideration for reinstatement to the Postal Service because they have been separated as a result of a reduction-in-force (RIF).

An RL is established the day after the RIF effective date if one or more employees have been found eligible for placement on the RL. The RL remains in effect for two years following its establishment or until no eligible employees remain on the RL, whichever is earlier.

Note: Acceptance of an employee's *Application for Reinstatement List,* and placement on the RL does not guarantee the employee's reinstatement to the Postal Service.

354.272 Determining Employee Eligibility

A career employee is eligible to be placed on an RL if all conditions listed below occur:

    a. The employee is preference eligible for RIF purposes, as defined in section 354.215.

    b. The employee received a specific RIF notice indicating that he or she will be separated from the Postal Service, and that notice has not been canceled or rescinded. An employee who retires on or before the RIF effective date is eligible for placement on the RL, provided he or she meets all other eligibility requirements.

    c. The employee does not refuse an offer of a position under 5 C.F.R. part 351, subpart G, with the same type of work schedule and with a representative rate at least as high as that of the position from which the employee was or will be separated.

    d. The employee's last merit performance rating of record before separation was better than a non-contributor for RIF purposes or its equivalent.

    e. The employee submits an Application for Reinstatement List no later than the RIF effective date.

    f. The employee is at least *minimally qualified* for one or more of the positions identified on the Application for Reinstatement List.

354.273 Considering Employees on a Reinstatement List

Provisions for reinstatement list consideration are as follows:

    a. Eligible RL applicants are provided initial consideration before external advertisement of a vacant position within their competitive area and all other competitive areas within commuting distance not undergoing an organizational change/RIF action. Consideration is limited to those applicants who are at least *minimally qualified* for the vacant position.

        Note: A vacant position does not include positions that are filled through other special programs, such as the restoration of individuals who served in the uniformed

services and the reemployment or reassignment of employees injured on duty who recover within one year.

    b.   Human Resources maintains the RL and checks the list before publishing external job postings.

    c.   Positions identified by eligible RL applicants on their Application for Reinstatement List form for which they are at least *minimally qualified* must be:

        (1) Authorized positions.

        (2) At the same or lower grade level (or representative rate) as the position held before separation due to a RIF action.

    d.   If an otherwise eligible RL applicant is found to be at least minimally qualified for a position identified on his or her Application for Reinstatement List , he or she must be offered the position before external applicants are considered.

354.274 Removing Employees From a Reinstatement List

An employee's name is removed from the RL in the following situations:

    a.   The employee accepts a career appointment with the Postal Service or another federal agency;

    b.   The employee voluntarily requests, in writing to Human Resources, to have his or her name removed from the RL;

    c.   The employee fails to provide Human Resources with any changes in his or her address or telephone number, thereby preventing Human Resources from contacting the employee about potential employment opportunities; or

    d.   Human Resources tries to contact the employee about a position with a representative rate at least as high as the representative rate of the position from which the employee was separated, and the employee declines the position, fails to respond or fails to appear for an interview without having taken reasonable steps to reschedule the interview.

For additional information or to learn more about RIF under OPM's regulations refer to OPM's website; links available via USPS Org Change Webpage https://liteblue.usps.gov/humanresources/organizationalchanges/oc_home.shtml.

354.3 Actions for Nonbargaining Employees in Connection With the Discontinuance, Consolidation, and Restaffing of Post Offices

354.31 Background

Statutory and regulatory requirements mandate consideration of the effects of closing or consolidating a Post Office on Postal Service employees in that office, and making a public record and analysis concerning the effects on these employees.

354.32 Definition of Terms

District manager refers to the manager who is proposing the discontinuance or restaffing of a Post Office within his or her district.

Discontinuance of a Post Office includes the consolidation of the Post Office (i.e., the replacement of a Post Office with a Community Post Office) or the discontinuance of a Post Office without establishing another facility to replace it.

Restaffing of a Post Office occurs when the staffing of a Post Office with currently assigned career nonbargaining employees is changed following a change to its competitive area.

354.33 Planning Considerations

The dual objectives of minimizing the impact on individual employees and maximizing the economies to be affected by consolidating, discontinuing, or restaffing Post Offices can best be achieved through careful planning and judicious placement of impacted employees. Management keeps employees informed at each step of the process and identifies positions appropriate for reassignment and for which employees are willing to accept reassignment voluntarily.

354.34 Postmaster and Supervisors

354.341 Postmasters

When the district manager proposes to recommend the discontinuance or restaffing of a Post Office where there is an incumbent postmaster, each of the following alternatives, as applicable and appropriate, are discussed with the incumbent postmaster, and the district manager prepares a memorandum stating which alternative is recommended: The alternatives listed below are available. In considering them, and determining whether an employee can perform the essential functions of an alternative position, it may be necessary to consider the requirements of Handbook EL-307, *Reasonable Accommodation, An Interactive Process,* depending upon the circumstances in each case.

a. *Reassignment to Another Postmaster Vacancy.* The district manager may recommend that the established procedures for the selection of postmasters be waived and that the postmaster be reassigned to an existing postmaster vacancy located within the same district. The district manager includes in the memorandum a statement that the postmaster meets the requirements and qualifications of the vacant postmaster position to which reassignment is recommended and can satisfactorily perform the duties of that position. A signed statement from the postmaster that the reassignment recommended by the district manager, if approved, will be accepted, must also be obtained for the record.

b. *Unavailable Postmaster Vacancy.* In the event there is no postmaster vacancy to which an affected postmaster may be reassigned, the district manager notifies the postmaster in writing. If the affected postmaster accepts a non-postmaster assignment, that postmaster retains the right, for 104 weeks from the date of reassignment, to be offered a vacant postmaster position located within the district at his or her former level, when one occurs. Declination of an offer in writing, voluntary acceptance of a lower-level postmaster position, or promotion to a higher-level postmaster position terminates the right to be offered a postmaster vacancy at the postmaster's former level.

c. *Reassignment to a Supervisory Vacancy.* If there are no postmaster vacancies available for possible reassignment, or if it is determined and documented that the postmaster does not meet the requirements and qualifications of the vacant postmaster positions available and cannot satisfactorily perform the duties, the district manager may recommend that the postmaster be reassigned to an existing supervisory vacancy within the district. The vacancy can be a station or branch manager position. The district manager documents that the postmaster meets the requirements and qualifications of the vacant supervisory position to which reassignment is recommended and can satisfactorily perform the duties of that position; and includes a signed statement from the postmaster that the reassignment recommended by the district manager, if approved, will be accepted.

d. *Reassignment to Another Position in the Postal Service.*

1. If there are no postmaster or supervisory vacancies within the district to which the postmaster can be reassigned, because (a) either the vacancies do not exist; or (b) it is determined and documented that the postmaster does not meet the requirements and qualifications of the positions that are available for possible reassignment and cannot satisfactorily perform the duties of those positions, the district manager recommends that the postmaster be reassigned to another position in the Postal Service.

2. As appropriate, postmasters at noncity delivery offices may be offered available full- or part-time clerk or carrier positions or other available craft positions for which qualified. In all such cases, the individual's seniority is established in accordance with the applicable provisions of the National Agreement.

3. In recommending reassignment to another position in the Postal Service, every effort is made to recommend a position for which the annual pay that the postmaster can expect to receive is as nearly equal as possible to the pay received during the last year as a postmaster.

4. A signed statement from the postmaster that the reassignment recommended by the district manager, if approved, will be accepted, must be obtained for the record.

e. Voluntary Retirement.

1. Eligibility for voluntary retirement is established if, by the expected date of discontinuance or restaffing of the Post Office, the supervisor has been employed under the Civil Service Retirement System for at least 1 year within the 2-year period preceding the discontinuance or restaffing, and:

a. Has at least 30 years of creditable service and is at least 55 years of age.

b. Has at least 20 years of creditable service and is at least 60 years of age.

c. Has at least 5 years of creditable service and is at least 62 years of age.

2. If the postmaster is employed under the Federal Employees Retirement System, one of the following conditions must be met:

a. Has at least 30 years of creditable service and is at least the minimum retirement age (MRA) (see 583.14).

b. Has at least 10 but less than 30 years of creditable service and is at least the MRA. This is a reduced annuity retirement at the rate of 5/12 of 1 percent for each month (5 percent for each year) the employee is under age 62.

c. Has at least 20 years of creditable service and is at least 60 years of age.

d. Has at least 5 years of creditable service and is at least 62 years of age.

3. The district manager advises the postmaster of the eligibility for voluntary retirement. Under no circumstances may the district manager attempt to coerce the postmaster into taking voluntary retirement in lieu of reassignment to a postmaster, supervisory, or any other position in the Postal Service. The decision to take voluntary retirement in lieu of reassignment must be made by the postmaster, and this alternative may not be recommended by the district manager, unless the supervisor has chosen it.

f. Discontinued Service Annuity.

1. Eligibility for a discontinued service annuity is established if, by the recommended date of discontinuance or restaffing of the Post Office, the postmaster has been employed under the Civil Service Retirement System for at least 1 year within the 2-year period preceding the discontinuance or restaffing (see 563.21); and

a. Has at least 25 years of creditable service regardless of age.

b. Has at least 20 years of creditable service and is at least 50 years of age and the employee does not decline a "reasonable offer" of another position.

2. If the employee is impacted by the discontinuance or restaffing and refuses a reasonable offer of another position, he or she will not qualify for a discontinued service annuity (DSR) annuity. For DSR annuity purposes, a job offer is considered reasonable if the following requirements are met:

a. The offer is made in writing.

b. The employee meets the qualifications for the position being offered.

c. The position offered is:

i. Within the employee's local commuting area, unless geographic mobility is a condition of the employee's employment;.

ii. Another career position;

iii. With the same work schedule, that is, part-time or full-time;

iv. Not more than the equivalent of two grade or pay levels below the employee's current grade or pay level; and

v.   Within the employee's agency.

3.   Other requirements:

a.   The employee's creditable service must include at least 5 years of civilian service.

b.   The employee must separate from a position subject to CSRS coverage.

c.   The employee must be covered by CSRS for at least 1 year within the 2-year period immediately preceding the separation on which the annuity is based.

d.   The employee's accrued and unused annual leave or donated leave may be used to meet either the age or service requirement to qualify for a discontinued service retirement.

e.   The employee may request to be placed on approved annual leave beyond the effective date of the involuntary separation notice so that the employee may use enough leave to satisfy the age or service requirement.

f.   The employee's remaining annual leave balance, if any, will be paid in a terminal leave payment.

g.   The employee may not use sick leave to meet minimum age and service requirements.

4.   The district manager advises the postmaster of the eligibility for a discontinued service annuity and of the fact that under present law this type of annuity requires a reduction of 1/6 of 1 percent for each full month (2 percent a year), if any, the employee is under 55 years of age at the time of retirement.

5.   If the postmaster is under the Federal Employees Retirement System, the same age, service, and reasonable offer requirements must be met, but there is no reduction for being under age 55 (see 583.21).

6.   If a FERS employee has a CSRS annuity component, the CSRS portion of the annuity is reduced by 1/6 of 1 percent for each full month (2 percent a year), if any, he or she is under age 55.

7.   Under no circumstances may the district manager attempt to coerce the postmaster into accepting a discontinued service annuity in lieu of reassignment to a postmaster, supervisory, or any other position in the Postal Service. The decision to accept a discontinued service annuity in lieu of reassignment must be made by the supervisor, and the district manager may not recommend this alternative, unless the supervisor has chosen it.

354.342 Supervisors

When the district manager proposes to recommend the discontinuance or restaffing of a Post Office at which a supervisor is stationed and whose position would be abolished, and the district manager prepares a memorandum for the record stating which alternative is recommended, the alternatives listed below are available. In considering them, and determining whether an employee can perform the essential functions of an alternative position, it may be necessary to consider the requirements of Handbook

EL-307, *Reasonable Accommodation, An Interactive Process,* depending upon the circumstances in each case.

a.   *Reassignment to a Postmaster Vacancy.* The district manager may recommend that the established procedures for the selection of postmasters be waived, and that the supervisor be reassigned to an existing postmaster vacancy. The district manager includes (1) a statement that the supervisor meets the requirements and qualifications of the vacant postmaster position to which reassignment is recommended and can satisfactorily perform the duties of that position;

and (2) endorses a signed statement from the supervisor that the reassignment as recommended by the district manager, if approved, will be accepted.

b. *Reassignment to a Supervisory Vacancy.* The district manager may recommend that the supervisor be reassigned to an existing supervisory vacancy, including that of a station or branch established as a result of a consolidation. The district manager includes (1) a statement that the supervisor meets the requirements and qualifications of the vacant supervisory position to which reassignment is recommended and can satisfactorily perform the duties of that position; and (2) endorses a signed statement from the supervisor that the reassignment as recommended by the district manager, if approved, will be accepted.

c. *Reassignment to Another Position in the Postal Service.*

1. If there are no postmaster or supervisory vacancies to which the supervisor can be reassigned, either because: (a) the vacancies do not exist; or (b) it is determined and documented that the supervisor does not meet the requirements and qualifications of the positions that are available and cannot satisfactorily perform those duties, the district manager recommends that the supervisor be reassigned to another position in the Postal Service.

2. Supervisors may be offered available full- or part-time clerk, carrier, or other craft positions for which they are qualified. In all such cases, the individual's seniority is established in accordance with the applicable provisions of the National Agreement.

3. A signed statement from the supervisor that the reassignment to another position in the Postal Service as recommended by the district manager, if approved, will be accepted, must be obtained for the record.

d. *Voluntary Retirement.*

1. Eligibility for voluntary retirement is established if, by the expected date of discontinuance or restaffing of the Post Office, the supervisor has been employed under the Civil Service Retirement System for at least 1 year within the 2-year period preceding the discontinuance or restaffing; and

    a. Has at least 30 years of creditable service and is at least 55 years of age.

    b. Has at least 20 years of creditable service and is at least 60 years of age.

    c. Has at least 5 years of creditable service and is at least 62 years of age.

2. If the supervisor is under the Federal Employees Retirement System, one of the following conditions must be met:

    a. Has at least 30 years of creditable service and is at least the MRA (see 583.14).

    b. Has at least 10 but less than 30 years of creditable service and is at least the MRA. This is a reduced annuity retirement at the rate of 5/12 of 1 percent for each month (5 percent a year) the employee is under age 62.

    c. Has at least 20 years of creditable service and is at least 60 years of age.

    d. Has at least 5 years of creditable service and is at least 62 years of age.

3. The district manager advises the supervisor of the eligibility for voluntary retirement. Under no circumstances may the district manager attempt to coerce the supervisor into taking voluntary retirement in lieu of reassignment to a postmaster, supervisory, or any other position in the Postal Service. The decision to take voluntary retirement in lieu of reassignment must be made by the supervisor, and this alternative may not be recommended by the district manager, unless the supervisor has chosen it.

e. *Discontinued Service Annuity.*

1. Eligibility for a discontinued service annuity is established if, by the recommended date of discontinuance or restaffing of the Post Office, the supervisor has been employed under the Federal Employees Retirement System; and

   a. Has at least 25 years of creditable service regardless of age; or

   b. Has at least 20 years of creditable service and is at least 50 years of age and does not decline a "reasonable offer" of another position.

2. There is no 1-out-of-2 requirement under FERS as there is under CSRS. Thus, an employee does not have to be under FERS for 1 year to be eligible to retire preceding the discontinuance or restaffing (see 583.21).

3. If the employee is impacted by the discontinuance or restaffing and refuses a reasonable offer of another position, he or she will not qualify for a DSR annuity. For DSR annuity purposes, a job offer is considered reasonable if the following requirements are met:

   a. The offer is made in writing.

   b. The employee meets the qualifications for the position being offered.

   c. The position offered is:

      i. Within the employee's local commuting area, unless geographic mobility is a condition of the employee's employment;

      ii. Another career position;

      iii. With the same work schedule, that is, part-time or full-time;

      iv. Not more than the equivalent of two grade or pay levels below the employee's current grade or pay level; and

      v. Within the employee's agency.

4. Other requirements:

   a. The employee's creditable service must include at least 5 years of civilian service.

   b. The employee must separate from a position subject to CSRS coverage.

   c. The employee must be covered by CSRS for at least 1 year within the 2-year period immediately preceding the separation on which the annuity is based.

   d. The employee's accrued and unused annual leave or donated leave may be used to meet either the age or service requirement to qualify for a discontinued service retirement.

   e. The employee may request to be placed on approved annual leave beyond the effective date of the involuntary separation notice so that the employee may use enough leave to satisfy the age or service requirement.

   f. The employee's remaining annual leave balance, if any, will be paid in a terminal leave payment.

   g. The employee may not use sick leave to meet minimum age and service requirements.

5. The district manager advises the supervisor of the eligibility for a discontinued service annuity and that under present law this type of annuity requires a reduction of 1/6 of 1 percent for each full month (2 percent a year), if any, the employee is under 55 years of age at the time of retirement.

6. If the supervisor is under the Federal Employees Retirement System, the same age, service, and reasonable offer requirements must be met, but there is no reduction for being under age 55 (see 583.21).

7. If a FERS employee has a CSRS annuity component, the CSRS portion of the annuity is reduced by 1/6 of 1 percent for each full month (2 percent a year), if any, he or she is under age 55.

8. Under no circumstances may the district manager attempt to coerce the supervisor into accepting a discontinued service annuity in lieu of reassignment to a postmaster, supervisory, or any other position in the Postal Service. The decision to accept a discontinued service annuity in lieu of reassignment must be made by the supervisor, and the district manager may not recommend this alternative, unless the supervisor has chosen it.

354.343 Reassignment to a Higher-Grade Position

In situations where the proposed reassignment would be to a higher-grade position, and a promotion procedure is prescribed by regulation, that promotion procedure must be followed.

354.344 Salary Protection

See 415.12 for information on salary protection.

354.345 Relocation Expenses

Any postmaster or supervisor who is reassigned as a result of the discontinuance or restaffing of the Post Office where employed is entitled to reimbursement of approved relocation expenses consistent with Handbook F-15, *Travel and Relocation*.

354.346 Discussions With Postmasters and Supervisors

When possible, the district manager must discuss with the affected postmasters and supervisors the alternatives available to them due to the discontinuance or restaffing of their Post Office of employment. If this is not possible, the district manager will designate another manager in the district to discuss the alternatives with the affected postmasters and supervisors.

354.347 Subsequent Personnel Actions

Employees who voluntarily accept lower-grade positions may subsequently be assigned to positions that do not exceed the grade from which they were downgraded. Normal promotion procedures may be waived. However, employees must meet the prescribed minimum qualification requirements for the positions to which they are assigned. Eligibility for special placement in postmaster positions as described in 354.341 is limited to 104 weeks.

354.348 Refusal of Reassignment Offer or Exhaustion of Options

If a postmaster or supervisor is offered reassignment to a postmaster, supervisory, or any other position in the Postal Service and refuses to accept any of these alternatives, or if the applicable options listed in 354.34 have been otherwise exhausted, RIF procedures are instituted. The postmasters or supervisors must apply for any retirement benefits for which they are eligible. If the postmaster or supervisor is separated from the Postal Service and is not eligible for either voluntary retirement or a discontinued service annuity, severance pay is paid if provided for in Postal Service rules and regulatio

354 Assignment of Unassigned Employees

354.1 Policy

354.11 Bargaining Employees

Assignment of excess bargaining employees must be in accordance with the applicable provisions of the appropriate collective bargaining agreement.

354.12 Non-bargaining Employees

Assignment of unassigned career non-bargaining employees must be in accordance with the procedures described in 354.2, as appropriate. Postal policy provides equal opportunities for all employees without discrimination because of race, color, religion, sex, national origin, disability, or age.

354.2 Assignment of Non-bargaining Unit Employees Due to a Potential or Actual Reduction in Force

> The Postal Service has the option to apply to any individual organizational change, none, one, or more of the following provisions that are not required by reduction in force (RIF) statutes and Office of Personnel Management RIF regulations applicable to the Postal Service.

354.21 General

354.211 Definition of Reduction in Force

A reduction in force (RIF) is the administrative process through which the Postal Service eliminates positions and accounts for the employees who formerly occupied those positions. A RIF action occurs when an employee is released from his or her competitive level by separation, demotion, or a reassignment requiring displacement. Release from a competitive level must be caused by the following:

- Elimination or significant modification of existing work
- Creation of new work
- Reorganization
- Transfer of function
- An individual's exercise of reemployment or restoration rights
- Reclassification of an employee's position based on the erosion of duties that will take effect after a RIF has been formally announced in the employee's competitive area (i.e., the area in which the employee competes for retention during a RIF) and when the RIF will take effect within 180 days.

Note: With the exception identified above concerning the reclassification of an employee's position, a change to lower grade based on the reclassification of an employee's position due to a change in classification standards or a correction of a classification error is not a RIF.

354.212 Legal Basis for Reduction in Force

Laws governing RIF are found in Title 5, United States Code (U.S.C.), Sections 3501–3503. These laws are implemented in the federal government through regulations issued by the U.S. Office of Personnel Management (OPM) (Title 5, *Code of Federal Regulations* (C.F.R.), 351). In the Postal Service, these laws apply only to individuals entitled to veterans' preference during a RIF. The legislative provisions making these laws and regulations applicable to preference-eligible employees in the Postal Service are found in Title 39, U.S.C. Section 1005 (a)(2).

354.213 Management and Human Resources Responsibilities

Management plans and organizes the workforce based on the strategic direction of the Postal Service. That responsibility includes determining the type, number, and location of positions that are to be filled, abolished, or vacated (see ELM 156). When changes are anticipated as a result of this responsibility, management determines whether a RIF is necessary and when such action will occur.

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Human Resources is responsible for coordinating RIF avoidance strategies to exhaust all means of placement for a specific competitive area undergoing a RIF. This responsibility includes advising and assisting management, in designing a RIF strategy, and implementing management's RIF-related decisions. Human Resources works with all stakeholders and responsible managers to coordinate the process associated with a reinstatement list for preference-eligible employees (see 354.27).

354.214 Coverage of Reduction in Force Procedures

RIF procedures apply to the assignment or separation of career non-bargaining employees who occupy positions that have the potential of being impacted by, or will be directly affected by, a RIF.

These procedures apply to non-career, non-bargaining employees serving in an indefinite appointment period only to the extent necessary to terminate their employment, or to avoid (or minimize) the impact of a RIF on career non-bargaining employees.

Exclusion: Bargaining employees are excluded from these procedures. The assignment or separation of excess bargaining employees is in accordance with the applicable collective bargaining agreement and applicable statutes.

354.215 Veterans' Preference Status

Entitlement to veterans' preference is based on the Veterans' Preference Act of 1944, as amended, and is codified in various provisions of Title 5, U.S.C. Employees who are eligible for veterans' preference for purposes of initial appointment are also eligible for veterans' preference for RIF, except for employees who are retired members of the uniformed services. Employees who retired from the military must meet one of several special conditions before they can be granted veterans' preference for RIF purposes. The conditions differ and depend on whether the employees retired below, at, or above the rank of major

354.216 Veterans' Preference Entitlement

Veterans' preference eligible employees are entitled to the following:

a. *Higher Retention Standing.* A preference eligible employee is entitled to a higher retention standing (seniority) on a retention register than a non-preference eligible employee during a RIF.

b. *Assignment Rights.*

    1. *Bumping.* A preference eligible employee may replace an employee in the same competitive area who has a lower retention standing and occupies a position that is no more than three grade levels (or appropriate grade interval or equivalent) lower than the position from which the preference eligible employee is released.

    2. *Retreating.* A preference eligible employee may replace an employee in the same competitive area, tenure group, and veterans' preference subgroup who has a lower retention standing, occupies the same position, or one not identical position previously held by the preference eligible employee, that is no more than three grade levels (or appropriate grade interval or equivalent) lower than the position from which the preference eligible employee is released. A preference eligible employee with a compensable service—connected disability of 30 percent or more can retreat to a position that is up to five grade levels (or appropriate grade interval or equivalent) lower than the position from which he or she is released.

The employee's last merit performance rating of record before separation was better than a non-contributor for RIF purposes or its equivalent under paragraphs (1) or (2) of this subsection.

c. *Appeal Rights.* A preference eligible employee may file an appeal with the Merit Systems Protection Board (MSPB) under the provisions of 5 CFR 351.901. For additional information, please refer to the Merit Systems Protection Board's website, www.mspb.gov.

354.22 Processing Requests for Organizational Change

354.221 Evaluating the Need for Change

Requests to change a Headquarters or field organizational structure are initiated by the business function with approval of the functional organization vice president. An organizational change is made to meet one or more of the following objectives:

a. Change in mission.

b. Change in nature of work.

c. Duplication of jobs, functions, or responsibilities within or between organizational structures.

d. Ensure the relevance and consistency of organizational structures and staffing.

Human Resources, in consultation with the business function reviews and evaluates the specific needs for change with the functional organization vice president to provide possible solutions (see ELM Section 140, Organizational Change Analysis for more details).

Human Resources evaluates how the proposed changes will affect specific competitive areas and determines whether a RIF may be necessary. If the potential for a RIF exists, Human Resources provides the business function with a preliminary placement plan that outlines the strategies to minimize or avoid the need for a RIF.

354.222 Implementing the Change

Following completion of the evaluation process and final approval, Human Resources takes the following actions:

a. Notifies the business function of the new or modified structure and staffing changes to be implemented.

b. Develops qualification standards (knowledge, skills, and abilities) for any new positions and assigns the positions to the appropriate competitive levels. If placement of competitive area employees into the new organization based on competitive levels and qualification standards does not result in a potential RIF situation, the vice president and competitive area management are advised to proceed to fill any vacant positions under the normal EAS selection procedures.

If the organizational change does result in a potential RIF, Human Resources is responsible for coordinating RIF avoidance or minimization strategies, conducting the RIF process, and, if necessary, coordinating with competitive area management other placement opportunities that may be available.

354.23 Minimization Strategies for RIF Avoidance

To minimize or avoid the impact of a RIF, Human Resources, in coordination with the business function may implement some or all of the following actions:

a. Freeze hiring and promotion actions.

b. Separate contract employees, temporary employees, and reemployed annuitants.

c. Reassign employees:

- To vacant positions in the same competitive area or other competitive areas.

- To positions within or outside the commuting area and may be voluntary (e.g., where an employee has responded to a vacancy announcement) or directed by management.

   Note: Reassignments are not subject to RIF procedures when employees are involuntarily placed into same level positions.

d. Cancel all detail and temporary promotion PS Forms 50, *Notification of Personnel Action.*

e. Terminate probationary employees.

f. Approve employee requests to voluntarily change to vacant positions at lower grades within the competitive area, including bargaining positions.

g. Provide voluntary resignation incentives.

h. Obtain approval from OPM to offer a voluntary early retirement option.

i. Provide voluntary early retirement incentives.

j. When circumstances warrant, implement other RIF avoidance measures, provided such measures are in compliance with regulations and, if appropriate, the applicable collective bargaining agreements.

354.24 Providing Initial Notification and Making Preliminary Placements

354.241 Notifying Employees of a Potential RIF

If the potential for a RIF exists, management at the competitive area must meet with employees to advise them of the situation, either individually or in groups. This meeting occurs after approval is received from Human Resources, but before issuance of the specific RIF notice. The information provided to employees includes, if applicable:

a. A description of the new organization, including the job title and number of any new positions added, their grade levels, and reporting relationships.

b. The number of positions by title and grade level in the organization being abolished.

c. The position titles, grade levels, or organizational function that will be directly impacted by the RIF.

d. The options available to impacted employees, including any RIF avoidance or minimization strategies that will be used (see 354.23).

354.242 Establishing Employee Job Profile

Employees who may be impacted by a RIF must update and maintain their employee profile to apply for any available vacant positions.

354.25 Implementing RIF Procedures

354.251 Issuing Specific RIF Notices

Human Resources issues specific RIF notices to all impacted employees within the competitive area no less than 60 days before the RIF effective date. Each specific RIF notice either advises an employee that he or she has been placed in the new organization, giving the position title, grade level, occupational code, and duty station location, or that he or she did not receive a placement offer and will be separated from the Postal Service. The specific RIF notice also contains the following:

a. Information used to determine an employee's assignment rights in the RIF, including the competitive area, competitive level, tenure group, veterans' preference subgroup, RIF service date, and the four most recent merit performance ratings of record.

b. Notification of how to obtain a copy of OPM's RIF regulations at 5 C.F.R. part 351

c. Information concerning saved grade and saved salary under the provisions of 415.1.

d. PS Form 999, *Application for Reinstatement List* if the employee is a preference eligible and did not receive a placement offer and was notified that he or she would be separated from the Postal Service.

e. If the employee is a preference-eligible and was separated or changed to a lower grade level as a result of the RIF, information about his or her right, if any, to appeal to the Merit Systems Protection Board .

354.252 Placing Unplaced or Displaced Employees

Procedures for placing employees before the RIF effective date are as follows:

a. Preference eligible employees who are not placed based on their RIF rights and non-preference eligible employees who are considered for any appropriate and available vacant positions remaining in their competitive area as follows:

1. Following the issuance of the specific RIF notice, Human Resources provides the business function with a list of employees not placed during the specific RIF action (see 354.251), and a list of vacant positions within the competitive area undergoing the RIF, if any. In the case of closure of an entire competitive area, all positions are abolished and no placement opportunities remain within the competitive area.

2. The business function may place the remaining impacted employees into vacant positions as RIF assignments based on RIF retention standing. This process is strictly optional.

3. If the business function elects to place remaining impacted employees into vacant positions as a RIF assignment, it must return the entire placement file to Human Resources, If it chooses not to place remaining impacted employees, it must notify Human Resources in writing.

b. Career bargaining employees displaced in order to afford a preference eligible his or her RIF assignment rights are reassigned in accordance with the applicable collective bargaining agreement.

354.253 Advising Employees of Options

Before the RIF effective date Human Resources meets individually, or in groups, with employees who remain unplaced to discuss in detail the following options:

a. *Non-pay, Non-duty Status.* Employees who do not expect to be placed by the RIF effective date may request to be placed in a 30–day non-pay, non-duty status, an extension to the RIF effective date. The placement administrator must receive this request before the RIF effective date. During the 30–day extension, employees may continue to seek a position with the Postal Service based on the conditions specified in 354.26.

b. *Compensation Alternatives.* An overview of the compensation programs available to employees who will be separated can be found on the Organizational Change/RIF FAQs on the Organizational Changes website.

354.254 Separating Remaining Employees

Employees who decline or fail to request a 30–day extension in a non-pay, non-duty status by the RIF effective date are separated on that date.

354.26 Making Post–RIF Employee Placements

Employees placed on a 30–day extension in a nonpay, nonduty status have the following options:

a. *Noncompetitive Consideration.* Employees may apply noncompetitively for any vacancy at or below their current grade within the commuting area. Employees assigned to a lower grade position are entitled to grade and salary treatment in accordance with 415.4.

b. *Voluntary Bargaining Position Placement.* If employees meet the qualifications for vacant bargaining positions, they may volunteer for placement into these vacancies subject to the approval of the manager where the vacancy exists. Seniority and pay provisions governing such placements are in accordance with the applicable collective bargaining agreement.

354.27 Establishing a Reinstatement List

354.271 Providing Priority Consideration to Employees

A reinstatement list (RL) identifies career preference-eligible employees who are eligible for priority consideration for reinstatement to the Postal Service because they have been separated as a result of a reduction-in-force (RIF).

An RL is established the day after the RIF effective date if one or more employees have been found eligible for placement on the RL. The RL remains in effect for two years following its establishment or until no eligible employees remain on the RL, whichever is earlier.

Note: Acceptance of an employee's *Application for Reinstatement List,* and placement on the RL does not guarantee the employee's reinstatement to the Postal Service.

354.272 Determining Employee Eligibility

A career employee is eligible to be placed on an RL if all conditions listed below occur:

   a. The employee is preference eligible for RIF purposes, as defined in section 354.215.
   b. The employee received a specific RIF notice indicating that he or she will be separated from the Postal Service, and that notice has not been canceled or rescinded. An employee who retires on or before the RIF effective date is eligible for placement on the RL, provided he or she meets all other eligibility requirements.
   c. The employee does not refuse an offer of a position under 5 C.F.R. part 351, subpart G, with the same type of work schedule and with a representative rate at least as high as that of the position from which the employee was or will be separated.
   d. The employee's last merit performance rating of record before separation was better than a non-contributor for RIF purposes or its equivalent.
   e. The employee submits an Application for Reinstatement List no later than the RIF effective date.
   f. The employee is at least *minimally qualified* for one or more of the positions identified on the Application for Reinstatement List.

354.273 Considering Employees on a Reinstatement List

Provisions for reinstatement list consideration are as follows:

   a. Eligible RL applicants are provided initial consideration before external advertisement of a vacant position within their competitive area and all other competitive areas within commuting distance not undergoing an organizational change/RIF action. Consideration is limited to those applicants who are at least *minimally qualified* for the vacant position.

      Note: A vacant position does not include positions that are filled through other special programs, such as the restoration of individuals who served in the uniformed services and the reemployment or reassignment of employees injured on duty who recover within one year.

   b. Human Resources maintains the RL and checks the list before publishing external job postings.
   c. Positions identified by eligible RL applicants on their Application for Reinstatement List form for which they are at least *minimally qualified* must be:
      (1) Authorized positions.
      (2) At the same or lower grade level (or representative rate) as the position held before separation due to a RIF action.
   d. If an otherwise eligible RL applicant is found to be at least minimally qualified for a position identified on his or her Application for Reinstatement List , he or she must be offered the position before external applicants are considered.

354.274 Removing Employees From a Reinstatement List

An employee's name is removed from the RL in the following situations:

   a. The employee accepts a career appointment with the Postal Service or another federal agency;
   b. The employee voluntarily requests, in writing to Human Resources, to have his or her name removed from the RL;
   c. The employee fails to provide Human Resources with any changes in his or her address or telephone number, thereby preventing Human Resources from contacting the employee about potential employment opportunities; or
   d. Human Resources tries to contact the employee about a position with a representative rate at least as high as the representative rate of the position from which the employee was separated,

and the employee declines the position, fails to respond or fails to appear for an interview without having taken reasonable steps to reschedule the interview.

For additional information or to learn more about RIF under OPM's regulations refer to OPM's website; links available via USPS Org Change Webpage https://liteblue.usps.gov/humanresources/organizationalchanges/oc_home.shtml.

LABOR RELATIONS

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POSTAL SERVICE

RECEIVED

OCT 18 2017

October 18, 2017

Mr. Brian J. Wagner   Faxed
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in further reference to our August 7 notice concerning prototype testing of the Next Generation Delivery Vehicles (NGDV).

A decision has been made to change one of the Northern Virginia District test sites from Manassas, Virginia to the Falls Church Annex (2920 Eskridge Rd, Fairfax, VA 22031). This change will be effective on Monday, October 23.

Additionally, the test vehicles from Tempe, Arizona will be used for Sunday delivery only at the Apache Junction Post Office, 151 W Superstition Blvd, Apache Junction, Arizona, 85120. Training for this site will begin on October 23 with testing effective Sunday, October 29.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

LABOR RELATIONS

UNITED STATES
POSTAL SERVICE

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October 27, 2017

Mr. Brian J. Wagner   Faxed
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service plans to introduce an initiative concerning carrier vehicle loading. You were notified of a test by letter dated June 23, 2017.

Package storage areas in carrier vehicles will be divided into segments. A package will be scanned and feedback from the mobile delivery device (MDD) will show which segment the package should be placed in anticipation of delivery. Generally, this process will be used by carriers not familiar with their assigned route.

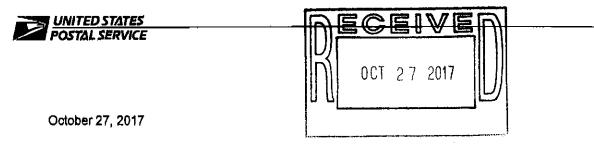We have enclosed a stand up talk and a training aid related to this program.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

476 L'ENFANT PLAZA SW
WASHINGTON DC 20260-4101
WWW.USPS.COM

DELIVERY EMPLOYEE STAND UP TALK
October 2017

Vehicle Loading

As most of you are aware the continuing growth in packages can make loading our vehicles challenging at times. It can be particularly puzzling for our newer employees who may be unfamiliar with the routes they are carrying. Imagine picking up a package to load in the vehicle without a good sense of its delivery order along the route.

You may have noticed by now that the numbers one thru six and/or loading diagrams with the numbers one thru six have been placed on the inside cargo areas of your postal vehicle. These numbers are designed to represent your route divided into six equal sections. So section one might represent the first 100 deliveries of your route, and section six might represent the last 100 deliveries of your route (assuming your route has 600 deliveries).

The Mobile Delivery Device (MDD) handheld scanner has been updated to include a "Load Truck" menu option. Using this feature while loading involves scanning each package before placing it in the vehicle. This in turn will cause the scanner to display the delivery point of the package and your total delivery points. The MDD will also visually and audibly provide the section of the truck where the package should be placed. Using the same example as above, the MDD will display "Section # 2" for any packages for delivery point 200 thru 299. Simultaneously, the MDD will provide the same information audibly.

Not all carriers will need to utilize the MDD feature. Regular carriers and others familiar with the route layout will probably not need the feature. However, it is expected that each carrier will load packages in the prescribed manner using the numbered sections in order to set the route up for efficient handling on the street.

Alternately, rural offices may choose to use a 0-9 process to partition the vehicle. In this process, the sections of the vehicle will correspond to the last number of the primary street address (ex: 251 Oak St. Apt 27 would be placed in section 1). The MDD Load Truck feature does not support this process. Only sections one thru six will be labeled. Sections 0, 7, 8, and 9 are to be loaded in the center with 0 to the rear and 9 at the front of the cargo area.

Your supervisor has been provided workflow diagrams for each vehicle type that describes this process in more detail and will provide training as required. Additionally, there is an MDD work flow diagram that shows the new menus and options within the load truck feature.

Carriers are also reminded of the package look-ahead feature deployed to the MDD in October of 2016. This feature is a manifest of all packages for each route that displays and scrolls in the AMS line of travel. As each package is scanned with a "stop the clock" event the entry turns gray. In this way carriers can review the manifest for any potential

missed packages or packages that may have not received a proper scan event. This feature also allows carriers to review the next several packages coming up for delivery. This helps to avoid backtracking and/or deviating due to forgotten SPRs in the satchel or parcels in the rear of the delivery vehicle.

Lastly, carriers are reminded to follow the proper sequence of steps and procedures for moving to the street and departing to the route. Your supervisor has been provided an additional work flow diagram that outlines this process if you are unsure of the steps.

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Attachments to Training Aid for Vehicle Loading – October 2017

- Load Truck Feature - MDD
- Package Delivery Look Ahead – MDD
- Leave for Street Process
  - City Carriers
  - Rural Carriers

Enable Load Truck feature for AMS Routes on MDD

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1. On Street Menu

Note:
If a label scanned does not exist in Delivery Manifest the label and **"Package not Found!"** displays, along with a Bad Beep sound

If an invalid label is scanned in a yellow box, the label scanned and **"Invalid Barcode entered!"** displays, along with a Bad Beep sound

2. From On Street Menu Select L. Load Truck

If missing Manifest for the route or AMS Route data, After selecting L – Load Truck from On Street Menu, displays **"Load Truck Feature Not Available"**

(1) Initial Load Truck screen

3. Load Truck – Scan / Key-in Barcode screen displays

Scan/Key-in package barcode
*for key-in labels press Enter

Load Truck Workflow in OS 15 Build

(2) Scan a package from section 1

→ "1" loaded and illuminates (in Sec. 1)

4. Package Barcode Number, Stop# with total number of Stops, and Address display in green box

Text-To-Speech (TTS) states the Section Number.

"Section #2"

(3) Scan a package from section 5

→ "1" loaded and illuminates (in Sec. 5)

5. Package Barcode number, Stop# with total number of Stops, and Address display in green box

Text-To-Speech (TTS) states the Section Number.

"Section # 5"

Scan / Key-in a Barcode for next label

Exceptions

- When activating the Load Truck feature, carriers may receive a message that there are no packages. This is an indication that the download did not occur. In this instance, the carrier will need to load without the assistance of the Load Truck feature

- After scanning a parcel using the Load truck feature the carrier receives the message "package not found" it can mean:
  - The individual package is scheduled for delivery on the route but was not downloaded
    - Place the package in the appropriate section of the vehicle based on experience or somewhere that it can easily be seen so as to periodically check the address during delivery
  - The package was misthrown for another route
    - Check with a supervisor or distribution clerk for re-handling
  - The package is from a pivot from another route
    - Pivot packages are not currently included in the load feature of the gaining route
      - These packages should be kept separate and consolidated in one area of the vehicle equivalent to where instructed to carry within the regular route line of travel (a revised line of travel to include the pivot is available from the supervisor via the Geo-Delivery program)

Package Delivery Look Ahead Notification Screen Flows

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P. Package Lookahead appears (if Package Lookahead feature is enabled).

Select Package Lookahead menu to bring up package delivery stops and # of packages for that route

Select a stop to view the list of packages to be delivered for that stop.

Package Look ahead can also be accessed by using Hotkey combination, RED + P, from Scan Barcode screen

RED + P

A delivery stop that is nearest to carrier will be pre-selected (white border)

4

UNITED STATES POSTAL SERVICE
Package Look Ahead - ERROR message when GEO Delivery file is missing

Select P. Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Error message appears when Geo Delivery file is not available

ERROR message when Address file is missing

Select P. Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Error message appears when AMS file is not available

Package Look Ahead - ERROR message when all the Deliveries are completed

UNITED STATES POSTAL SERVICE®

Select P. Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Error message appears when all the deliveries are completed

Leaving the Office

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It is important that carriers understand and follow prescribed processes when leaving the office to begin loading and street delivery. Following these steps ensures that the postal service can collect accurate data on how much time of the workday is devoted to office time, loading time and street delivery time.

7

Leaving the Office

UNITED STATES POSTAL SERVICE

City Carriers

These steps do not supersede any local management instructions

Ensure the MDD is activated and set up with the proper employee ID and route number.

Scan employee badge and route barcode to prevent errors

Each carrier with a primary street assignment must make a final pull of mail from the "Hot Case(s)" just prior to pushing their gurney or hamper to the loading dock. Additionally, the MSP hot case barcode must be scanned and the "hot case card" inserted in the same hot case slot.

Applies to final load in the event of multiple trips

For pivoted routes, the primary office carrier performs the hot case function

Step 2 should be completed after taking care of any personal needs as authorized by your supervisor

Use the electronic badge reader (EBR) to move to the street. Enter the route number if not the regularly assigned carrier.

Load vehicle *(perform safety check first if not already completed)*

Return gurney or hamper to designated area. Return any missorted parcels to supervisor or distribution clerk or as designated locally.

Scan MSP Depart to Route Barcode and immediately proceed to the first delivery using the authorized line of travel.

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Leaving the Office

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Rural Carriers

Ensure the MDD is activated and set up with the proper employee ID and route number.

Scan employee badge and route barcode to prevent errors

After all mail has been pulled from the carrier case and loaded into the gurney or hamper, push the conveyance to the loading area and load vehicle *(perform safety check first if not already completed).*

Return gurney or hamper to designated area. Return any missorted parcels to supervisor or distribution clerk or as designated locally.

Enter the time on PS from 4240, Rural Carrier Trip Report, column 3, "Left Office to Serve Route" for the appropriate day and week.

Each carrier assigned to a route must make a final pull of mail from the "Hot Case(s)". The "hot case card" must then be inserted in the same hot case slot.

This step should be completed after taking care of any personal needs as authorized by your supervisor

Scan the Depart to Route Barcode (postal vehicles only) and immediately proceed to the first delivery using the authorized line of travel.

UNITED STATES POSTAL SERVICE

RECEIVED OCT 27 2017

October 25, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service will discontinue the Real Mail Notification service for Post Office Box customers. Post Office Box customers will have the ability to view notifications for both their letter mail and packages through Informed Delivery.

We have enclosed a copy of two standup talks related to this change.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

PLEASE PRINT, READ & POST THIS STAND UP TALK

Informed Delivery®, the optional, free feature that bridges the gap between the physical and digital worlds to create an innovative experience for consumers is **coming soon to PO Boxes**.

Available to eligible residential consumers in the majority of ZIP Codes™ across the country since April 2017, Informed Delivery gives users the ability to digitally preview their mail. This feature will now offer consumers the convenience of seeing what is coming to their PO Box too — anytime, anywhere — from a computer, tablet or mobile device. Note that at this time, consumers must have a separate personal account on USPS.com if they want Informed Delivery for both their home address and PO Box. Multi-address account profiles will be enabled later next year.

USPS® is excited about the reception of Informed Delivery: 96% of respondents to a July 2017 survey indicated they are very satisfied or satisfied with the feature, and 95% check their notifications every day or almost every day.

As of October, Real Mail Notification service will no longer be offered as part of PO Box accounts. Enrolling in Informed Delivery will provide consumers a new and digital way to know they have mail arriving soon to their PO Box.

If you come in contact with consumers who may or may not have heard about Informed Delivery, and are not yet signed up, encourage them to do so. Please direct them to *informeddelivery.com*. At this site, potential users can sign up for the feature, view FAQs, and more.

Thank you for your attention and your continued support.

Oct. 23, 2017

PLEASE PRINT, READ & POST THIS STAND UP TALK

Informed Delivery®, the optional, free feature that bridges the gap between the physical and digital worlds to create an innovative experience for consumers is **now available to PO Box customers**.

Informed Delivery already gives eligible residential consumers the ability to digitally preview their mail in the majority of ZIP Codes™ across the country. This feature is now offering consumers the convenience of seeing what is coming to their PO Box too — anytime, anywhere — from a computer, tablet or mobile device.

USPS® is excited about the reception of Informed Delivery: 96% of respondents to a July 2017 survey indicated they are very satisfied or satisfied with the feature, and 95% check their notifications every day or almost every day. We know that consumers that have PO Boxes are going to be excited about this new feature too!

As of October, Real Mail Notification service is no longer offered as part of PO Box accounts.

If you come in contact with consumers who may or may not have heard about Informed Delivery and are not yet signed up, encourage them to do so. Please direct them to *informeddelivery.com*. At this site, potential users can sign up for the feature, view FAQs, and more.

As a reminder, at this time consumers must have a separate personal account on USPS.com for every delivery address where they want Informed Delivery, whether it's a home address or PO Box address. Multi-address account profiles will be enabled later next year.
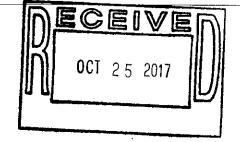
Thank you for your attention and your continued support.

October 30, 2017

**UNITED STATES
POSTAL SERVICE**

RECEIVED OCT 2 5 2017

October 25, 2017

Mr. Brian Wagner
President
National Association of Postal Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Brian:

The Postal Service intends establishment of the following position at the district level:

Attendance Control Officer NTE (EAS-19)
Occupation Code: 0201-xxxx

The enclosed position description and qualification for this position is provided for your review. This position will support management of district employee availability and attendance control programs while ensuring compliance with national policies, guidelines and procedures.

Each district will be authorized one position that will report directly to the District Manager not-to-exceed 12 months. Occupation code for this new position has not yet been determined.

Pursuant to Title 39 U.S. Code Section 1004 (d), please provide any questions or recommendations you might have regarding this matter. We look forward to your soonest possible input in order to expedite establishment and deployment of this position.

Please contact Phong Quang at extension 2857 regarding any questions or recommendations concerning this matter.

Sincerely

Bruce A. Nicholson
Manager
Labor Relations Policy Administration

Enclosure

ATTENDANCE CONTROL OFFICER NTE (EAS-19)
OCCUPATION CODE: 0201-xxxx

FUNCTIONAL PURPOSE

Manages the district-wide employee availability and attendance control programs while ensuring compliance with national policies, guidelines, and procedures.

This is a not-to-exceed 12 month position authorized at the District Office only.

DUTIES AND RESPONSIBILITIES

1. Manages district-wide employee availability and attendance control programs; monitors employee availability and TACS dashboards and reports to identify discrepancies, staffing issues and trends. Communicates issues to local management for mitigating action.

2. Implements measures for local offices to effectively track and monitor attendance issues including Zero Work Hours employees. Consults with managers and supervisors; ensures unscheduled absences are being recorded appropriately, reviewed timely and action is being taken. Provides training on reporting systems and ensures those systems are effectively utilized.

3. Receives, interprets and implements directives or instructions issued by HQ and Area leadership. Writes local procedural instructions and guidelines in reference to new programs or modifications to existing attendance control procedures and policies.

4. Applies National and local agreements and employee relations policies regarding attendance control and employee availability; review proposed corrective action request packet initiated by supervisors/managers, ensures it is complete, supportable and in compliance with postal handbooks and manuals.

5. Evaluates performance cluster staffing issues and makes recommendations for improvements to maximize the effectiveness of workforce resource allocations; develops strategies for implementation; and conducts ERMS reviews and follow-up evaluations.

6. Provides program guidance, technical advice, policy interpretation and training on attendance control and employee availability programs and activities. Monitors return to work meetings.

7. Serves as a liaison between supervisors/ managers, Labor Relations, Personnel, Finance and Operations on complement, staffing and attendance control matters within a performance cluster to ensure that attendance is being effectively managed.

SUPERVISION

District Manager

SELECTION METHOD

See Handbook EL-312, Section 740 - Selection Policies for Non Bargaining Positions.

REQUIREMENTS:

1. Knowledge of policies and procedures related to staffing and complement management programs.

2. Knowledge of laws, labor agreement provisions, policies, and procedures related to staffing and attendance control.

3. Ability to collect, analyze and evaluate data to identify trends, develop solutions and recommend necessary actions.

4. Ability to provide technical guidance related to attendance control and employee availability management programs and policies.

5. Ability to communicate orally and in writing to give presentations, provide technical guidance, coordinate staffing activities, and prepare reports and correspondence.

6. Ability to develop and maintain effective work relationships with employees at all levels of the field organization to achieve organizational goals and objectives.

7. Ability to conduct reviews to ensure compliance with postal rules and regulations concerning attendance.

8. Skill using human resources and complement management tools, dashboards and applications (e.g., EDW, TACS, webCOINS).

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POSTAL SERVICE

RECEIVED

OCT 2 7 2017

October 25, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service plans to introduce the Business Connect® and USPS® Lead Generation Programs Quick Reference Guide.

The Business Connect® and USPS® Lead Generation Programs Quick Reference Guide will be available to managers for guidance on lead generation programs.

We have enclosed a copy of the subject guide.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs
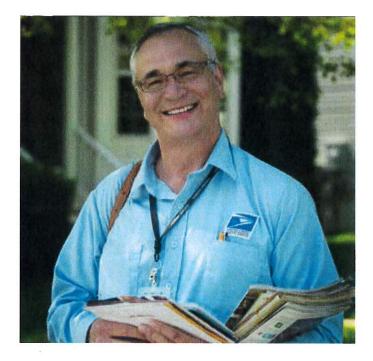
Enclosure

Business Connect® and USPS® Lead Generation Programs

Quick Reference Guide

UNITED STATES POSTAL SERVICE®

A **quality lead** is a potential business customer that has expressed an interest or **commitment to use USPS® products and services**. Quality leads are vital to driving revenue for the USPS.

Business Connect® and the USPS Lead Generation Program are initiatives that encourage employees throughout our organization to engage in lead generating discussions with small and medium-sized businesses about Postal Service™ products and services.

What program should you participate in?

CUSTOMER CONNECT®

City Carriers, City Carrier Assistants, and Carrier Technicians

RURAL REACH®

Rural Carriers, Rural Carriers Associates/SRV AUX, Rural Carriers Associates/SRV REG, Rural Carriers Associates/SRV VAC, and Rural Carriers Relief

CLERKS CARE®

All employees within the American Postal Workers Union (APWU)

MAIL HANDLERS

Mail Handlers, Mail Handler Technicians, Mail Handler Assistants, Mail Handler Equipment Operators, Mail Handler Leadman

SUBMIT A LEAD

Administrative staff, Executive & Administrative Schedule (EAS), and any employee not participating in one of the programs above

Business Connect®

Where can you find companies to conduct quality activities?

1. **Business Connect (BC) Portal.** From the BC Portal home page, click "Opportunity Toolkit" and enter a ZIP Code™ to view a list of potential customers in your area.

2. **Retail Lobby.** Speak with customers coming into the retail lobby and ask them about their business. How can our products and services help them?

3. **Lobby Events.** Host a lobby event to network with business owners while educating them about our products and services.

4. **Local Events.** Participate in local neighborhood events, small business functions, and/or craft shows.

2

Follow a simple process (MISSCOF) to guide your customer conversation.

M - Make a call or in-person visit to the customer

I - Introduce yourself to the customer

S - Schedule an appointment with the customer

S - Start Business Connect® activity (determine the customer's needs and determine a solution)

C - Commitment (ask for the customer's business and get a commitment on when they will mail)

O - Offer assistance (help order supplies and/or schedule a pickup)

F - Follow up and retain (keep in contact with the customer to ensure they are satisfied and maintain close communication with the Business Development Specialist or Sales Team for support)

For more assistance, contact a local Business Development Specialist or order a MISSCOFF kit on the Material Order Site.

How should you document your activities?

Following the initial interaction with the small business customer(s), Business Connect® participants should document activities in the BC Portal. You can select from two types of activities: Individual Activity or Group Activity.

An Individual Activity is an interaction with a business customer to discuss:

- USPS® products and services
- A Postal solution based on the customer's needs
- A solution to a Postal concern or issue

Note: Business Connect® participants should enter leads via Submit a Lead if the customer is outside of their assigned 5-digit ZIP Code™.

They can also enter leads for their employees via the employee's respective program.

To document an Individual Activity, start by searching for the company. If the company is not in the system, add a new company prior to entering the activity. There are three ways to submit an Individual Activity:

1. Save without Revenue
2. Save and Add New Revenue
3. Save Activity and Request Sales Assistance (should only be used when help is needed to provide the customer the appropriate solution. This results in a lead.)

A Group Activity is a presentation to multiple business customers at one time that falls into one of the following categories:

- Community Organizations: Rotary Clubs, American Legions, Chambers of Commerce, Small Business Administration, Direct Mail Seminars, etc.
- Grow Your Business Day Seminars
- Passport – Lobby/Special Events
- Postal Customer Council (PCC) Meetings or Events
- Local Tradeshows

How many activities should each level office document in the BC Portal per month?

Level 18-22: 2/per month
Level 23-26: 3/per month

USPS® Lead Generation Program

Customer Connect®
City Carriers, Carrier City, City Carrier Assistants (CCAs), and Carrier Technicians

Rural Reach®
Rural Carriers, Rural Carriers Associates (RCAs)/ SRV AUX, Rural Carriers Associates (RCAs)/SRV REG, Rural Carriers Associates (RCAs)/SRV VAC, and Rural Carriers Relief

Clerks Care®
All employees within the American Postal Workers Union (APWU)

Mail Handlers
Mail Handlers, Mail Handler Technicians, Mail Handler Assistants, Mail Handler Equipment Operators, Mail Handler Leadman

Submit a Lead
Administrative staff, Executive & Administrative Schedule (EAS), and any employee not participating in one of the programs above

Where can you find leads?

- Customers using our competitors
- Current customers who would like to grow their business by using more of our products and services
- Customers posting flyers on mail boxes or doors
- Businesses in the neighborhood:
  - o Home businesses
  - o Lawn care companies
  - o Real estate companies
  - o Beauty supply shops
  - o Restaurants
  - o Medical facilities
- Online – companies not using USPS® for shipping
- Friends and family members

Sales and Service Associates participating in Clerks Care® can find leads in the retail lobby or window by identifying customers who:

Ship domestically
(opportunity for international shipping and vice versa)

Open a business PO Box™
(opportunity to advertise and ship products)

Ship to PO Boxes only
(opportunity to ship packages to street addresses)

Only ship with us
(opportunity to advertise through us)

Next, ask the right questions.

Before suggesting products and services, you should first determine the customer's needs (reference the "Ask the Customer Card" on the Material Order Site). Next, match those needs with the appropriate solution (i.e. Every Door Direct Mail® for customers who want an affordable targeted advertising solution). For additional support, leave behind a tear pad sheet highlighting key product and service benefits with the customer (management can order tear pads on the Material Order Site).

Input your lead!

Complete a Small Business Lead Card (available on the Material Order Site) and submit it to your local Management Team, Business Development Specialist, or Station Coordinator.

Or if you have access to an ACE computer, input your leads online:

1. Visit blue.usps.gov
2. Under Featured Topics, click "Submit a Lead"

What information should be entered for each lead?

- Company name
- Contact person or decision maker
- Address
- Phone number
- Email (optional)
- Product of interest
  - Mailing (e.g. EDDM®)
  - Shipping (e.g. Priority Mail® Regional)
- Current mailing or shipping methods (if applicable)
  - International or Domestic
- Company history and background

How many leads should be submitted per month?

There is no limit to the number of leads you can submit. You are encouraged to submit at least two leads per month.

Who follows up on leads, and when?

A USPS® representative will contact the customer via phone to validate their interest and begin the selling process. Customers are normally contacted within 2-3 business days.

How can you check the status of your leads?

1. Visit blue.usps.gov
2. Under Essential Links, click "Connecting with Customers"
3. Under EEP Quick Links, click "Lead Generation Reports"
4. Click "Weekly Lead Status Report" to read comments from the most recent customer contact (within the past year)

Is there compensation for submitting leads?

There is no additional compensation for participation in the USPS Lead Generation Program.

Do Your Part!

Submit Timely Leads

Once leads are received by station management, they should be entered into the lead system by close of business the following day. Managers and Supervisors should keep an adequate supply of lead cards on hand for employees who don't have access to an ACE computer.

Conduct Stand-Up Talks

Program Management and Carrier Coordinators should conduct bi-weekly Stand-Up Talks. These talks provide carriers with valuable information about new products and services and additional information on how to generate leads. Program Management and Carrier Coordinators must certify each talk online. To do so:

1. Visit blue.usps.gov
2. Under Essential Links, click "Connecting with Customers"
3. Under EEP Quick Links, click "Certify Stand-Up Talks"

Post Weekly Lead Status Reports

Program Management and Carrier Coordinators should print Weekly Lead Status Reports and post them on the unit bulletin board each week. These reports provide updates on the most recent activity of submitted leads for the past year. They should also provide any employee requesting information on their individual submitted lead with the appropriate lead status.

Nominate Lead Generation Coordinators

Stations and units with lead generation coordinators are proven more effective. These coordinators can assist in ensuring employees are aware of the lead program and guide them on how to find quality leads. For Customer Connect, union leadership must nominate and determine a Carrier Coordinator.

Celebrate Lead Successes
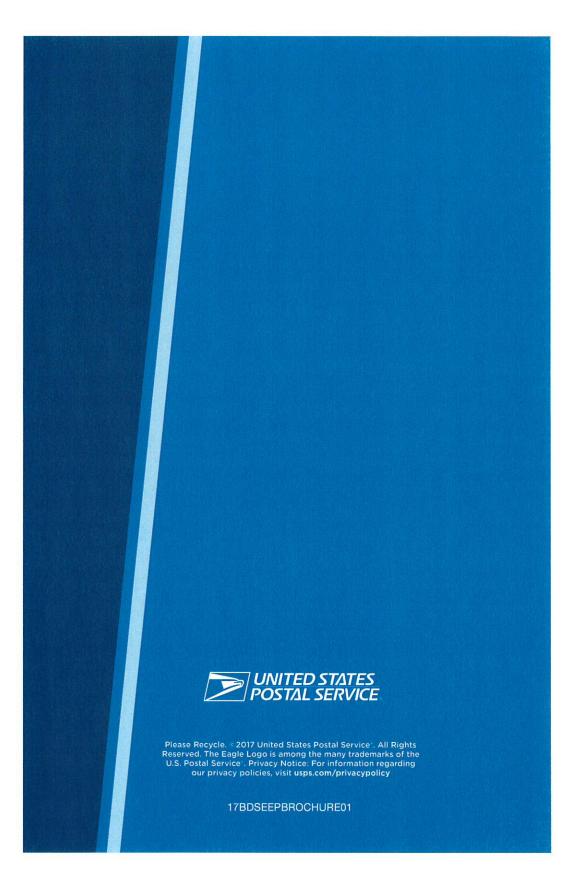
Districts are encouraged to celebrate units that perform effectively (e.g. with team breakfast/box lunches). Please refrain from individual monetary celebrations.

QUESTIONS?

Contact a Business Development Specialist in the local District Marketing Office or send an email to your respective program.

Business Connect: businessconnect@usps.gov
Customer Connect: custconn@usps.gov
Rural Reach: ruralreach@usps.gov
Clerks Care: clerkscare@usps.gov
Mail Handlers: mailhandlers@usps.gov
Submit a Lead: submitalead@usps.gov

UNITED STATES POSTAL SERVICE

17BDSEEPBROCHURE01

UNITED STATES
POSTAL SERVICE

RECEIVED
OCT 27 2017

October 25, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in further reference to our August 7 notice concerning the development of vehicle prototype testing as part of the research and development phase of the Next Generation Delivery Vehicles acquisition process.

As part of the acquisition process, ergonomic and operations testing will be completed for the following actions:

- Loading Time
- Tray Replenishment
- Package Retrieval
- Unloading Vehicle
- Parking

We have enclosed an outline of the test procedures for the above listed elements.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosure

Vendor:	
District:	
Station:	
Carrier:	
Examiner:	
Date:	

Next Gen Vehicle Testing

example
Time   H:MM:SS   0:08:15

1   Loading Time- Total Loading Time
Criteria: Start time once carrier prepares to unlock vehicle, until loading is complete and vehicle is secured/locked. If multiple trips subtract any time associated with hamper retrieval/time back in forth to buidling. Take Picture of loaded vehicle.

2   Tray Replinishment
Criteria: Replenish one tray of DPS, one tray of working volume, one tray of FSS (if applicable) Start clock upon turning off vehicle and stop clock once carrier has completed task and started vehicle.

3   Retrieving Package
Partition Door
Side Door
Rear Door
Criteria: Place package in cargo area on middle of second shelf on driver side of vehicle. Start clock upon turning off vehicle and stop clock once carrier has retrieved parcel and secured/locked vehicle. Carrier can retrieve package through the door that is the most convenient to them based on access. Please select the door utilized or delete unused door options.
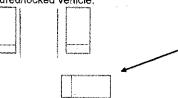
4   Unloading Vehicle
Criteria: Carrier should notify Testor upon returning before unloading. Start clock upon turning off vehicle and stop clock once carrier has completed and secured vehicle. In the event a carrier has to make multiple trips than as in question 1 subtract any time associated with hamper retrieval/time back and forth to buidling.

5   Parking
Have carrier in Postal parking lot back between two vehicles. Have carrier pull up to yellow parking line to be pulled into. Start clock once carrier begins to pull forward and stop clock when carrier has secured/locked vehicle.

Start test as shown below

**UNITED STATES
POSTAL SERVICE**

RECEIVED
OCT 2 3 2017

October 20, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service intends to obsolete DD-11-15-2001, *National Women's Program Policy Statement*; DD-10-02-2003, *Hispanic Program*; EL-670-96-4, *USPS Hispanic Program*; and Publication 18, *Manager's Guide to Understanding Affirmative Action.* Each of the subject documents highlight programs that are no longer in existence.

Additionally, DD-10-18-2001, *USPS Policy on Diversity* will be made obsolete. The subject document has been superseded by HR-04-16-2015, *United States Postal Service Diversity and Inclusion Statement.*

The Postal Service continues to maintain a diversity structure that is inclusive of all groups.

We have enclosed a copy of each document referenced above.

Please contact Bruce Nicholson at 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

UNITED STATES POSTAL SERVICE®

Manager's Guide to Understanding Affirmative Action

Publication 18   June 1996

The Postal Service's commitment to overcoming the barriers to advancement for women and minorities is most clearly articulated in the May 11, 1995, *Postal Bulletin* message from the Postmaster General, "Equal Employment Opportunity, Affirmative Action and Diversity Policy." This commitment extends to individuals at all levels, including those in executive positions.

While statistics are important in measuring achievement of some Postal Service business objectives, postal managers may not use quotas in fulfilling affirmative action goals. Nor may a fixed number of new hires or selections be reserved for, or automatically given to, minority members or females. Employment decisions should not be made by designating positions for, nor by preselecting or affording preferential treatment to, minorities or women.

Statistics are nonetheless useful in assessing the need for legitimate affirmative action. Statistics on women and minorities in the workforce and at the various levels are required by law and are indicators of how employment opportunities are actually distributed throughout the Postal Service. Where underrepresentation of women and minorities appear, there should be some analysis to identify the possible disincentives or obstacles to upward mobility, and follow-up actions should be taken to eliminate such barriers. Affirmative action efforts cannot be limited to the time of the selection.

Affirmative Action Myths

The myths that have developed around the subject of affirmative action sometimes cloud the issue for managers attempting to perform their important role in ensuring equal opportunity. The examination of myths that follows is meant to help clarify your responsibilities and limitations.

1. **"Currently, most promotions in the Postal Service go to minorities or women."**

   The Postal Service continues to make great strides in the upward mobility of minorities and women. During Fiscal Year 1995, promotions were closely in line with group representations within the postal workforce.

Group	Promotions	Work Force
White males	44.4%	44.8%
Women	33.9%	35.1%
Minorities	35.5%	33.5%

2. **"If the minority or female candidate is not qualified for promotion, there is nothing I can do."**
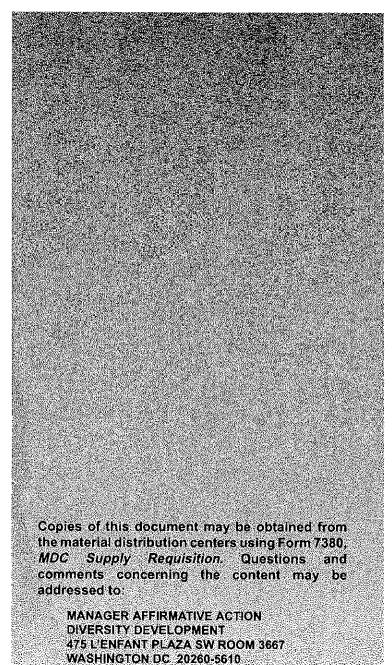
   Your responsibility as a selecting official begins long before the selection package reaches your desk. Your goal should be to assist in the upward mobility of minorities and females. If an employee is not presently qualified for a particular promotion, career counseling is in order. For example, is there an educational degree, a training course, a detail, a different career path to consider, or other advice that should be suggested to the employee? Quite simply, what does this employee need to prepare for future career advancement?

5. **"If there are no qualified females or minorities in my operation, I have no affirmative action responsibilities."**

You can examine the representation of females or minorities at different levels of the workforce to determine if there is underrepresentation of females or a particular minority group. The statistical representation is the starting place. If there are gaps, then you can support a variety of plans to ascertain if there are barriers that exclude minorities or women. Depending on the barrier identified, you may need to identify high potential minorities or females whose careers can be developed or to target groups for recruitment at the initial hiring levels.

6. **"Responsibilities for the upward mobility of women and minorities should be left up to the Diversity Development and Human Resources staffs."**

Just as in the case of safety, ensuring that all employees have an equal opportunity for upward mobility lies with the individual employee and the line manager as well as with the Diversity Development and Human Resources staff. The individual employee exercises a high degree of responsibility for attaining the education, training, and flexibility necessary for career advancement. But you make the employment selections, and along with the Diversity Development and Human Resources staffs, should be attuned to the profile of the workforce and provide career counseling and developmental assignments.

Copies of this document may be obtained from the material distribution centers using Form 7380, *MDC Supply Requisition*. Questions and comments concerning the content may be addressed to:

UNITED STATES
POSTAL SERVICE®

Management Instruction

USPS Hispanic Program

This instruction revises the uniform guidelines for implementing and managing the Postal Service's Hispanic Program. These guidelines apply to Headquarters, Headquarters field units (HFUs), area offices, all offices within the performance cluster, and other field operating units.

Policy and Program Objectives

General

The primary objective of the USPS Hispanic Program is to ensure that Hispanics are fully utilized in the Postal Service workforce and that they have an equal opportunity to compete in every aspect of employment, including but not limited to, recruitment, hiring, training, career development, promotions. This special emphasis program is an integral part of the Postal Service's Diversity Development, Affirmative Action (AA), and Equal Employment Opportunity (EEO) policies and planning programs.

USPS Commitment

The Postal Service is committed to ensuring that the Hispanic Program receives the necessary management attention and support. This program does not seek preferential treatment, but assures equality of opportunity through positive actions taken to eliminate barriers and through a continued commitment towards achieving the goals and objectives set in the Postal Service Affirmative Action Program and Plans. As such, managers at all levels must be sensitive to the concerns of Hispanic employees and the Hispanic community to determine if there are operational or other barriers to equal employment opportunity inherent in our employment practices, and they must take prompt action to correct any deficiencies. Further, all managers must ensure that sufficient financial and personnel resources are allocated to implement an effective and progressive Hispanic Program.

CONTENTS

Post Offices and Other Field Operating Units

Postmasters and installation heads of other field operating units are responsible for implementing the Hispanic Program at these facilities. Where authorized, the local Hispanic Program specialist conducts program activities.

Program Focus

Workforce Analysis

Each quarter the vice president of Diversity Development reviews workforce statistical analyses, employment trends, and workforce profile changes to identify problems or barriers related to Hispanic employment. Where barriers are found, they are included in the facility's Multiyear Affirmative Employment Plan with specific actions to eliminate the problem or barrier. These plans must be updated and filed with the respective EEOC regional or national office.

Recruitment Strategies

The responsible recruitment official and Hispanic Program and Diversity Development specialists jointly develop a community outreach and liaison program.

Through this community outreach program, they publicize postal employment opportunities in the general Hispanic community and inform the liaison contacts.

They ensure that preexamination orientation classes are offered and that other information related to Postal Service examinations and application procedures are available. This targeted effort increases the overall effectiveness of the Hispanic Program recruitment efforts.

Hispanic Program, Diversity Development, and employment personnel maintain mailing lists of community organizations and other recruitment sources.

They ensure that classes are offered that explain postal application procedures and that the class *How to Prepare for the Postal Service Preentrance Examination* is available to the Hispanic community.

Employee Development and Promotion

Career Assistance

Managers and Hispanic Program and Diversity Development specialists identify and resolve barriers to the full development of the Hispanic employees' potential and provide specific information about development, training, promotional opportunities, and career assistance.

Support Services

Businesses

Hispanic Program specialists represent a trained, bilingual support group with special skills and Hispanic identification. They advise the Hispanic community where information of postal procurement opportunities can be obtained and how Hispanic businesses can sell goods and services to the Postal Service.

Bilingual Products

Hispanic Program specialists provide assistance in the development of bilingual postal safety posters, talks, and other similar information such as bilingual lobby signs to assist Hispanic customers.

Hispanic Program Personnel

The vice president of Diversity Development briefs the postmaster general, the deputy postmaster general, and the chief operating officer on issues impacting the Hispanic Program and recommends actions as appropriate.

The manager of the Hispanic Program supervises, coordinates, and monitors the comprehensive special emphasis Hispanic Program at the national level. This manager ensures that the Postal Service complies with affirmative action objectives and policies in the planning, execution, control, and analysis of the Hispanic Program and informs the vice president of Diversity Development of issues regarding the Hispanic Program.

All Hispanic Program specialists assist in the proper and effective implementation of the Hispanic Program. They function as professional and technical advisors to managers and responsible officials and as liaison to the community as representatives of the Postal Service in recruitment and other outreach efforts.

Specialists serve at post offices, stations, branches, and on individual tours in larger facilities (as required), and at HFUs and performance clusters, when provided for in staffing plans. Working closely with and through their responsible officials or installation heads and appropriate diversity development personnel, specialists advise managers on special employment concerns of Hispanics and on the necessary actions required to accomplish program objectives.

Reporting Requirements

Accounting Period Report

The accounting period report is a statistical summary of data on placement, separations, developmental participation, higher level details, officer-in-charge assignments, promotions, and hours used in the Hispanic Program. Report data are prepared by the Hispanic Program specialist or the Diversity Development specialist. The report is then provided to the district manager and lead plant manager to keep them abreast of the status of the Hispanic Program.

Quarterly Report

The quarterly report is a narrative statement that requires a brief analysis of the accounting period report with a description of actions taken to correct program deficiencies or actions that provided positive results. HFUs and all field offices submit the quarterly report through the Hispanic Program specialist (if the position is authorized), or the Diversity Development specialist, to:

NATIONAL HISPANIC PROGRAM MANAGER
DIVERSITY DEVELOPMENT
475 L'ENFANT PLAZA WEST SW ROOM 3641
WASHINGTON DC 20260-5610

REFERENCES

1. Employee and Labor Relations Manual 670, specifically 673.4.

2. Hispanic Program Operational Guidelines.

3. Publication 294, The Guide to Retaining Hispanic Employees.

4. Postal Service policies and instructions related to EEO, AA, and Diversity.

5. Equal Employment Opportunity Commission (EEOC) Management Directives.

October 2, 2003

MESSAGE FROM THE POSTMASTER GENERAL AND DEPUTY POSTMASTER GENERAL

Hispanic Program

According to the most current U.S. Census data, Hispanics have become the largest minority group in the United States and are one of the fastest growing population segments of the American population. Consistent with our commitment to provide equal employment opportunity to all persons, it is critical that we continue to strengthen our efforts to recognize and fully utilize the unique qualities and talents of Hispanics in our diverse workforce and in the community at large.

Since its establishment in the 1970s, the Hispanic Program has been on a journey to transform and address the rapid growth in the Hispanic population. Today, the program helps support our organization's Transformation challenges, our organization's need to remove barriers that prevent the Postal Service ™ from achieving a more inclusive workforce, and our quest to manage relationships with our customers that will enable us to provide services to communities with diverse needs.

As we celebrate National Hispanic Heritage Month, I reconfirm the Postal Service's commitment to our Hispanic employees, customers, and suppliers. The Postal Service is committed to ensuring that the Hispanic Program continues to receive necessary management attention and support.

By doing so, we will continue to realize the full talents of our diverse workforce, while fostering growth by adding value for our customers, improving operational efficiency, and improving service to this rapidly growing marketplace.

John E. Potter
Postmaster General, CEO

John M. Nolan
Deputy Postmaster General

JOHN E. POTTER
POSTMASTER GENERAL, CEO

**UNITED STATES
POSTAL SERVICE**₀

November 15, 2001

National Women's Program Policy Statement

The Postal Service is committed to promoting career opportunities and advancement for women in the workforce. The National Women's Program (NWP) is a vital and integral part of this commitment. The program does not seek preferential treatment for women, but does seek to ensure that all postal career opportunities are made available to all employees, including women.

The NWP is also a part of the Postal Service's Affirmative Employment Program. Postal management established the women's program in 1974 to ensure fairness for women in every aspect of employment, including but not limited to hiring, retention, training, career development, and promotions.

The NWP is not merely a program developed to enhance the individual experiences of women, but rather it enhances how we do business as an all-inclusive workforce. Monitoring the overall postal workforce demographics to address any underrepresentation of women is part of this program. Advocacy and education will help achieve equality for women in the workplace.

The NWP will collect, conduct, and analyze research on issues affecting women in the workplace. It will be a resource offering information and business solutions to common workplace issues and professional development. It will provide networking opportunities, educational programs, and visibility for the women in our workforce, which will enable them to realize their goals and aspirations for personal and professional development.

The NWP seeks to ensure managers at all levels will not only respect and be sensitive to the concerns of female employees, but also that they will examine and remove any barriers to equal employment opportunity for women. Together we can ensure that we are providing opportunities and promoting fairness for women in hiring, retention, training, career development, and promotions.

John E. Potter

JOHN E. POTTER
POSTMASTER GENERAL, CEO

UNITED STATES
POSTAL SERVICE®

October 18, 2001

United States Postal Service Policy on Diversity

It is the policy of the U.S. Postal Service to value and manage the diversity of our employees, the customers we serve, and the suppliers we do business with so that we might achieve a competitive advantage in the global marketplace.

Diversity in the Postal Service means that we will build an inclusive environment that respects the uniqueness of *every* individual and encourages the contributions of people from different backgrounds, experiences, and perspectives.

Diversity is key to our corporate success because it affects every aspect of the organization—employees, customers, and the business. Our investment in a strong diversity program creates a positive work environment that recognizes the contributions of all our employees, and it provides us with a strategic advantage.

The Postal Service will focus on diversity in the recruitment, development, and retention of employees. When developing succession plans and making promotions, the Postal Service will strongly support diversity, thereby creating an even playing field for all employees. To ensure that the Postal Service meets the needs of the diverse communities it serves, it will eliminate barriers and create products and services designed to increase customer satisfaction, ease of use, and revenue. The Postal Service will ensure that all suppliers have the opportunity to compete for its contracts and will require that our local purchasing policies support local business communities and encourage economic development of diverse groups.

All employees share the responsibility for achieving diversity goals. For diversity to be successfully integrated into the Postal Service, diversity initiatives must continue to be guided by leadership's full commitment. All executives, managers, and supervisors are responsible and accountable for managing and integrating diversity into business management processes.

To build mutual respect into all of our relationships, employees at all levels must value the differences and cultures of others. This will require mutual adjustment and understanding. These actions are critical to diversity becoming an integral part of the organization; not only do they benefit each employee, they also enhance our standing in the national and global marketplaces.

By valuing diversity, the Postal Service will achieve maximum corporate success and positive recognition as a world-class business leader.

John E. Potter

UNITED STATES POSTAL SERVICE DIVERSITY AND INCLUSION STATEMENT

It is the policy of the U.S. Postal Service to promote the diversity and inclusion of our employees, the customers we serve, and the suppliers we do business with so that we might achieve a competitive advantage in the global marketplace.

Diversity and Inclusion in the Postal Service means that we will build an inclusive environment that respects the uniqueness of every individual and encourages the contributions of people from different backgrounds, experiences, and perspectives.

Diversity and Inclusion is key to our corporate success because it affects every aspect of the organization—employees, customers, and the business. Our investment in a strong diversity program creates a positive work environment that recognizes the contributions of all our employees, and it provides us with a strategic advantage.

The Postal Service will focus on diversity and inclusion in the recruitment, development, and retention of employees. When developing succession plans and making promotions, the Postal Service will strongly support diversity, thereby creating an even playing field for all employees. To ensure that the Postal Service meets the needs of the diverse communities it serves, it will eliminate barriers and create products and services designed to increase customer satisfaction, ease-of-use, and revenue. The Postal Service will ensure that all qualified suppliers have the opportunity to compete for its contracts that are competitively awarded, and we will require that our local purchasing policies support local business communities and encourage economic development of diverse groups.

All employees share the responsibility for achieving diversity goals. For diversity and inclusion to be successfully integrated into the Postal Service, diversity and inclusion initiatives must continue to be guided by leadership's full commitment. All executives, managers, and supervisors are responsible and accountable for managing and integrating diversity and inclusion into the business management processes.

To build mutual respect into all of our relationships, employees at all levels must value the differences and cultures of others. This will require mutual adjustment and understanding. These actions are critical to diversity and inclusion becoming an integral part of the organization; not only do they benefit each employee, they also enhance our standing in the national and global marketplaces.

By valuing diversity and inclusion, the Postal Service will achieve maximum corporate success and positive recognition as a world-class business leader. For more information about Diversity and Inclusion, please visit USPS LiteBlue: *https://liteblue.usps.gov*. Click on **My HR** tab and click on **Our Workforce** link within the **Browse by Subject** box.

Megan J. Brennan
Postmaster General/CEO

UNITED STATES POSTAL SERVICE

RECEIVED OCT 2 3 2017

October 20, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

This is in further reference to our October 23, 2015, correspondence regarding the USPS Health Connect Portal. As you were previously informed, this online application provides employees with the ability to establish a personal online health records profile, which enables employees to easily and securely collect, store, and manage their health records. The USPS Health Connect Portal provides employees private and secure control and access to their records, as well as the distribution of that data.

The application is currently available to all Headquarters' non-bargaining unit employees. Use of the USPS Health Connect Portal is voluntary and there is no charge for participation. The application is not accessible from Postal Service devices and/or when logged into our network.

A sign-up event is tentatively scheduled for November 16, 2017, at 475 L'Enfant Plaza, SW, Washington, DC 20260. In anticipation of this event, a mailing will be sent to Headquarters' non-bargaining unit employees. The mailing will contain instructions for creating a personal USPS Health Connect Portal account. We have enclosed a final draft copy of the mailing.

Please contact Bruce Nicholson at extension 7773 if you have any questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosure

USPS Health Connect™

Now you can access an exciting new benefit from your smartphone, computer, or tablet.

First & Last Name
Address Line
City, State Zip Code

USPS HEALTH CONNECT™

COLLECT AND STORE YOUR HEALTH RECORDS ON YOUR PERSONAL DEVICES.

Sign up today
Your **ACTIVATION CODE** inside

UNITED STATES
POSTAL SERVICE

RECEIVED
OCT 30 2017

October 27, 2017

Mr. Brian J. Wagner   Faxed
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service plans to introduce an initiative concerning carrier vehicle loading. You were notified of a test by letter dated June 23, 2017.

Package storage areas in carrier vehicles will be divided into segments. A package will be scanned and feedback from the mobile delivery device (MDD) will show which segment the package should be placed in anticipation of delivery. Generally, this process will be used by carriers not familiar with their assigned route.

We have enclosed a stand up talk and a training aid related to this program.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosures

Vehicle Loading

As most of you are aware the continuing growth in packages can make loading our vehicles challenging at times. It can be particularly puzzling for our newer employees who may be unfamiliar with the routes they are carrying. Imagine picking up a package to load in the vehicle without a good sense of its delivery order along the route.

You may have noticed by now that the numbers one thru six and/or loading diagrams with the numbers one thru six have been placed on the inside cargo areas of your postal vehicle. These numbers are designed to represent your route divided into six equal sections. So section one might represent the first 100 deliveries of your route, and section six might represent the last 100 deliveries of your route (assuming your route has 600 deliveries).

The Mobile Delivery Device (MDD) handheld scanner has been updated to include a "Load Truck" menu option. Using this feature while loading involves scanning each package before placing it in the vehicle. This in turn will cause the scanner to display the delivery point of the package and your total delivery points. The MDD will also visually and audibly provide the section of the truck where the package should be placed. Using the same example as above, the MDD will display "Section # 2" for any packages for delivery point 200 thru 299. Simultaneously, the MDD will provide the same information audibly.

Not all carriers will need to utilize the MDD feature. Regular carriers and others familiar with the route layout will probably not need the feature. However, it is expected that each carrier will load packages in the prescribed manner using the numbered sections in order to set the route up for efficient handling on the street.

Alternately, rural offices may choose to use a 0-9 process to partition the vehicle. In this process, the sections of the vehicle will correspond to the last number of the primary street address (ex: 251 Oak St. Apt 27 would be placed in section 1). The MDD Load Truck feature does not support this process. Only sections one thru six will be labeled. Sections 0, 7, 8, and 9 are to be loaded in the center with 0 to the rear and 9 at the front of the cargo area.

Your supervisor has been provided workflow diagrams for each vehicle type that describes this process in more detail and will provide training as required. Additionally, there is an MDD work flow diagram that shows the new menus and options within the load truck feature.

Carriers are also reminded of the package look-ahead feature deployed to the MDD in October of 2016. This feature is a manifest of all packages for each route that displays and scrolls in the AMS line of travel. As each package is scanned with a "stop the clock" event the entry turns gray. In this way carriers can review the manifest for any potential

missed packages or packages that may have not received a proper scan event. This feature also allows carriers to review the next several packages coming up for delivery. This helps to avoid backtracking and/or deviating due to forgotten SPRs in the satchel or parcels in the rear of the delivery vehicle.

Lastly, carriers are reminded to follow the proper sequence of steps and procedures for moving to the street and departing to the route. Your supervisor has been provided an additional work flow diagram that outlines this process if you are unsure of the steps.

Training Aid Attachments

UNITED STATES
POSTAL SERVICE®

Attachments to Training Aid for Vehicle Loading – October 2017

- Load Truck Feature - MDD
- Package Delivery Look Ahead – MDD
- Leave for Street Process
  - City Carriers
  - Rural Carriers

![United States Postal Service logo] **UNITED STATES POSTAL SERVICE ®**

Enable Load Truck feature for AMS Routes on MDD

Load Truck Workflow in 06.14 Build

1. On Street Menu

2. From On Street Menu Select L. Load Truck

3. Load Truck – Scan / Key-in Barcode screen displays

Scan/Key-in package barcode
*for key-in labels press Enter

(1) Initial Load Truck screen

(2) Scan a package from section 2

→ '1' is added to second box (i.e. Sec. 2)

4. Package Barcode Number, Stop# with total number of Stops, and Address display in green box

Text-To-Speech (TTS) states the Section Number:

"Section #2"

(3) Scan a package from section 5

→ '1' is added to fifth box (i.e. Sec. 5)

5. Package Barcode number, Stop# with total number of Stops, and Address display in green box

Text-To-Speech (TTS) states the Section Number:

"Section # 5"

Scan / Key-in a Barcode for next label

If missing Manifest for the route or AMS Route data, After selecting L – Load Truck from On Street Menu, displays **"Load Truck Feature Not Available"**

Note:
If a label scanned does not exist in Delivery Manifest the label and **"Package not Found!"** displays, along with a Bad Beep sound

If an invalid label is scanned in a yellow box, the label scanned and **"Invalid Barcode entered!"** displays, along with a Bad Beep sound

Exceptions

- When activating the Load Truck feature, carriers may receive a message that there are no packages. This is an indication that the download did not occur. In this instance, the carrier will need to load without the assistance of the Load Truck feature

- After scanning a parcel using the Load truck feature the carrier receives the message "package not found" it can mean:
  - The individual package is scheduled for delivery on the route but was not downloaded
    - Place the package in the appropriate section of the vehicle based on experience or somewhere that it can easily be seen so as to periodically check the address during delivery
  - The package was misthrown for another route
    - Check with a supervisor or distribution clerk for re-handling
  - The package is from a pivot from another route
    - Pivot packages are not currently included in the load feature of the gaining route
      - These packages should be kept separate and consolidated in one area of the vehicle equivalent to where instructed to carry within the regular route line of travel (a revised line of travel to include the pivot is available from the supervisor via the Geo-Delivery program)

3

Package Delivery Look Ahead Notification Screen Flows

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On Street Menu — 11:46 AM
4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance
D Database Info
A Accountables Delivery Report
P Package Lookahead
ESC   ENTER

P. Package Lookahead appears (if Package Lookahead feature is enabled).

Package Lookahead — 12:52 PM

#	Address
5	10805 HUNT CLUB RD, RESTON,VA 201903938
1	10803 HUNT CLUB RD, RESTON,VA 201903938
1	10801 HUNT CLUB RD, RESTON,VA 201903938
1	1381 PARK LAKE DR,RESTON,VA 201903936
5	10793 HUNT CLUB DR, RESTON,VA 201903939

ESC   ENTER

Select Package Lookahead menu to bring up package delivery stops and # of packages for that route

Package Lookahead Stop — 1:18 PM

#	Label ID
1	9410810200793991391767
2	9140081083438000000058
3	4202208295120000000000000000072
4	9512000000000000000000072
5	0000000000000000000000072

ESC

Select a stop to view the list of packages to be delivered for that stop.

Package Look ahead can also be accessed by using Hotkey combination, **RED** + P, from Scan Barcode screen

On Street Menu — 12:31 PM
1 Scan Barcode
2 Review Entries
3 Settings
4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance
ESC   ENTER

Scan Barcode — 12:32 PM
Scan/key-in barcode

| Label ID

ESC   ENTER

RED + P

Package Lookahead — 12:52 PM

#	Address
5	10805 HUNT CLUB RD, RESTON,VA 201903938
1	10803 HUNT CLUB RD, RESTON,VA 201903938
1	10801 HUNT CLUB RD, RESTON,VA 201903938
1	1381 PARK LAKE DR,RESTON,VA 201903936
5	10793 HUNT CLUB DR, RESTON,VA 201903939

ESC   ENTER

A delivery stop that is nearest to carrier will be pre-selected (white border)

Package Look Ahead - ERROR message when GEO Delivery file is missing

On Street Menu

4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance
D Database Info
A Accountables Delivery
   Report
P Package Lookahead

ESC   ENTER
11:46 AM

Select P. Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Package Lookahead

❌ Error

No Geo Delivery Manifest present on device for this route

3:54 PM

Error message appears when Geo Delivery file is not available

ERROR message when Address file is missing

On Street Menu

4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance
D Database Info
A Accountables Delivery
   Report
P Package Lookahead

ESC   ENTER
11:46 AM

Select P. Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Package Lookahead

❌ Error

No AMS Route Manifest present on device for this route.

3:52 PM

Error message appears when AMS file is not available

Package Look Ahead - ERROR message when all the Deliveries are completed

On Street Menu

- 4 Firm Sheet
- 5 Manual Input
- 6 Change Route
- 7 Dynamic Delivery
- 8 Collection Box Info
- B Text Messages
- H Prepaid Acceptance
- D Database Info
- A Accountables Delivery Report
- **P Package Lookahead**

ESC   ENTER

11:46 AM

Select P . Package Lookahead from On Street menus screen or RED+P from Scan Barcode screen

Package Lookahead

Error

Package Lookahead has no stops to display. 3 packages have already been processed for this route.

1:42 PM

Error message appears when all the deliveries are completed

Leaving the Office

UNITED STATES POSTAL SERVICE®

It is important that carriers understand and follow prescribed processes when leaving the office to begin loading and street delivery. Following these steps ensures that the postal service can collect accurate data on how much time of the workday is devoted to office time, loading time and street delivery time.

Leaving the Office

UNITED STATES POSTAL SERVICE®

These steps do not supersede any local management instructions

8

City Carriers

Step	Note
Ensure the MDD is activated and set up with the proper employee ID and route number.	Scan employee badge and route barcode to prevent errors
Each carrier with a primary street assignment must make a final pull of mail from the "Hot Case(s)" just prior to pushing their gurney or hamper to the loading dock. Additionally, the MSP hot case barcode must be scanned and the "hot case card" inserted in the same hot case slot.	Applies to final load in the event of multiple trips For pivoted routes, the primary office carrier performs the hot case function Step 2 should be completed after taking care of any personal needs as authorized by your supervisor
Use the electronic badge reader (EBR) to move to the street. Enter the route number if not the regularly assigned carrier.	
Load vehicle *(perform safety check first if not already completed)*	
Return gurney or hamper to designated area. Return any missorted parcels to supervisor or distribution clerk or as designated locally.	
Scan MSP Depart to Route Barcode and immediately proceed to the first delivery using the authorized line of travel.	

Leaving the Office

UNITED STATES POSTAL SERVICE®

Rural Carriers

Ensure the MDD is activated and set up with the proper employee ID and route number.

Scan employee badge and route barcode to prevent errors

After all mail has been pulled from the carrier case and loaded into the gurney or hamper, push the conveyance to the loading area and load vehicle *(perform safety check first if not already completed).*

Return gurney or hamper to designated area. Return any missorted parcels to supervisor or distribution clerk or as designated locally.

Enter the time on PS from 4240, Rural Carrier Trip Report, column 3, "Left Office to Serve Route" for the appropriate day and week.

Each carrier assigned to a route must make a final pull of mail from the "Hot Case(s)". The "hot case card" must then be inserted in the same hot case slot.

This step should be completed after taking care of any personal needs as authorized by your supervisor

Scan the Depart to Route Barcode (postal vehicles only) and immediately proceed to the first delivery using the authorized line of travel.

UNITED STATES
POSTAL SERVICE

RECEIVED
OCT 30 2017

October 27, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisor
1727 King Street
Alexandria, Virginia 22314-2753

Certified Mail Tracking Number:
70131370000230171996

Dear Brian:

Due to a finding by the Office of Special Counsel (OSC), the Postal Service is revising the Employee and Labor Relations Manual (ELM), Exhibit 514.4, Item j, and PS Form 3971, Request for or Notification of Absence.

Enclosed for your review are:

- A final draft copy of the revised ELM, Exhibit 514.4
- A final draft copy of the revised PS Form 3971
- United States Postal Service Corrective Action Plan for OSC File No. HA-17-0610 dated August 31, 2017

Please contact Shannon Richardson at extension 5842 if you have any questions concerning this matter.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

Enclosures

(CA2017-505)

514 Leave Without Pay

514.1 Essential Features

The following definitions apply for the purposes of 514:

a. LWOP is an authorized absence from duty in a nonpay status.

b. LWOP may be granted upon the employee's request and covers only those hours that the employee would normally work or for which the employee would normally be paid. FLSA–exempt employees must take LWOP in 1–day increments except when they are taking leave protected under the Family and Medical Leave Act (FMLA).

c. LWOP is different from AWOL (absent without leave), which is a nonpay status due to a determination that no kind of leave can be granted either because (1) the employee did not obtain advance authorization or (2) the employee's request for leave was denied.

514.2 Policy

514.21 Restriction

LWOP in excess of 2 years is not approved unless specifically provided for in postal policy or regulations.

514.22 Administrative Discretion

Each request for LWOP is examined closely, and a decision is made based on the needs of the employee, the needs of the Postal Service, and the cost to the Postal Service. The granting of LWOP is a matter of administrative discretion and is not granted on the employee's demand except as provided in collective bargaining agreements or as follows:

a. A disabled veteran is entitled to LWOP, if necessary, for medical treatment.

b. A Reservist or a National Guardsman is entitled to LWOP, if necessary, to perform military training duties under the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), Public Law 103–353.

c. An employee who requests and is entitled to time off under 515, Absence for Family Care or Serious Health Condition of Employee, must be allowed up to a total of 12 workweeks of absence within a Postal Service leave year for one or more of the reasons listed in 515.41(a) through 515.41(e), and up to 26 workweeks of leave during a single 12-month period to care for covered service members with a serious injury or illness.

514.23 Condition

In granting approval for extended LWOP, the granting official should have reasonable expectation that the employee will return at the end of the approved period.

514.24 Leave Credit Adjustment

Employees who are on LWOP for a period, or periods, totaling 80 hours (normal number of workhours in 1 pay period) during a leave year have their leave credits reduced by the amount of leave earned in 1 pay period.

Exception: Employees who (1) are in leave category 6, (2) are not on LWOP for the entire year, and (3) whose accumulated LWOP reaches 80 hours in the last pay period in a leave year have their leave balance reduced by only 6 hours, even if they earn 10 hours during that pay period (see 512.3). Also, no adjustment is made to the leave computation date for periods of LWOP taken for active military service or while absent due to an illness or injury approved by OWCP.

514.25 Other Employment

LWOP is not granted for the purpose of enabling an employee to "try out" or to accept other employment.

514.3 Authority to Approve

514.31 Installation Head

Installation heads may approve requests for LWOP that are not in excess of 1 year.

514.32 District Managers

District managers may approve requests for LWOP that are not in excess of 2 years.

514.4 Acceptable Reasons and Instructions

See [Exhibit 514.4](#) for acceptable reasons and instructions for LWOP.

Exhibit 514.4
Acceptable Reasons and Instructions for LWOP

Acceptable Reasons for LWOP	Instructions
a. Personal reasons.	LWOP may be granted to cover the absence.
b. Employee has no leave to cover vacation during choice vacation period.	LWOP may be granted to cover the absence.
c. Full-time attendance at a college or university.	1. Restricted to full–time employee. 2. An official transcript of courses taken must be submitted to the installation head.
d. Personal illness or injury (also see 515).	1. An employee may utilize annual and/or sick leave in conjunction with LWOP, subject to approval of the leave in accordance with normal leave approval procedures. An employee need not exhaust annual leave and/or sick leave before requesting leave without pay. 2. A medical document from the attending physician or practitioner must be obtained before approval, the same as for sick leave. 3. Applications for LWOP to cover a period in excess of 30 days in any 1 year in cases of illness or injury are reviewed and acted upon by the installation head. 4. An employee normally will not be separated from the service because of absence due to personal illness or injury for a period of less than 1 year (also see 568). An employee may be separated if required to be absent for more than 1 year unless there is cause to expect recovery and return within a reasonable time after the end of 1 year in LWOP status. 5. The separation of an employee after 1 year of continued absence with or without pay does not prevent an eligible employee from filing an application for retirement (also see 568).
e. Injury in line of duty.	1. Supervisors must advise employees of their right to file an application for FECA benefits as a result of illness or injury that is suffered in the line of duty. (See instructions on CA–1 and CA–2a for traumatic injuries and CA–2 for occupational illnesses and diseases.) 2. In traumatic injury cases, an employee is entitled to a maximum of 45 calendar days of continuation of pay (COP) without charge to leave if written notice of injury is filed within 30 days of injury. The period of COP begins at the start of the employee's first full tour of duty thereafter, or the first day following the disability, whichever occurs sooner. The period during which 45 days of COP may be claimed must begin within 90 days of the occurrence of the injury but may end after 90 days from the occurrence. If, after returning to work subsequent to an apparent recovery from a traumatic injury, an employee is again absent from work as a result of the original traumatic injury, the employee may use any remaining COP time left up to the 45–day limit. However, the remaining COP time must be used within 90 days of the date the employee first returns to work following the initial traumatic injury. 3. An employee may choose sick or annual leave in lieu of COP; however, this leave may be retroactively converted to COP provided a request is made within 1 year of the date the leave was used or the date of the claim approval, whichever is later. 4. Before being placed on LWOP, an employee may choose to use annual or sick leave until it is exhausted. Leave is earned

514.5 Forms Required

514.51 PS Form 3971

A request for LWOP is submitted by the employee on PS Form 3971. If the request for leave indicates that the LWOP will extend over 30 days, a written justification and statement of reason for the desired absence is required.

514.52 PS Form 50

PS Form 50, *Notification of Personnel Action,* is prepared when LWOP is in excess of 30 days (see Handbook EL–301, *Guidelines for Processing Personnel Actions).*

![USPS logo] **UNITED STATES POSTAL SERVICE** ®

Request for or Notification of Absence

Employee's Name *(Print last, first, MI.)*		Employee ID	Date Submitted *(MM/DD/YYYY)*	No. of Hours Requested			PP	Year

Installation *(For postmaster's leave, show city, state, and ZIP Code)*	N/S Day	Pay Loc. No.	D/A Code	From: Date Hour

Time of Call or Request	Scheduled Reporting Time	If Needed, Employee Can Be Reached At: ☐ Do not call	Thru: Date Hour

SCHEDULED / **UNSCHEDULED**

Type of Absence	Documentation *(For official use only)*	Revised Schedule for *(Date)*	Approved In Advance
☐ Annual	☐ FMLA Requested *(Certification review – HRSSC)*		☐ Yes ☐ No
☐ Holiday/AL Lv Exch	☐ For COP Leave *(CA1 on file)*	Begin Work	
☐ Carrier 701 Route	☐ For Advanced Sick Leave *(PS 1221 on file)*		
☐ LWOP *(See reverse)*	☐ For Military Leave *(Orders reviewed)*	Lunch Out	Lunch In
☐ Sick *(See reverse)*	☐ For Court Leave *(Summons reviewed)*		
☐ Late	☐ For Higher Level *(PS 1723 on file)*	End Work	
☐ COP *(See reverse)*	☐ Scheme Training Testing Qualifying *(Memo on file)*	Total Hours	
☐ Other _____			

Remarks *(Do not enter medical information. See Privacy Act Statement on reverse of this form.)*

I understand that the annual leave authorized in excess of the amount available to me during the leave year will be charged to LWOP.

Employee's Signature and Date	Signature of Person Recording Absence and Date	Signature of Supervisor and Date Notified

Official Action on Application *(Return copy of signed request to employee.)*

☐ Approved	Do not check an FMLA box until you verify the FMLA designation.	**Signature of Supervisor and Date**
☐ Disapproved (Give reason below)	☐ FMLA Designation Is PENDING	
	☐ FMLA Protected	
	☐ Not FMLA Protected	☐ *Continued on reverse*

Day	Init.	Hours
Sat 01		
Sun 02		
Mon 03		
Tue 04		
Wed 05		
Thur 06		
Fri 07		
Sat 08		
Sun 09		
Mon 10		
Tue 11		
Wed 12		
Thur 13		
Fri 14		

PS Form **3971**, October 2017 *(Page 1 of 2)* PSN 7530-02-000-9136

Warning: The furnishing of false information on this form may result in a fine of not more than $10,000 or imprisonment of not more than 5 years, or both *(18 U.S.C. 1001)*.

Reason I was incapacitated for duty during this absence:

☐ Sickness	☐ Pregnancy, Prenatal Care, or Childbirth
☐ On-the-Job Injury	☐ Undergoing Medical, Dental, or Optical Examination or Treatment *(Job-related)*
☐ Off-the-Job Injury	
☐ Exposed to a Contagious Disease	☐ Undergoing Medical, Dental, or Optical Examination or Treatment *(Not job-related)*

Reason I was/will be unavailable for duty during this absence:

☐ Sick Leave for Dependent Care *(See ELM)*	☐ Placement of a Child with Employee for Adoption or Foster Care
☐ Birth of a Child/Bonding	☐ A Military Family Member's Qualifying Exigency
☐ To Care for a Family Member *(See ELM)*	☐ To Care for an Injured or Ill Military Family Member

LWOP - Union Official (Required Certification)

By signing this form, I certify that this request is not for the purpose of engaging in partisan political activity as defined by the Hatch Act and its implementing regulations.

I am requesting Family and Medical Leave Act (FMLA) protection for this absence:

☐ This request is associated with a new condition. *(You will receive an FMLA packet in the mail with forms and instructions.)*

☐ My approved or pending approval case number for this condition is:

_____

Employee must not be asked to disclose personal medical information to local management. FMLA certification must be mailed to HRSSC.

Additional Documentation Required as follows:

Leave Types and Codes *(Information Only)*	Time Card	FMLA Dep. Care	Time Clock
Annual	55		05500
Annual – FMLA	55	01	05599
Sick	56		05600
Sick – FMLA	56	02	05699
Sick – Dependent Care	56	08	05697
Sick – Dependent Care – FMLA	56	07	05698
Absent Without Leave	24		02400
Act of Nature	78		07800
Blood Donor	69		06900
Civil Defense	77		07700
Civil Disorder	81		08100
COP – USPS	71		07100
COP – USPS – FMLA	71	03	07199
Court Duty	61		06100
Donated	45		04500
Donated – FMLA	46		04600
HQ Authorized Administrative	79		07900
Holiday – AL Leave Exchange	28		02800
LWOP – Part Day	59		05900
LWOP – Part Day – FMLA	59	05	05999
LWOP – Full Day	60		06000
LWOP – Full Day – FMLA	60	06	06099
LWOP – IOD/OWCP	49		04900
LWOP – IOD/OWCP – FMLA	49	04	04999
LWOP – In Lieu of Sick Leave	59 or 60		05901 or 06001
LWOP – Maternity	59 or 60		05905 or 06005
LWOP – Military	44		04400
LWOP – Personal Reasons	59 or 60		05903 or 06003
LWOP – Proffered	59 or 60		05902 or 06002
LWOP – Suspension	59 or 60		05906 or 06006
LWOP – Suspension Pend Term	59 or 60		05908 or 06008
LWOP – Union Official	84		08400
Military	67		06700
Relocation	80		08000
Voting Leave	85		08500
Other Paid Leave	86		08600

SCHEDULED / **UNSCHEDULED** | PP | Year

Day	Init.	Hours
Sat 01		
Sun 02		
Mon 03		
Tue 04		
Wed 05		
Thur 06		
Fri 07		
Sat 08		
Sun 09		
Mon 10		
Tue 11		
Wed 12		
Thur 13		
Fri 14		

PS Form **3971**, October 2017 *(Page 2 of 2)* PSN 7530-02-000-9136

United States Postal Service
Corrective Action Plan
OSC File No. HA-17-0610

August 31, 2017

I.   Background

On July 14, 2017, the Office of Special Counsel (OSC) issued a report entitled *Report of Hatch Act Investigation: Facilitating Labor Union's Political Activity Through Use of "Union Official" Leave Without Pay.* In the report, OSC found that the Postal Service released employees who were members of the National Association of Letter Carriers (NALC or the union) for several weeks of "union official" leave without pay (LWOP) to participate in the AFL-CIO's Labor 2016 program, "which sought to 'elect Hillary Clinton and pro-worker candidates across the country' through door-to-door canvassing, phone banks, slate card mailings, and other get out the vote efforts." Report at 2.

Although OSC concluded that postal officials were not motivated by political considerations – instead, they sought to preserve goodwill between the Postal Service and the union – OSC nonetheless determined that USPS management took official actions to enable the NALC's political activity. Specifically, for two decades various postal officials authorized the release of letter carriers for the union's political activity, which OSC concluded resulted in an institutional bias in favor of NALC's endorsed political candidates.

Because current management inherited a long-standing practice, OSC did not take disciplinary action against any USPS employee but instead concluded that "agency-wide corrective action is necessary" to prevent future violations of the Hatch Act, and that changes in the Postal Service's practices regarding union official LWOP were necessary. Report at 2. OSC asked the Postal Service to notify OSC of its corrective action plan no later than August 31, 2017, Report at 23, and the Postmaster General committed to doing so during her testimony before the Senate oversight committee following release of the Report. This is the Postal Service's Corrective Action Plan.

II.   The Postal Service's Four-Part Corrective Action Plan

A. Amend the Employee and Labor Relations Manual

The Postal Service is committed to maintaining a skilled and ready workforce that is diverse, engaged, efficient, and safe in order to successfully perform our longstanding mission of providing prompt, affordable, reliable, and efficient universal postal services. The Employee and Labor Relations Manual (ELM) is a critical tool for implementing human resources programs and processes that contribute to that goal by setting out the significant rules, policies and procedures that govern management and employee conduct.

The Postal Service will amend the ELM to prohibit the use of LWOP - Union Official for partisan political activity as defined by the Hatch Act and its implementing regulations. Specifically, Exhibit 514.4 of the ELM, *Acceptable Reasons and Instructions for LWOP*, will be changed to comply with the OSC's decision described above. Exhibit 514.4, Item (j), Instructions for "Union business," will include the following sentence: "Partisan political activity, as defined by

the Hatch Act and its implementing regulations, is not an acceptable reason for union business LWOP."

B. Revise Postal Service Form 3971 (Request for or Notification of Absence)

Form 3971 is the form on which postal employees request leave. To request LWOP, an employee checks the box for "LWOP *(see reverse)*." On the reverse side of the form, there are a variety of LWOP codes that can be used, including code 84 for "LWOP – Union Official." The proposed revised form, attached as Exhibit A, will include the following statement:

LWOP – Union Official (Required Certification)
By signing this form, I certify that this request is not for the purpose of engaging in partisan political activity as defined by the Hatch Act and its implementing regulations.

The employee's signature is required on the front of the form. The form also includes the following statement:

Warning: The furnishing of false information on this form may result in a fine of not more than $10,000 or imprisonment of not more than 5 years, or both (18 U.S.C. 1001).

Thus an employee who seeks "LWOP - Union Official" for the purpose of engaging in "partisan political activity as defined by the Hatch Act and its implementing regulations" has provided false information on Form 3971.

This change will not affect union officials who are on long-term leave without pay because they hold a full-time, paid position with one of the Postal Service's unions. First, we do not understand the report to be directed at those individuals or any incidental partisan political activity in which they may engage while employed by a union, and OSC has advised us that union officials who are on long-term unpaid leave from the Postal Service are permitted under the Hatch Act to engage in incidental partisan political activity to the same extent other federal employees are permitted to engage in such activities while on other types of leave. Second, Postal Service employees on long-term LWOP to serve as a union official do not submit Form 3971. Instead, a Form 50 is issued that changes their status within the Postal Service.

C. Union Communication Plan

In order to communicate these changes and the reasons for these changes, the Vice President, Labor Relations, will send a letter to the Postal Service's unions that advises them of OSC's decision and the steps USPS is taking to comply with the law. Additionally, the Vice President, Labor Relations, will send to all unions annual reminders of the limitations on the use of LWOP - Union Official through the 2024 presidential election cycle.

D. Hatch Act Education Plan

The Postal Service recognizes the importance of providing increased Hatch Act education for all of its employees not only to address the issue set out in OSC's July 14, 2017 report, but also in recognition of the reality that national elections have become more emotionally charged. While there are many political activities in which federal employees may engage, it is important for all of our employees to understand the limitations imposed on those

activities as a result of their status as federal employees under the Hatch Act and its implementing regulations. Accordingly, the Postal Service will undertake the following activities *in addition to* the Hatch Act training already provided.

First, the Postal Service will issue two mandatory stand-up talks on the Hatch Act for all employees each year through 2024. Following the 2024, presidential election cycle, the Postal Service will evaluate the effectiveness of the stand-up talks and determine whether they should continue or if additional efforts are necessary. At least one of these stand-up talks will include information about the change to the ELM described above as well as a reminder that partisan political groups include political parties, individual candidate campaign organizations, and Political Action Committees (PACs).

Second, the Postal Service's Chief Ethics and Compliance Officer or his/her designee will conduct a Hatch Act discussion with all Human Resources and Labor Relations employees (at headquarters and in the field) during a regularly scheduled HR/LR quarterly meeting at least once each year through 2024. These employees, after the Ethics Office itself, are the resources most likely to be consulted on leave issues and the potential interplay between Postal Service leave policies and the Hatch Act. Therefore, it is critical that they understand the restrictions of the Hatch Act. The annual discussion will be no less than 15 minutes, and it will include a reminder regarding the restriction on LWOP - Union Official, led by an ethics official.

Third, the Postal Service will implement a Strategic Training Initiative on the Hatch Act during fiscal years 2018, 2020 and 2024. A Strategic Training Initiative is centrally funded and designed to enhance the training and development of specified target audiences in a subject area that is a high priority for the Postal Service. Courses are mandatory for the identified employees, and they are delivered and tracked electronically through the Postal Service's Learning Management System. Regular reminders about uncompleted courses are sent in the weeks preceding the course completion deadline. In fiscal year 2018, the employees identified for this strategic training initiative will be all non-bargaining-unit employees. The Postal Service will provide a certification to OSC that this training has been substantially completed, including the number of employees trained, no later than November 1, 2018.

III. Conclusion

As Postmaster General Brennan has previously stated, the Postal Service "fully accepts and will fully implement all of the recommendations and directions of the OSC, in order to prevent any future violations of the Hatch Act." Compliance with the Hatch Act will be an integral part of our ongoing efforts to maintain and enhance the trust of *all* of the American people in the Postal Service.

UNITED STATES
POSTAL SERVICE

RECEIVED
NOV – 2 2017

October 26, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, beginning November 7, the Postal Service will test a prototype "Intelligent Virtual Assistant" (IVA) for certain USPS.com customers.

The IVA will interact with customers in a human-like, conversational manner and is capable of providing tracking information and information for customers concerning the process of arranging for redelivery of shipments. Only 5% of USPS.com customers will be able to use the IVA feature during the subject test, which is scheduled to conclude in February 2018.
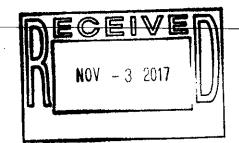
Please contact Bruce Nicholson at 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

UNITED STATES
POSTAL SERVICE

RECEIVED

NOV - 3 2017

November 1, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisor
1727 King Street
Alexandria, Virginia 22314-2753

Certified Mail Tracking Number:
70161370000230142122

Dear Brian:

As a matter of general interest, the Postal Service is expanding the testing of robotic (unmanned) Mail Transportation Equipment (MTE) to include the Richmond, Virginia Processing and Distribution Center (P&DC). Notifications regarding robotic MTEs have previously been provided; the most recent was dated March 29, 2017 (enclosed).

As previously informed, testing of the subject equipment is for the purpose of evaluating the design, determining the suitability, and assessing the applicability of these devices in a mail processing environment.

The Richmond, VA P&DC is scheduled to receive two tugger Autonomous Guided Vehicles (AGVs) and eight pallet-lift AGVs in March 2018. Evaluation of the AGVs is anticipated to begin in April 2018.

Please contact Shannon Richardson at extension 5842 with any questions concerning this matter.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

Enclosure

(CA2017-510)

**UNITED STATES
POSTAL SERVICE**

March 29, 2017

Mr. Brain J. Wagner
President
National Association Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

**Certified Mail Tracking Number:
7016 1370 0002 3014 6472**

Dear Brian:

As an update to our December 5, 2014 notification (enclosed), the Postal Service is moving the testing phase of the robotic (unmanned) Mail Transportation Equipment (MTE) from the Brooklyn Processing & Distribution Center (P&DC) to the Pennwood P&DC.

The decision to conduct testing at this new location is to provide additional performance data for this application. A total of eight Vision Guided Vehicles (VGV) will be utilized. Four Tow Trucks will begin testing in April and four Pallet Jack Trucks will begin testing in June. As indicated in our previous correspondence, this testing will be for the purpose of evaluating the design, determining the suitability, and assessing the applicability of these devices.

If there are any questions, please contact James Lloyd of my staff at extension 3946.

Sincerely,

Rickey R. Dean
Manager
Contract Administration (APWU)

Enclosures

(CA2017-157)

UNITED STATES
POSTAL SERVICE

RECEIVED
NOV - 3 2017

October 31, 2017

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Brian:

As a matter of general interest, the Postal Service is updating the Mobile Delivery Device (MDD) to enhance its functionality.

Release 6.5 includes:

- Enable Geo Alert Nationwide
- Introduce Package Intercept (PI) in Load Truck and Enable PI On-Street
- New Dynamic Delivery Service – Parcel Overflow
- Supporting SPM Sample Request 3811
- Redefine Packaging Label
- Reject UPC Product Code PS Label

Pilot testing is scheduled to begin on November 6, with national implementation scheduled for the week of November 13.

Enclosed is the final draft copy of the MDD Release 6.5 Service Talk.

Please contact Bruce Nicholson at extension 7773 if you have questions concerning this matter.

Sincerely,

Alan S. Moore
Manager
Labor Relations Policies and Programs

Enclosure

MDD Release 6.5 Service Talk

MDD release 6.5 is planned to be piloted from 11/06 to 11/11 and deployed nationwide on the 11/13. Changes in the release include:

☐ Enable Geo Alert Nationwide (With dependencies on updated AMS file)

☐ Introduce Package Intercept in Load Truck and Enable PI On-Street

☐ New Dynamic Delivery Service – Parcel Overflow

☐ Supporting SPM Sample Request 3811

☐ Redefine Packaging Label

☐ Reject UPC Product Code PS Label

Enable Geo Alert Nationwide

Background :

A GPS Correct Delivery Alert (Geo Alert) is an Alert that notifies the Carrier when a mail piece is potentially being delivered to an incorrect address. The MDD application will receive delivery package manifest information from RIMS and Alert the Carrier when they might be delivering packages to an incorrect geographic location (based on Latitude and Longitude).

Anytime a live mail piece (package) is scanned for delivery and the Carrier is at the wrong location, MDD will Alert the Carrier that the delivery location may not be correct. The Carrier will have the option to proceed with delivery or cancel.

Changes on MDD:

MDD- SCR0000015130 (Enable Geo Delivery Nationwide/Enhanced Geo Delivery Alert) will improve the accuracy of mail deliveries. Will enable GeoDelivery nationwide and enhance GeoDelivery Alerts reducing false Alerts on the scanner. MDD will utilize a flag in the AMS Route file indicating whether improved coordinates have been applied to the delivery point and determine if Geo Alert shall be presented at the delivery point based on this flag.

Enable Geo Alert Nationwide

1. Select Scan Barcode

2. Scan a Package for Delivery

3. Based on improved delivery coordinates, Message will Pop-up alerting Carrier the scanned Package location difference to delivery location

YES

4. After selecting Yes, populates Label ID field and ready to go thru the delivery workflow.

NO

5. After selecting No, Returns to Scan Barcode screen without populating Label ID field and ready for another scanning.

Intercept Packages in Load Truck and On Street

Background :

To avoid potential hostile confrontation between customer and carriers, MDD will intercept packages during Load Truck process before carrier go on street. In case Load Truck was not used MDD still allows packages being intercepted at delivery.

Changes on MDD:

Interception in Load Truck:

- During the Load Truck process, MDD alerts the carrier when a scanned piece matches the package intercept list.
  "Package Intercept Requested by Mailer"
    1: Confirm Intercept

- Upon selection, MDD displays following message and discards the package.
  - **"Intercept Successfully Recorded. Return Item to Supervisor Before Departing to Route."**

Interception On-Street at Delivery:

- If a package matches the interception list, MDD alerts carrier with following message:
  "Package Intercept Requested by Mailer"
    1. Confirm Intercept
    2. Problem Occurred with Request
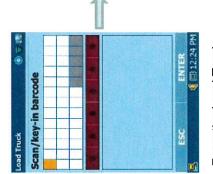
- Upon selection of Option 1: MDD displays the following message and discards the package:
  "Intercept Successfully Recorded. Return Item to Supervisor Upon Return to Office"

- Upon selection of Option 2: MDD displays following message and allows carrier to continue process the package.
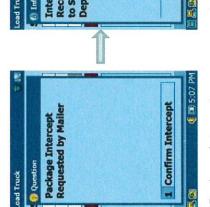
    " Record Tracking Number and Notify Supervisor Upon Return to Office."

Package Intercept in Load Truck

Package Intercept in Load Truck – Select 1 Confirm Intercept

From the Load Truck screen, scan a package intercept barcode.

Package Intercept Requested by Mailer is displayed. Select 1 Confirm Intercept. There's no option to escape out.

Intercept recorded. Press Enter.
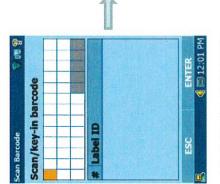
Load Truck screen is displayed with the barcode ID and package intercepted message.
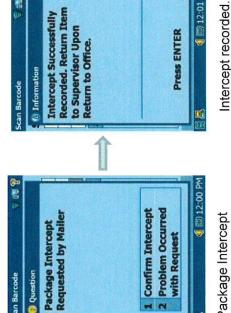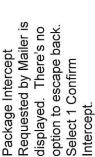
Package Intercept for On Street – Select 1 Confirm Intercept
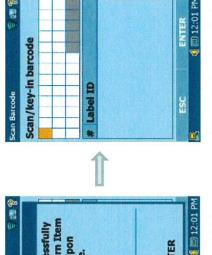
From the Scan Barcode screen, scan a package intercept barcode.

Package Intercept Requested by Mailer is displayed. There's no option to escape back. Select 1 Confirm Intercept.
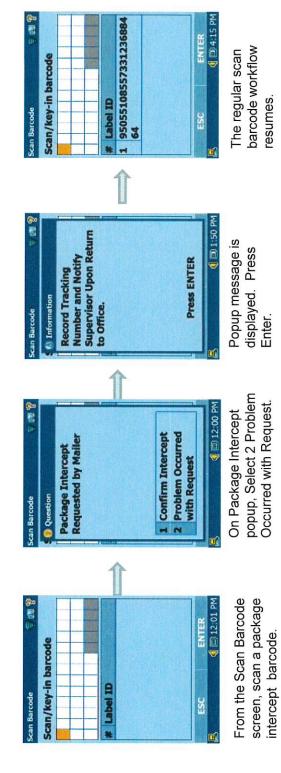
Intercept recorded. Press Enter.

Barcode is discarded and Scan Barcode screen is displayed again.

Package Intercept for On Street

Package Intercept for On Street – Select 2 Problem Occurred with Request

Scan Barcode

Scan/key-in barcode

#	Label ID

ESC   ENTER

12:01 PM

From the Scan Barcode screen, scan a package intercept barcode.

Scan Barcode

Question

Package Intercept Requested by Mailer

1 Confirm Intercept
2 Problem Occurred with Request

12:00 PM

On Package Intercept popup, Select 2 Problem Occurred with Request.

Scan Barcode

Information

Record Tracking Number and Notify Supervisor Upon Return to Office.

Press ENTER

1:50 PM

Popup message is displayed. Press Enter.

Scan Barcode

Scan/key-in barcode

#	Label ID
1	950551085573312366884 64

ESC   ENTER

4:15 PM

The regular scan barcode workflow resumes.

Parcel Overflow

Background :
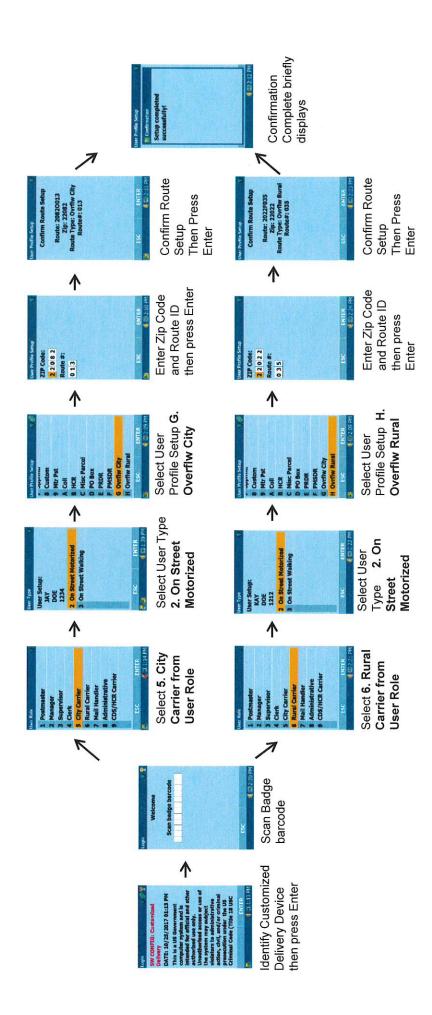
Parcel Overflow will be a new Dynamic Delivery service type. Delivery Unit supervisors, using PDTAT may request dynamic routes that will consist of excess parcel volume from selected AMS routes based on user selected parameters (volume to be diverted, specific block ranges, number of routes). Routing will take place through the Dynamic Routing Program (DRT). Generally intended for peak delivery season Monday thru Saturday.

Changes on MDD:

- Parcel Overflow will be added as a Dynamic Delivery Service type options.
- City routes will begin with an 'O' and Rural routes will be identified with an 'F'. Route ID type of "O" and "F" are added into MDD/RIMS route ID validation
- MDD User Profile setup screen has added Parcel Overflow City and Rural routes
- Parcel Overflow workflow and confirmation events will be the same as service types Static and Dynamic.

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Parcel Overflow login

Identify Customized Delivery Device then press Enter

Scan Badge barcode

Select 5. City Carrier from User Role

Select User Type 2. On Street Motorized

Select User Profile Setup G. Overflw City

Enter Zip Code and Route ID then press Enter

Confirm Route Setup Then Press Enter

Confirm Route Setup
Route: 20820013
Zip: 22082
Route Type: Overflw City
Route#: 013

Confirmation Complete briefly displays

Setup completed successfully!

Select 6. Rural Carrier from User Role

Select User Type 2. On Street Motorized

Select User Profile Setup H. Overflw Rural

Enter Zip Code and Route ID then press Enter

Confirm Route Setup Then Press Enter

Confirm Route Setup
Route: 2022F035
Zip: 22022
Route Type: Overflw Rural
Route#: 035

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Parcel Overflow Dynamic Delivery City Route

Delivery Manifest
Parcel Overflow
Routes
City = O
Ex. O001R021

1) Select 7. Dynamic Delivery from the On Street Menu

2) Select Service Type 4. Parcel Overflow

3) Select 1. Run 21 Parcel Overflow

4) Select 1. Load Truck from the Dynamic Delivery Menu

5) Select Parcel Overflow City Route 1. **O001R021**

6) Dynamic Delivery Load truck screen displays

7) Scan Load Truck label. Load truck box for label turns green

8) Scan package for another Route. Error Displays. Press Enter and escape to Dynamic Delivery menu

9) Select 2. Delivery Routes

10) Select Route 1. **O001R021**

11) Stop Screen displays Select Stop 1.

12) Stop 1 screen display CoPilot automatically Launches

13) CoPilot navigation displays and begins route. Press Escape

14) Select 2. Delivery

15) Stop 1. Scan Barcode screen displays

16) Scan label for stop 1. The Press Enter

17) Confirmation Event screen displays. Select 1. Delivered

18) Delivery Location screen displays. Select 1. In/At Mailbox

19) Confirm Zip Code Press Enter

20) Information Recorded successfully! Briefly displays

After package is delivered Stop will display in green. With focus on next stop

Delivery Manifest
Parcel Overflow
Routes
Rural = F
Ex. F001R042

1) Select 7. Dynamic Delivery from the On Street Menu

2) Select Service Type 4. Parcel Overflow

3) Select 1. Run 42 Parcel Overflow

4) Select 1. Load Truck from the Dynamic Delivery Menu

5) Select Parcel Overflow Rural Route 1. F001R042

6) Dynamic Delivery Load truck screen displays

7) Scan Load Truck label. Load truck box for label turns green

8) Scan a package for another Route. Barcode not found will display in the bottom of the screen along with an error beep. Esc to Delivery Menu

9) Select 2. Delivery Routes

10) Select Route 1. F001R042

11) Stop Screen displays Select Stop 1.

12) Stop 1 screen display CoPilot automatically Launches

13) CoPilot navigation displays and beings route. Press Escape

14) Select 2. Delivery

15) Stop 1. Scan Barcode screen displays

16) Scan label for stop 1. Then Press Enter

17) Confirmation Event screen displays. Select 2. Attempted

18) Attempted delivery options display. Select 6. No Access

19) Confirm Zip Code Press Enter

20) Information Recorded successfully! Briefly displays

After package is Attempted. Stop will display in Red. With focus on next stop

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SPM Sample for form 3811

Background :

Currently Service Performance Measurement for return receipt is performed by an outside 3rd party. USPS is developing an Internal SPM system. In order to cut over to the internal system it has to perform all regulatory reporting functions the external 3rd party system does.
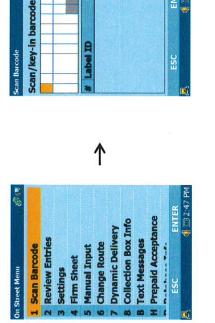
Changes on MDD:

As a user need to scan a form 3811 when it is delivered back to the original sender. IV will send sampling requests based on the anticipated delivery of a mailpiece with form 3811 return receipt service attached.

When a carrier scans a form 3811 of an address with a matched to the barcode in the sampling file (SPM), the carrier will be alerted with a pop up question message asking them if the signature is presented on the form. The question is mandatory and there is no default choice, no time out, and no escape. User must make a selection.

Once the data had been captured, it will be uploaded to RIMS in the existing SRD data feed with an additional data field to track carrier's response of "Y" or "N".

![UNITED STATES POSTAL SERVICE®]
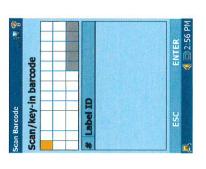
SPM Sample for form 3811

On Street Menu

1 Scan Barcode
2 Review Entries
3 Settings
4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance

ESC   ENTER   2:47 PM

1. From On Street menu screen, select 1. Scan Barcode

→

Scan Barcode

Scan/key-in barcode

Label ID

ESC   ENTER   2:48 PM

2. Scan/Key-in 3811 form.

→

Scan Barcode

Question

Signature?

1 Yes
2 No

2:50 PM

3. Make any selection either with 1.Yes or 2. No

→

Scan Barcode

Scan/key-in barcode

Label ID

ESC   ENTER   2:56 PM

4. Pop up is dismissed after selection has been made

Notes: While the query pop up screen displayed, user is force to make a selection of Yes or No. The pop up does not have a default selection or time out, and unable to escape out until choice is made.

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Reject UPC Product Code PS Label

Background:

An issue of MDD misreading product barcode was brought up. The delivery status of packages were not updated at Postal Product Tracking because the carrier scanned the product bar code, example PS00011000003, instead of the actual tracking number, example VJ45698882.

Changes on MDD:

- MDD will reject product code upon scanning.

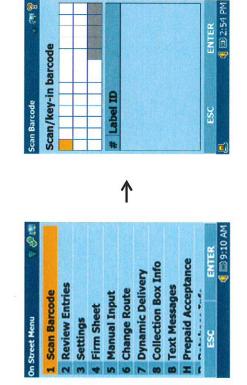- Product barcode to be rejected follows the format: PS + 11 alpha-numeric char

Reject UPC Product Code PS Label

EP14 July 2013
OD: 11.625 x 15.125
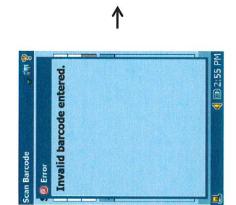
PS00000000013

※ Domestic only.

PS100010000059

PRIORITY MAIL
POSTAGE REQUIRED

PS00011000000

Examples of Product Barcode

Reject UPC Product Code PS Label

On Street Menu

1 Scan Barcode
2 Review Entries
3 Settings
4 Firm Sheet
5 Manual Input
6 Change Route
7 Dynamic Delivery
8 Collection Box Info
B Text Messages
H Prepaid Acceptance

ESC   ENTER   9:10 AM
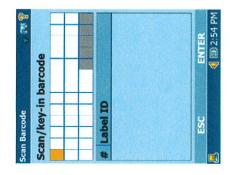
1. Select Scan Barcode
From On Street Menu

→

Scan Barcode

Scan/key-in barcode

#	Label ID

ESC   ENTER   2:54 PM

2. Scan a Product barcode

→

Scan Barcode

❌ Error

Invalid barcode entered.

2:55 PM

An error message will pop-up

→

Scan Barcode

Scan/key-in barcode

#	Label ID

ESC   ENTER   2:54 PM

And return to an empty grid

![USPS United States Postal Service logo]

Redefine Packaging Label

Background:
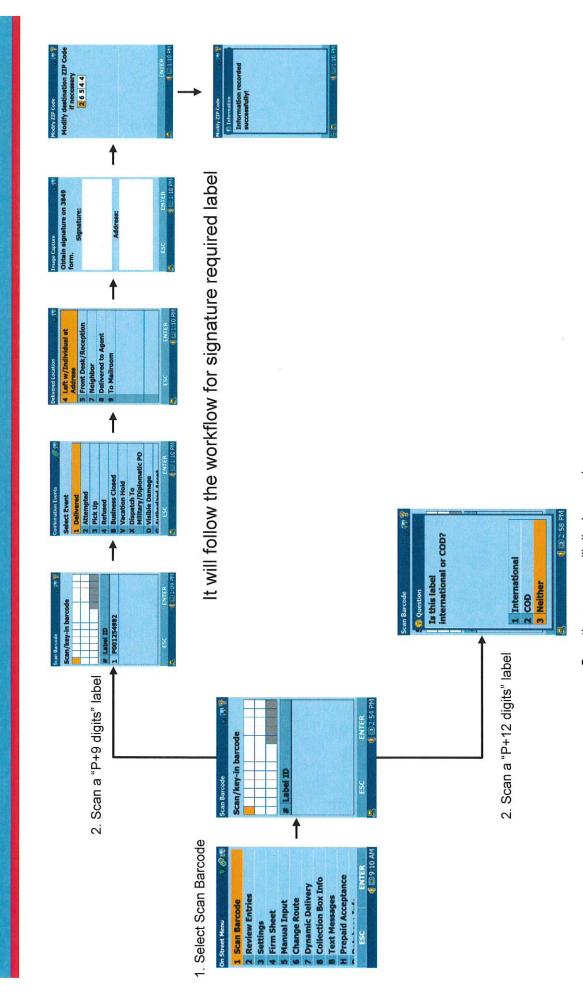
PTR currently receives many scans from the MDD device that are not actually tracking barcodes, but are rather USPS packaging barcodes (e.g., barcode to indicate Priority Mail Medium Flat Rate Box). PTR does not expect to receive these records from MDD, and as such requests that the device change what it considers as valid for labels beginning with "P".

Changes on MDD:

- When scanning barcodes starting with letter "P", if the pattern does not follow "P + 9 digits", MDD will treat the barcodes as "Unknown" label and display "International/COD" prompt.

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Redefine Packaging Label

1. Select Scan Barcode

2. Scan a "P+9 digits" label

2. Scan a "P+12 digits" label

It will follow the workflow for signature required label

Question screen will displays and carrier have to select an option to continue