

NAPS Questions  
For PMG and COO  
From 2014 National Convention

1. Would you support locality pay?

**Response:** This is a matter suitable for discussion during pay consultation conducted as outlined in Title 39 US Code § 1004 (e).

2. Are you aware of the front line Supervisor workload and responsibility?

**Response:** As the Postal Service faces unprecedented operating and financial challenges, management throughout the Postal Service has been responding to increased demands. The Postal Service acknowledges the commitments and dedication of all employees making the efforts to provide our customers with the best and most efficient service possible, especially during these difficult times.

3. Do we really need to pay IBM to monitor our EXFC scores?

**Response:** The Postal Accountability and Enhancement Act of 2006 require the Postal Service to contract with an outside authority to measure market dominant products. The Postal Service has a contract with IBM for execution of this measurement process which is known as EXFC.

4. Why pay an EAS member to be on a SIT Team for years going to offices when their knowledge could be better served in an AO helping out?

**Response:** Louis Atkins was advised that SIT is not a national program. If NAPS has any questions regarding the SIT, this matter should be discussed with the Northeast Area.

5. Would you consider an IOD employee to conduct SIT visits?

**Response:** Louis Atkins was advised that SIT is not a national program. If NAPS has any questions regarding the SIT, this matter should be discussed with the Northeast Area.

6. Are we still required to run out first class letters from the 3 M case at night?

**Response:** The PMG has made it clear that when mail misdirected, missorted, or otherwise sent to carriers erroneously for delivery on their routes comes back to the office at the end of the day, these errors should be acknowledged and processed so that they can be analyzed toward identifying and fixing possible underlying problems. The PMG has stated that taking these individual pieces out for corrected delivery after the office's routes are done hides problems and impedes our ability to correct mistakes in our process. The PMG has stated numerous times that this should not be done. The VP, Delivery Operations supports the PMG's message.

7. Why can't we have access to the maintenance module in TACS for our employees?

**Response:** NAPS submitted this question as a consultative item in May 2014. Any change to an employee's work schedule must be submitted to the TACS help desk with the required documentation. This ensures that changes are supported with timely, complete, and accurate documentation, avoiding undue costs resulting from successful grievances about schedule changes.

8. Can we be allowed to run our offices without interference (i.e. asking permission to use needed OT), pay attention to service and be held accountable for our performance (budget and customer satisfaction) in our PFP.

**Response:** Individual Post Offices are not autonomous entities free of any accountability. Higher level authority has a legitimate interest in supporting and ensuring safe, effective, and efficient conduct of Post Office operations. However, excessive and unreasonable micromanagement can be counterproductive and should be avoided. Determination of whether higher-level field management is involved reasonably, or is exercising undue micromanagement concerning any Post Office depends on local operating and performance circumstances and is a field matter.

9. If we must continue PFP, can we be given goals at the beginning of the year, not midway, and have actual performance discussions with our managers, not group sessions or an email.

**Response:** As CHRO Jeff Williamson has made clear, the Postal Service's goal is to have FY2015 NPA Unit Indicators developed and cleared through the ongoing consultation process between the Postal Service and each of the management associations, including NAPS, in time for publication by the first day of FY2015. The national resident officers of NAPS have been included in consultation concerning this matter and are aware of the Postal Service's goal and efforts toward accomplishment. Discussions between evaluators and individuals covered by the PFP program are to be conducted in accordance with the rules developed through consultation with NAPS and the other management associations.

10. EAS employees need to be treated with dignity and respect instead of yelled at, demeaned, and treated in ways that would never be tolerated with craft employees. Give us all the rights (to be paid COP without threats, to be allowed out AL when scheduled, to have a fair hearing when we are disciplined) that craft employees enjoy.

**Response:** The PMG has made it clear that bullying, threats, or intimidation are not acceptable and are not condoned at any level of the organization. Individual circumstances involving assertions of such behavior should be addressed with local management, with all relevant specifics, such as names, dates, substance, and other relevant details. Matters unresolved locally should be brought to the attention of district, and then, if necessary, area management – with the same detailed and specific information, including the responses and sources of responses, from the previous management level. As NAPS knows, nonbargaining employees are not covered by the terms of the collective bargaining agreements between the Postal Service and the unions representing bargaining unit employees, or the specific processes therein. Nevertheless, as the PMG has made clear, dignified, respectful, and proper treatment should be afforded to every employee at every level.

11. Can District Managers and POOMs be required to respect all directives coming from the PMG or VPs?

**Response:** Local implementation of Postal Service policy, including compliance with instructions from the PMG and other appropriate national-level authority, is expected of field management. If NAPS at the local level has concerns about certain circumstances it perceives as noncompliance with expectations or instructions from the PMG, such matters should be addressed, with all relevant specifics and details about individuals and substance involved, with local management. If such matters are not resolved, NAPS should raise its concerns with district then, if necessary, area management – and NAPS should include all the specifics and details referenced above, along with a summary of responses and sources of such responses from the previous management levels.

12. When will Supervisors stop being forced to take 2-3 hour lunches?

**Response:** Individual scheduling is a matter that should be addressed locally through discussion about local operating requirements and available resources, the interests of supervisors/managers affected, and other relevant local fact-circumstances. Local management should make every reasonable effort to prevent undue inconvenience and disruption to employees affected when efforts to schedule in order to meet local operating/business requirements are being made. We anticipate efforts to fill the several thousand supervisory vacancies we have currently will help alleviate, to some degree, this and other concerns NAPS has expressed.

13. When will Supervisors and Managers stop being required to open and close buildings resulting in 12-16 hour workdays?

**Response:** We anticipate that filling the several thousand supervisory vacancies we have currently will help alleviate many of NAPS's concerns related to supervisory scheduling.

14. When will ALL offices be properly staffed by EAS including coverage for N/S days and Annual Leave?

**Response:** We anticipate that filling the several thousand supervisory vacancies we have currently will help alleviate many of NAPS's concerns related to supervisory scheduling.

15. I am a front line supervisor. I have been denied all leave except for 1 week this year. I will make my yearly base pay in two more pay periods. What will you do to help EAS employees like me to balance my work load so I can spend time with my family?

**Response:** We anticipate that filling the several thousand supervisory vacancies we have currently will help alleviate many of NAPS's concerns related to supervisory scheduling.

16. Why after the first round of closures were AMP studies not completed to properly determine which facilities should closed in the second round?

**Response:** Response pending information from the Manager, Area Mail Processing & Facility Consolidations.

17. At the 2012 LTS, you stated that you would "personally unplug DOIS". In the field, there are still front line supervisors getting beat up because of a perceived inability to meet unrealistic expectations.

What progress has been made on issues such as giving credit for scanning, parcels, etc?

**Response:** Delivery Operations advised that the Postal Service must have a functioning platform to record volumes, work hours and other metrics and DOIS is currently that platform. Prior to ending DOIS, the USPS must work to design a new more modern application that allows for improved city delivery operations.

A feature was added to DOIS in Spring of 2014 that provides additional credit to street time for parcels over a route's baseline. City carriers with parcels over base receive an additional 1.5 minutes per parcel.

18. All over the country, we have city stations who earn only one supervisor based on their individual SWC. Issues arise when a supervisor has an unscheduled day, who other than the manager is going to be available to cover for the supervisor? In addition, the supervisor is expected to work from open to close on Saturday. When will adjustments be made to SWC to address these discrepancies?

**Response:** We anticipate that filling the several thousand supervisory vacancies we have currently will help alleviate many of NAPS's concerns related to supervisory scheduling. Over recent years, the SWC process has been changed substantively based on consideration of recommendations from and dialogue with NAPS. The Postal Service is willing to hear and consider recommendations and reasoning from NAPS regarding the SWC program.

19. This item is directed toward the COO. Telecoms are consuming most of a supervisor's work day to the point of excess. Many times, EAS are criticized for not taking care of action items or being late to telecoms, even in circumstances where they are addressing customer needs either in person or on the phone.

A typical telecom schedule is as follows:

0715: Projection  
1030: Projection (Next Day Daily)  
1115: Operation Support Daily  
1300: Thursdays District

In addition, telecoms will be held on the following subjects: Parcel Return, and Mystery Shop (Specifically Wait Time in Line.)

In your mind, how should telecoms be utilized and what are your plans to address their overuse and any potential bullying/harassment issues that arise during their conduct?

**Response:** The PMG and the COO have addressed this subject with NAPS. Telecoms should not be unduly long and should not impede or prevent conduct of an installation's core business. The PMG noted that he intends to address this issue with the Executive Leadership Team (ELT) and with Postal Service PCES executives in order to discourage counterproductive and unreasonable overuse of telecoms in the field. Bullying/Harassment, as noted in the response to Item 10 above have no place in the Postal Service. Telecoms are no exception. Such behavior should be addressed as outlined in the response to Item 10 above.

20. This item is directed to the COO. There have been reports of bullying managers and supervisors so that they will work unpaid extra hours in order to cover for supervisors on leave and details.

**Response:** Nonbargaining employees eligible for FLSA-Exempt EAS Additional Pay (employees who are FLSA Special Exempt) pursuant to ELM Section 432.112 a. (2), are to be paid in accordance with the provisions of ELM Section 434.144 for hours worked that meet the provisions of ELM 434.144. Individual circumstances involving alleged bullying or intimidation intended to discourage employees eligible for this pay from recording their work hours in order to be paid in a manner consistent with Postal Service regulations should be raised with local management. All relevant facts, including names, dates, hours involved, and other details should be developed and addressed. Such issues should be raised with district then, if necessary, area level management. The specific information referenced herein should be provided, along with a summary of responses and the sources of responses from the previous management level(s). The Postal Service expects compliance with its pay rules.

21. There have been concerns regarding how days off for SDO's are managed. Many new SDO positions are being awarded to craft employees. With weekends designated as NSD, regular SDO's are not allowed to get these days off. In addition, there have been issues with SDOs being denied laterals in many areas, including North Florida.

**Response:** Determining scheduled days off for individual assignments is a local management function. There is no guarantee that a request for lateral reassignment will be granted. While selecting officials may decide to consider requests for lateral reassignment or downgrade, there is no Postal Service policy requiring that such requests must be granted. Whether a request for lateral reassignment is granted is a decision to be made by the selecting official.

22. Many within the field are concerned that there has been a loss of leadership talent as a result of previous Reductions-in-Force which deprive the service of experienced and competent managers while those supervisors who rise through the ranks to replace them lack the proper tools to successfully perform their job functions. What types of measures are in place or in development that will ensure that every management employee is properly equipped with the skills needed to succeed in the Postal Workplace?

**Response:** As CHRO Jeff Williamson outlined for attendees at NAPS's 2014 national convention, the Postal Service is exploring ways to enhance identification and training & development of individuals interested in pursuing leadership opportunities. As NAPS is aware, the general economic environment in which the Postal Service, as well as the rest of our country, operates has affected our workforce. As employees defer retirement decisions longer, it becomes more important for the Postal Service and for individual employees to be concerned with preparing for the leadership requirements and opportunities that will emerge when the most senior members of our workforce decide to leave in significant numbers.

23. There have been reports from the field, especially from the New Jersey NDC, that supervisors are being cut but the staffing ratios are not being properly being calculated. There have been instances where one supervisor is responsible for between 30-40 employees, which results in a decline in productivity. What type of oversight will be put into place to ensure that staffing is done at the proper ratios?

**Response:** If NAPS believes that the supervisor:craft-employee ratio applicable in a certain installation is not implemented properly, this circumstance should be raised with local management. The matter should be discussed with district then, if necessary, area-level Human Resources management with relevant facts substantiated for consideration so that a determination concerning whether staffing is consistent with policy can be made.

24. Why do the SDO's at the Curseen/Morris P&DC in Washington DC plant have to hit the clock when they begin their work day? This is perceived as a punitive measure being put into place by the Senior Plant Manager.

**Response:** Whether supervisors in any installation are required to use a time-recording device to enter their daily clock-rings is a local management determination. If NAPS is aware that the Senior Plant Manager responsible for the Curseen/Morris P&DC has made a determination regarding this subject, and if NAPS wishes to inquire regarding the reason(s) for such determination, local NAPS should ask the Senior Plant Manager.

25. This item is directed to the COO. Why are the District Budget/Financial Analysts in the Western Area still required to make budget adjustments in the National Budget System on a monthly basis? The impression was that this work was to be done by the Area Offices since they gained two budget positions during the restructure three years ago while the District Offices lost two budget positions. This is a time consuming process and causes an unfair burden on the lone District Budget/Financial Analyst. It is an impossible task for one person to make all the changes required to create a fair and equitable budget for all post offices. A fair and equitable budget for everyone is very important since "Work Hours to Plan" is one of the goals in the Pay for Performance system.

The Cap Metro Area has an excellent process in place where the Area Office makes all the adjustments and the Districts are allowed to request changes based on local knowledge. I think this process should be implemented in all Areas.

**Response:** Finance Operations advised that the Postal Service is not aware of any policy as to how the District and Area offices would handle their budget work and the adjustment process. Some of the work is managed from the Area while others have it done at the District. The handling of this work is at the Area office's discretion and any concerns should be taken up locally or discussed at the Area level.