



Supervisor Apprentice Program

SCS Participant Guide

April 2023

United States Postal Service
475 L'Enfant Plaza SW
Washington, DC 20260-4215

Use of Training Materials

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Valuing and managing diversity in the Postal Service means that we will build an inclusive environment that respects the uniqueness of every individual and encourages the contributions, experiences, and perspectives of all people.

It is essential that our work and learning environments be free from discrimination and harassment.

In our classrooms, on the workroom floor, in casual conversation and in formal meetings, employees and faculty are asked to encourage an open learning environment that is supportive of everyone.

Course materials and lectures, classroom debates, and casual conversation should always reflect the commitment to safety and freedom from discrimination, sexual harassment, and harassment on any prohibited basis. Instructors and class participants are expected to support this commitment.

If you find course material that is presented in the classroom or in self-instructional format that does not follow these guidelines, please let an instructor know immediately.

If classroom discussions do not support these principles, please point that out to the instructor as well.

Diversity is a source of strength for our organization. Diversity promotes innovation, creativity, productivity, and growth and enables a broadening of existing concepts.

The Postal Service's policy is to value the diversity of our employees, customers, and suppliers and to do what is right for our employees and the communities we serve, thereby ensuring a competitive advantage in the global marketplace.

Table of Contents

Preface.....	i
Module 1: Overview of the Supervisor Apprenticeship Program 1-1	
Overview	1-1
Supervisor Apprenticeship Program Curriculum	1-2
Supervisor Competency Model.....	1-5
Module 2: Apprenticeship and Coach Responsibilities	2-1
Apprenticeship Responsibilities	2-1
On-the-Job Coach Responsibilities	2-2
Coaching Goals	2-3
Module 3: Checklists	3-1
Accessing Checklists.....	3-1
Acquiring Skills	3-2
SCS OJT Skills Checklist - Week 1	3-1
SCS OJT Task Checklist - Week 2	3-6
SCS OJT Task Checklist - Week 5	3-10
SCS OJT Task Checklist – Week 6.....	3-13
SCS OJT Task Checklist – Week 7.....	3-17
SCS OJT Task Checklist - Week 8	3-21
SCS OJT Skills Checklist - Week 9	3-26
SCS OJT Task Checklist - Week 10	3-31
SCS OJT Skills Checklist - Week 11	3-35
SCS OJT Task Checklist - Week 14	3-39
SCS OJT Task Checklist - Week 15	3-44
SCS OJT Task Checklist - Week 16	3-48
SCS OJT Task Checklist - Week 17	3-54
Module 4: Cross-Functional Checklists	4-1
Cross-Functional Verification.....	4-1
Cross-Functional Checklists.....	4-2
Processing Operations Checklist.....	4-2
Maintenance Checklist.....	4-4
Logistics Checklist.....	4-5
Vehicle Maintenance Checklist.....	4-6

Workforce Planning Checklist	4-8
Safety & Occupational Health Checklist	4-9
Labor Relations Checklist.....	4-11
Module 5: Supervisor Competency Model.....	5-1
Communication	5-2
Leadership and Integrity	5-3
Coaching and Developing Employees	5-4
Planning and Analysis.....	5-5
Change Management and Flexibility	5-6
Operational Management	5-7
Policy Management.....	5-8
Module 6: Program Mentor.....	6-1
Frequently Asked Questions	6-5

Preface

The Supervisor Apprentice Program is the result of collaboration between many stakeholders including, Delivery Operations Support, Safety, Labor Relations, and Training Development.

The program provides six-months of blended learning consisting of 80 hours of virtual classroom instruction, cross-training, and self-paced online training in supervisor responsibilities and functional training for Supervisor, Customer Service (SCS) and Supervisor, Distribution Operations (SDO).

On-the-job instruction and coaching include orientation to policies and procedures, demonstration, directed practice, and coaching. The purpose of this course is to provide supervisor apprentices with the skills and knowledge necessary to prepare them for their role as an EAS-17 frontline supervisor.

Module 1: Overview of the Supervisor Apprentices Program

Overview

The Supervisor Apprentices Program is a six-month program designed specifically to support and train supervisor apprentices to become EAS-17 supervisors. This program supports the USPS® Supervisor Program (USP).

The program incorporates several elements to support supervisor apprentices throughout the six months as they learn their responsibilities and prepare for a supervisor position. Program components include training, webinars, coaching, self-study courses, assignments that build foundational skills and opportunities to learn and practice in a real environment with knowledgeable guidance.

This program includes those elements common to all supervisor apprentices, such as safety; attendance control; communication; conflict resolution; Labor Relations; managing performance; prioritizing tasks; developing and leading your team; planning and analysis; ethics; reasonable accommodations; Equal Employment Opportunity (EEO); and operational excellence. These topics are presented in a virtual classroom environment using various instructional methodologies, such as discussions, demonstrations, and role-play. In addition, the course provides path-specific functional training.

Other training elements are presented in an on-the-job environment and hands-on practice. The primary goal of this training program is to provide supervisor apprentices with the basic skills and knowledge to successfully perform their duties.

The Supervisor Apprentices Program includes:

- Prerequisite and pre-program registration.
- Assignment of a coach and mentor.
- Two weeks of job shadowing. (Weeks 1 and 2).
- Two weeks of intensive virtual classroom training. (Weeks 3 and 4).
- Mid-program knowledge check and feedback survey.

- Seven weeks paired with a coach in the participant's unit to complete on-the-job checklists over the next seven weeks. (Weeks 5-11).
- Two weeks of cross-training. (Weeks 12 and 13).
- Supervisor apprentice moves to a higher-level office (when available, but must be a different facility) and completes on-the-job checklists over the next four weeks. (Weeks 14-17).
- Seven weeks of running a unit independently with support and feedback from the coach. (Weeks 18-25).

The advantage of on-the-job training following the virtual classroom portion of training is to facilitate transference of learning from classroom to the work unit.

Supervisor Apprenticeship Program Curriculum

1. After the initial program kickoff, complete all required prerequisites.
 - Supervisor apprentice accesses a pre-program registration through the learning portal.
2. Supervisor apprentices are assigned their first coach and mentor.
3. Job shadowing is conducted over the next two weeks. This means supervisor apprentices follow a coach as they perform their duties and observe.
 - Training focuses on basic skills (i.e., timekeeping, attendance, daily conversations with employees, etc.).
 - Completion of Observational Checklists. (See Module 3).
 - Take notes weekly to share with your mentor.
4. Next, participants attend two weeks of intensive virtual classroom training that:
 - Is conducted virtually, from the National Center for Employee Development (NCED).
 - Familiarizes the supervisor apprentice with important concepts and principles.
 - Provides tools to foster success as a supervisor apprentice.
 - Consists of eighteen modules. Module 16 is a functional path module for:
 - Supervisor, Customer Service (SCS).

- Supervisor, Distribution Operations (SDO).
5. Upon completion of the virtual classroom event, supervisor apprentice completes a mid-program knowledge check and feedback survey on the training. (Access through the learning portal).
 6. After completing classroom training, participants are paired with a coach in their unit to complete on-the-job checklists over the next seven weeks.
 - Access on USPS Supervisor Program website for checklists:
 - Go to **Blue**.
 - Choose **Human Resources** on the right.
 - Select **Employee and Leadership Development** from the list.
 - Select **National Training Programs**.
 - Choose **USPS Supervisor Program**.
 - Or you may go directly to the website at [//blue.usps.gov/hr/training-development/national-training-development/USPS.htm](http://blue.usps.gov/hr/training-development/national-training-development/USPS.htm).
 - Coaches ensure skills are completed, provide context on the skill's importance and where the skills fit within the process of their unit. Ensure accurate information is provided to build a solid foundation. They also provide feedback on the supervisor apprentice's progress.
 - Coaches report completion to the Manager, Employee Development so that credit can be recorded in the Learning Portal for that component.
 7. During the weeks 12-13 participants begin cross-training in various functions.
 - Processing Operations.
 - Delivery, Retail, and Customer Service.
 - Logistics.
 - Maintenance.
 - Vehicle Maintenance.
 - Labor Relations.
 - Workforce Planning.

- Safety and Occupational Health.
8. Once the supervisor apprentice completes cross-training, they are assigned to a different facility (preference given to a larger facility) and begin additional four weeks of On-the-Job Training (OJT).
 - Supervisor apprentices are assigned a second coach.
 - Supervisor apprentices complete Skillsoft course requirements based on the Supervisor Competency Model. (Access through the Learning Portal).
 - Supervisor apprentices complete a series of job-specific checklists. Refer to Step 6 above for steps to retrieve these checklists.
 9. During the last seven weeks of training, the supervisor apprentice is responsible for running a unit independently with support and feedback from the coach.
 - Supervisor apprentices continue to complete their self-study Skillsoft training.
 - Supervisor apprentices complete post-program assessments. (Access through the Learning Portal).
 - Coach provides feedback to the mentor in preparation for the final performance evaluation.
 10. The supervisor apprentice participates in a graduation ceremony and is outplaced into an EAS-17 supervisor position.

Throughout the program, there are several assessments to ensure understanding and mastery of program concepts. Assessments are accessed in the learning portal.

Assessments include:

1. Post Classroom Knowledge Test (Weeks 3-4).
2. Performance Assessment (Weeks 5-11).
3. Performance Assessment (Weeks 12-17).
4. Final Evaluation (Weeks 3-25).
5. Knowledge Test/Performance Assessment (3 months post-program).

Supervisor Competency Model

Your coach must support and focus on the USPS Supervisor Competency Model. Competencies describe knowledge, skills and abilities needed for successful job performance. Competency models have been developed for Functional/Technical capabilities needed by field employees and include Supervisory, Managerial, Executive, and Officer levels.

Each model describes the attributes and behaviors associated with increasing levels of proficiency in key focus areas, creating useful tools for creating Development Plans. Access the Supervisor Competency Model in Module 5.

Module 2: Apprenticeship and Coach Responsibilities

Apprenticeship Responsibilities

Employees selected into the Supervisor Apprenticeship Program will be screened on basic operational knowledge and abilities such as maintaining composure, ability to learn, and adherence to safety requirements. Through the apprenticeship program, you will gain job-related knowledge and applicable job skills to the requirements to become a supervisor.

Apprenticeship Requirements:

- Knowledge of operations, policies, and procedures.
- Skill using computers for work-related activities.
- Ability to investigate, troubleshoot and respond to customer inquiries.
- Ability to perform basic math computations.
- Ability to communicate orally and in writing.
- Ability to maintain composure in the midst of stressful conditions, disagreements, and interpersonal conflicts.
- Ability to adhere to applicable safety and health policies and practices.
- Ability to learn job-related knowledge and skills through formal and informal training.

Supervisor Apprenticeship Program:

- Actively participates in the apprenticeship program. Including attending training, performing on-the-job learning assignments, and working with an assigned coach and mentor.
- Supervises bargaining unit employees providing retail and/or delivery services at a postal facility under the oversight of a coach and mentor.
- Job shadow for two weeks.
- Classroom training for two weeks.

- On-the-Job Training (OJT) for five months.
- Knowledge exams and behavioral assessments.

Coach Requirements:

- Knowledge of operations, policies, and procedures, sufficient to explain to others and answer questions about the operation.
- Knowledge of postal policies and procedures related to scheduling, leave usage, and time and attendance sufficient to recognize and reinforce actions that facilitate compliance.
- Knowledge of the provisions of local and national bargaining unit agreements related to processing operations, including job bidding, overtime, and grievance arbitration, sufficient to recognize and reinforce actions that facilitate compliance.
- Ability to read and interpret data reports and perform basic math computations sufficient to understand and explain how the reports relate to day-to-day operations.

On-the-Job Coach Responsibilities

Your coach is an important and integral part of the Supervisor Apprentice Program. Supervisors in the organization consistently ask for coaching support as they learn their position responsibilities. We need to provide this support to our apprentices. Your coach provides an opportunity for you to learn from one who knows the operation best with timely guidance and feedback.

This guide contains OJT Skill Checklists that you will use for an appropriate learning experience. Once you have an opportunity to watch the task being performed and practice the skill, the coach observes you performing the skill and will rate you as either expectations not met, expectations met, or exceeds expectations for each item as it is completed. Follow instructions for completion of OJI certification listed on page 3-1.

Your coach will help you become successful, knowledgeable, and build the foundation you need to succeed in your career. This one-on-one interaction provides added support as well as just-in-time learning. You can build strong relationships leading to ongoing benefits throughout your career.

Prepare for your week by meeting daily with the coach. Review checklist activities, receive guidance and information to complete the next set of skills. Your coach will report your status to the Manager, Employee Development to record your progress toward program completion in the learning portal.

For a meaningful and successful experience, it is essential that you build trust with your coach. Trust means that you believe that your coach is providing accurate information and the support you need for your development and success as a supervisor. Without trust, honest feedback about your strengths and opportunities may not occur. This could impact your operation and the organization.

Your coach will use their On-the-Job Coaching Guide to provide appropriate on-the-job training, and to closely monitor the completion of the on-the-job coaching process. Coaches will adapt their training techniques to meet the needs of learners. For instance, some supervisor apprentices will be able to perform the skills with very little assistance and others may need much more practice and guidance.

Remember, OJT is critical to the success of this training program. Employees who are responsible for on-the-job coaching of supervisor apprentices are provided a copy of the OJT guide. This ensures reinforcement of the same general messages as the virtual classroom training.

Your coach will:

- Demonstrate how to perform a skill.
- Observe and coach you as you practice performing the skill.
- Observe and rate you as you perform the skill.
- Allow you to perform the skill on your own.

Use this process for each job skill and repeat as needed. You are encouraged to ask questions during this process. Share what you see as obstacles in completing a skill. The goal of this process is to help you effectively complete each skill and be successful in your position.

Coaching Goals

Coaches will:

- Monitor supervisor apprentice checklist completion.
- Provide necessary learning experiences that actively engage the supervisor apprentice in all checklist activities.
- Provide information the Manager, Employee Development so that they can document all necessary training records as training evolutions are completed.
- Maintain daily communication with assigned supervisor apprentice.

- Ensure the supervisor apprentice is making progress and has correct understanding of checklist items.
- Provide problem solving ideas in response to outreach from assigned supervisor apprentice.
- Provide prompt discussions and feedback.
- Share practical experience gained on the job.

Module 3: Checklists

The Supervisor Apprentice program coaching methodology relies on demonstrated performance to gauge an employee's knowledge. The approach of observe, practice, and demonstrate is used. The skills are scaffolded in accordance with this model. Behaviors progress, allowing the apprentice to learn in a small unit then progress to a larger unit.

Your coach provides context on each skill's importance and where the skill fits within the process of the unit. They ensure accurate information is provided to build a solid foundation. To learn a targeted behavior, you will first observe. The coach performs the targeted behavior for you while explaining the importance and the role that knowledge plays in the operation.

Once you are familiar with the behavior, you will have multiple opportunities to practice, while receiving feedback from the coach. Once you are comfortable with your level of competency, demonstrate the behavior for the coach. The coach evaluates your performance and provides additional feedback until you are able to meet expectations. Later weeks of the program provide the opportunity for you to demonstrate the skill in a larger context.

Be prepared with your copy of the checklist at the start of each week. The coach's ability to perform each skill, observe and coach as you practice the skill, and then observing and rating you as you perform the skill using the checklist is vital to the success of the program. The coach is the conduit for the you to master each skill and successfully perform in the position.

Accessing Checklists

Access checklists on the USPS Supervisor Program website under On-The-Job Checklists. Checklists are also listed in this guide for your reference.

From the Blue webpage:

1. Choose **Human Resources** on the right.
2. Select **Employee and Leadership Development** from the list.
3. Select **National Training Programs**.
4. Choose **Supervisor Apprentice Program**.

5. Or you may go directly to the website at [//blue.usps.gov/hr/training-development/national-training-development/USPS.htm](https://blue.usps.gov/hr/training-development/national-training-development/USPS.htm).

Instructions: Review and complete each skill on the checklist over the course of the week. Your coach will document your development for each item on the checklist.

For each skill:

- Record the date the skill is completed. If the skill is listed as observe or practice, your performance is not rated.
- If, after practice with the coach's support and guidance, you are able to successfully complete the skill on your own, the coach will rate the skill as meets expectations or exceeds expectations.
- If, after practice with the coach's support and guidance, you are unable to successfully complete the skill on your own, the coach will rate the skill as expectations were not met. The coach will then provide you with additional assistance for the skill.
- If, the coach believes you have met expectations with additional assistance for that skill, they will note it in the comments section.

Acquiring Skills

- During weeks 1 and 2, you will observe the coach perform each skill.
- During weeks 3 and 4, you will be attending two-weeks of virtual instructional training.
- Weeks 5 through 11, you will practice each skill in order to acquire the specific skillset.
- During weeks 12 and 13, you will attend a cross-functional experience to network and learn how your operation intersects with other operations.
- Weeks 14 through 17, you will perform each skill in order to demonstrate the ability to perform in the position.
- Weeks 18 through 25, you will take responsibility of a unit and complete 8 out of 14 self-paced online Skillsoft courses based on the Supervisory Competency Model. (Access through the learning portal).

SCS OJT Skills Checklist - Week 1

**Supervisor Apprenticeship Program
Week 1 SCS Skill Checklist**

Instructions:

1. Date and initial each item complete as they are performed.
2. If the skill is to be rated, mark the participant's performance as Expectations Not Met, Meets Expectations, or Additional Assistance Required.
3. If the skill is just to observe, only note the date completed and initial.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Introduction				
Meet with your coach.				
Meet with your coach's direct reports/learn your team.				
Facility Familiarization				
Become familiar with your unit, including loading dock, casing stations, package sortation, breakrooms, and fire exits.				
Observe the coach perform a daily team huddle.				
Observe facility operating hours.				
Observe the coach perform a Stand-Up talk.				
Observe the coach perform a Gemba on the workroom floor and observe operations.				
Supervisor Duties and Responsibilities				
Observe the coach review current unit performance.				
Observe the coach verify the critical timeframe for carrier departure from the unit (tag completion).				
Observe the coach update information in WebEES.				
Observe the coach review VAP information.				

Supervisor Apprentice Program Week 1 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach review and analyze a Retail Analysis Profile (RAP), Postal Store Retail Analysis Profile (PSRAP), and Window Operation Survey (WOS), if available.				
Observe the coach identify time-wasting practices.				
Observe the coach supervise the manual distribution operation to include the hot case using the F4 Preplanning Worksheet.				
Observe the coach drill down and view Informed Visibility scores.				
Observe the coach use the OT Admin application.				
Observe the coach use the Delivery Management System (DMS) dashboard and completion of requirements				
Observe the coach schedule and set expectations using IVES. Observe the coach revise the schedule.				
Observe the coach supervise PASS or DSS scanning.				
Observe the coach address individual performance.				
Observe the coach review VAP information.				
Observe the coach check MyPO and respond to Customer 360 inquiries.				
Observe the coach perform random collection tests, if possible.				
Observe the coach supervise proper handling of Undeliverable as Addressed (UAA) mail, RFS/CFS processing.				

Supervisor Apprentice Program Week 1 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach supervise proper handling of Parcel Return Service (PRS) mail.				
Observe the coach supervise daily Business Reply Mail and postage due processing.				
Observe the coach supervise all aspects of office and street management.				
Observe the coach perform a successful conversation about loading resulting in reduced load time.				
Observe the coach perform two successful conversations about reducing stationary time.				
Observe the coach pull and analyze reports (site-specific/local instruction) to include:				
• Workhour/Workload.				
• Route Carrier Daily Performance Report.				
• Volume Recording.				
• Unit Clock Ring Discrepancy Report.				
• Steward-Standby and Meeting Time.				
• Late Leaving/Late Returning Report.				
• Unit Daily Performance Report.				
• MSP Route Report.				
• Route Overview Report.				
• MSP Missed Scan Report.				
• Workload Status Report.				
Observe the coach accurately enter all manual mail volumes into DOIS in pieces.				

Supervisor Apprentice Program Week 1 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach creating route vacancies and enter daily assignments.				
Observe the coach schedule daily pivots in Geo Delivery.				
Observe the coach verify in-office scans in Regional Intelligent Mail Servers (RIMS) (Distribution up time, PO Box uptime).				
Observe the coach supervise procedures for managing collections.				
Observe the coach supervise Passport Retail Customer Appointment Scheduler (RCAS) close-out.				
Observe the coach utilize the Rural Formula Implementation Tool (RADAR) to assign K routes for non-Saturday relief days.				
Observe the coach utilize the Metric Checklist.				
Observe the coach access the CRDO Resource Library and review CRDO plays.				
Observe the coach complete PS Form 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				

Supervisor Apprentice Program Week 1 SCS Skill Checklist

Participant Name: _____

Coach Name: _____

Date of Week 1 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist - Week 2

**Supervisor Apprentice Program
Week 2 SCS Skill Checklist**

Instructions:

1. Date and initial each item complete as they are performed.
2. If the skill is to be rated, mark the participant's performance as Expectations Not Met, Meets Expectations, or Success with Additional Assistance.
3. If the skill is just to observe, only note the date completed and initial.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Mailflow				
Observe clerk and carrier separations.				
Observe the coach complete and post an e1994 schedule.				
Observe the coach ensure sufficient Mail Transport Equipment (MTE) is available.				
Observe incoming DPS operations including DPS errors, late arriving trucks, and reasons for late arriving DPS.				
Observe the collection mail preparation procedure or ride a collection route.				
Observe dispatch of collection mail in PM to P&DC.				
Observe mail flow in AM from P&DC – verify contents of containers.				
Observe the coach report variance with mail quality in Mail Arrival Quality/Plant Arrival Quality (MAQPAQ).				
Observe recording mail volume in CSAW.				
Observe the coach review a current PS Form 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				

Supervisor Apprenticeship Program Week 2 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Retail Operations				
Observe the coach review POS Survey scores and comments in Customer Insights 2.0.				
Observe the coach verify stock levels (stamp, ReadyPost, Expedited Shipping Supplies).				
Observe the coach access the CRDO Resource Library and review CRDO plays.				
Observe the coach demonstrate First-In First-Out (FIFO)				
Observe the coach define lobby assistance roles and responsibilities.				
Observe the coach review a passport application.				
Observe the coach review the Retail Customer Experience (RCE).				
Observe the coach properly complete PS Form 4000A, <i>Retail Lobby Observation Form</i> completion.				
Observe the coach properly complete PS Form 4000B, <i>Employee Observation Form</i> .				
Observe retail operations.				
Observe the coach define uniform requirements.				
Observe the coach review Performance Tools F4SSRD.				
Observe the coach review troubleshooting and operating Self-Service Kiosk and alerts.				
Observe the coach review mPOS operation and troubleshooting.				

Supervisor Apprenticeship Program Week 2 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach identify retail products and services.				
Observe alternate access.				
Observe the coach perform MAQPAQ entries.				
Timekeeping				
Observe the Lead Clerk (T7) perform daily timekeeping and attendance procedures to include:				
• Pull and correct clock ring errors daily.				
• Authorize overtime daily.				
• Entering scheduled leave in eRMS.				
• Procedure to approve/disapprove unscheduled leave into Employee Resource Management System (eRMS).				
• Performance of quarterly attendance reviews.				
• Successful review of entire unit CRDO Attendance Play.				
• Use of PS Forms 1260 and 1261, <i>Non-Electronic Badge Reader Card</i> and <i>Non-EBR Report</i> .				

**Supervisor Apprenticeship Program
Week 2 SCS Skill Checklist**

Participant Name: _____

Coach Name: _____

Date of Week 2 Completion: _____

- Comments:**

- Expectations not met after additional assistance. Please provide details and steps taken:**

SCS OJT Task Checklist - Week 5

Supervisor Apprentice Program Week 5 SCS Skill Checklist

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
DOIS				
Practice providing unit performance feedback.				
Practice conducting a daily team huddle and Safety/Stand up talk.				
Practice pulling and analyzing reports (site-specific/local instruction) to include:				
• Workhour/Workload.				
• Route Carrier Daily Performance Report.				
• Volume Recording.				
• Unit Clock Ring Discrepancy Report.				
• Steward-Standby and Meeting Time.				
• Late Leaving/Late Returning Report.				
• Unit Daily Performance Report.				
• MSP Route Report.				
• Route Overview Report.				
• MSP Missed Scan Report.				
• Workload Status Report.				
Practice accurately entering all manual mail volumes into DOIS in pieces.				
Practice creating route vacancies and enter daily assignments.				

Supervisor Apprentice Program Week 5 SCS Skill Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Street Management				
Practice scheduling daily pivots in Geo Delivery.				
Practice supervising basic duties and responsibilities of carriers while on the street.				
Observe the coach project the required casing time using End of Run (EOR) Reports.				
List additional administrative duties performed by supervisors during street management.				
Observe the coach monitor carrier's work practices and complete PS Form 4584, <i>Observation of Driving Practices</i> .				
Practice reviewing a current PS Form 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				
Practice completing a review of PS Form 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				
Staffing and Scheduling				
Practice entering information and using the following DOIS reports to supervise your unit:				
• Volume Recording.				
• Workhour/Workload.				
• Workload Status Report.				
• Unit Daily Performance Report.				
Practice completing and posting an e1994 schedule.				

Supervisor Apprentice Program Week 5 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Locate and review NALC and NRLCA Memorandum of Understandings (MOU)s.				
Locate and review the APWU Memorandum of Understanding.				
Practice processing Loop mail in accordance with local procedures and guidelines.				
Practice recording mail volume in CSAW.				
Practice supervising manual distribution operation including the Hot Case using the F4 Preplanning Worksheet.				
Practice viewing and analyzing a Retail Analysis Profile (RAP), Postal Store Retail Analysis Profile (PSRAP), and Window Operation Survey (WOS), if available.				
Practice performing two successful conversations about reducing stationary time.				
Review entire unit CRDO Attendance Play.				

Participant Name: _____

Coach Name: _____

Date of Week 5 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist – Week 6

**Supervisor Apprentice Program
Week 6 SCS Task Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any tasks needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Task	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
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Volume Recording

Accurately measure and record mail volume.				
Practice projecting the required casing time using End of Run (EOR) Reports.				
Practice using Customer Services national mail foot conversions.				
Observe the coach complete PS Forms 3921 and 3930 (or local applicable forms).				
Access and print End of Run (EOR) Reports and verify accurate downloads into Delivery Operations Information System (DOIS) using Critical Parts Center (CPC) website information.				

Workload Adjustments

Manage adjustments made to workload for:				
• Overtime.				
• Curtailing mail.				
• Office auxiliary assistance.				
• Street auxiliary assistance.				
• Pivoting.				

Supervisor Apprenticeship Program Week 6 SCS Task Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Workload Reporting				
Identify procedures for delayed mail.				
Observe the coach identify required information for accurate reporting and complete a Daily Condition Visualization (DCV) report.				
Complete PS Form 4000-A, <i>Retail Lobby Observation</i> .				
Complete PS Form 4000-B, <i>Retail Employee Observation</i> .				
Ensure products are stocked.				
Perform two successful conversations about reducing stationary time.				
Practice verifying in-office scans in Regional Intelligent Mail Servers (RIMS) (Distribution up time, PO Box uptime).				
Practice utilizing the Metric Checklist.				
Practice accessing the CRDO Resource Library and review CRDO plays.				
Practice supervising clerk and carrier separations.				
Practice supervising to ensure sufficient Mail Transport Equipment (MTE) is available.				
Practice supervising incoming DPS operations including DPS errors, late arriving trucks, and reasons for late arriving DPS.				
Practice supervising dispatch of collection mail in PM to P&DC.				

Supervisor Apprentice Program Week 6 SCS Task Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice supervising mail flow in AM from P&DC – verify contents of containers.				
Practice reporting variance with mail quality in Mail Arrival Quality/Plant Arrival Quality (MAQPAQ).				
Practice reviewing POS Survey scores and comments in Customer Insights 2.0.				
Practice verifying stock levels (stamp, ReadyPost, Expedited Shipping Supplies).				
Practice supervising First-In First-Out (FIFO).				
Define lobby assistance roles and responsibilities.				
Practice supervising passport application procedures.				
Practice reviewing the Retail Customer Experience (RCE) results.				
Practice properly completing PS Form 4000A, <i>Retail Lobby Observation Form</i> completion.				
Practice properly completing PS Form 4000B, <i>Employee Observation Form</i> .				
Practice supervising retail operations.				
Practice enforcing uniform requirements.				

Supervisor Apprenticeship Program Week 6 SCS Task Checklist

Participant Name: _____

Coach Name: _____

Date of Week 6 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist – Week 7

**Supervisor Apprentice Program
Week 7 SCS Task Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any tasks needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Task	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Lobby Management				
Check availability of mandatory postings and Community bulletin boards.				
Identify core products.				
Identify and document working principles of lobby management.				
Perform successful conversations on SSRD performance.				
Retail Products and Services				
Explain "Greet, Inquire, Suggest, Thank, and Acknowledge" (GIST+A) components and concept.				
Identify retail international and domestic products and services.				
Unit Performance Indicators				
Review a recent Customer Satisfaction Measurement (CSM) report.				
Review completed retail lobby and employee observation forms.				
Recite the retail vision and mission.				
Access and pull Collection Point Management System (CPMS) Reports.				

Supervisor Apprentices Program Week 7 SCS Task Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Daily Condition Visualization (DCV)				
Access and pull SPMS Reports.				
Compare scanning performance scores with other units.				
Define how Scan Point Management Systems (SPMS) is used.				
Practice identifying required information for accurate reporting and complete a Daily Condition Visualization (DCV) report.				
Discuss unit's current scanning performance scores with the coach.				
Observe the coach calculate Office Efficiency Indicator (OEI) productivity and Street Efficiency Indicator (SEI) productivity.				
Obtain unit's current scanning performance scores.				
Observe the coach access and analyze Collection Point Management System (CPMS) Reports.				
Ensure products are stocked.				
Practice using Performance Tools F4SSRD to review unit performance.				
Address Management System				
Access, print, and analyze 3999X from AQR.				
Recognize the ways large volume mailers use the Address Management System (AMS) database.				

Supervisor Apprentice Program Week 7 SCS Task Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Review an Edit Book Route Listing Report, verify for correctness, and submit for updating.				
Recognize different record types in the Address Management Subsystem (AMS) file.				
Locate and review the AMS policy.				
Practice supervising the T7 clerk perform daily timekeeping and attendance procedures to include:				
• Pull and correct clock ring errors daily.				
• Authorize overtime daily.				
• Entering scheduled leave in eRMS.				
• Procedure to approve/disapprove unscheduled leave into Employee Resource Management System (eRMS).				
• Performance of quarterly attendance reviews.				
• Successful review of entire unit CRDO Attendance Play.				
• Use of PS Forms 1260 and 1261, <i>Non-Electronic Badge Reader Card</i> and <i>Non-EBR Report</i> .				
Review two current PS Forms 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				

Supervisor Apprenticeship Program Week 7 SCS Task Checklist

Participant Name: _____

Coach Name: _____

Date of Week 7 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist - Week 8

**Supervisor Apprenticeship Program
Week 8 SCS Skill Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
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City Delivery Control Forms

Properly complete the following forms:

<ul style="list-style-type: none"> • PS Form 1017A and 1017B, <i>Time Disallowance and Unauthorized OT</i> (if necessary). 				
<ul style="list-style-type: none"> • PS Form 1564A and 1564B, <i>Delivery Instructions and Special Orders</i>. 				
<ul style="list-style-type: none"> • PS Form 1571, <i>Undelivered Mail Report</i> – verify color codes applied. 				
<ul style="list-style-type: none"> • PS Form 1813, <i>Late Leaving and Return Report - First Carrier Delivery Trip</i> and validate carrier return within base or under. 				
<ul style="list-style-type: none"> • PS Form 3996, <i>Carrier Auxiliary Control Form</i> and validate carrier return within base or under. 				
<ul style="list-style-type: none"> • PS Form 4565, <i>Vehicle Repair Tag</i>. 				
<ul style="list-style-type: none"> • Complete (5) PS Forms 4584 and enter into the IMSOT program. 				

Communication

Analyze the 3M's (missequenced, missorted, and missent) for the top three routes in the delivery unit.				
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Supervisor Apprentice Program Week 8 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Analyze the EOR for the DPS mail daily by route.				
Calculate DPS percentage for ten routes in your station. Compare the base DPS percentage with the district's goal				
Complete a DCV report for your office.				
Complete PS Form 1412 and verify the inventory of floor stock in your office.				
Complete PS Form 4000-A, <i>Retail Lobby Observation</i> .				
Complete a PS Form 4000-B, <i>Retail Employee Observation</i> .				
Complete a weekly schedule in DOIS.				
Observe the coach complete an AM-SOP self-audit for your office and discuss the results with the On-Site Trainer.				
Complete five (5) PS Forms 4584 for your office.				
Complete scanner verification, print copies of the CPMS reports for your office and discuss the results with your coach.				
Conduct a count (traditional, segmented inventory accountability or self-service) of stamp stock and a cash drawer.				
Conduct a daily mail volume recording count for your office.				
Complete a review of two PS Forms 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				

Supervisor Apprentice Program Week 8 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Discuss unit fleet challenges and how the VMF can provide support with your coach.				
Discuss ways to improve communication and/or processes with the coach.				
Practice scheduling and setting expectations using IVES. Practice revising the schedule.				
Observe the coach download and analyze the Window Operations Survey (WOS) Report for your office and verify the staffing and scheduling for the window operations.				
Download and analyze the Retail Customer Experience report from the previous quarter for your office.				
Supervise the manual distribution operation to include the hot case using the F4 Preplanning Worksheet.				
Observe the coach download the Financial Performance Report (FPR) for your office.				
Ensure that all Point of Purchase (POP) displays are current and in the correct location according to the Planogram.				
Print and review the DPS Analysis Report.				
Utilize Delivery Point Sequencing (DPS) to reduce casing time and costs and improve productivity.				
Observe the coach review performance of a Sales and Service Associate (SSA) conducting a business transaction utilizing the steps of the Retail Sales Skills Process.				
Practice reviewing troubleshooting and operating Self-Service Kiosk and alerts.				

Supervisor Apprentice Program Week 8 SCS Skill Checklist

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Obtain the name and phone number of your District's Growth Coordinator.				
Obtain the name(s) of your plant contact for DPS for your office.				
Print the 6 required AM/SOP reports each day and analyze the results.				
Review PS Forms 1564A, 1564B, and 1571.				
Review and analyze PS Form 1813, <i>Late Leaving and Return Report - First Carrier Delivery Trip</i> and validate carrier return within base or under.				
Complete PS Form 3996, Carrier Auxiliary Control Form and validate carrier return within base or under.				
Review at least ten pieces of No-Record mail returned to your office.				
Review five edit books in your delivery unit for updates/changes and work in EES, if applicable and submit to AMS.				
Use the RDM Retail Unit Flash Report to calculate the Revenue per Workhour for your office.				
Run and analyze the Units CSV report and eFlash.				
Access the CRDO Resource Library for training resources, SWI, and national Learn and Grow webinar schedule.				
Perform a successful review of entire unit CRDO Attendance Play.				

Supervisor Apprentice Program Week 8 SCS Skill Checklist

Participant Name: _____

Coach Name: _____

Date of Week 8 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Skills Checklist - Week 9

**Supervisor Apprentice Program
Week 9 SCS Skills Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Rural Delivery and Highway Contract Routes (Optional)				
Document the difference between a city carrier and a rural carrier.				
Observe the coach identify the forms used by rural carriers.				
Observe the coach identify various types of rural routes (K, J, H and Auxiliary routes).				
Practice reviewing rural carrier work practices, to include completing PS Forms 4588, and PS Form 4584, <i>Observation of Driving Practices</i> .				
Observe the coach obtain unit's current scanning performance scores.				
Observe the coach complete PS Form 1571, <i>Undelivered Mail Report</i> , and verify color codes are properly applied.				
Observe the coach review and update PS Form 4240 daily, weekly, and for each pay period.				
Observe the coach review the Matrix.				
Observe the coach use the Rural Management Support System (RMSS) for timekeeping and payroll.				

Supervisor Apprentice Program Week 9 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Mail Count Forms and Minor Route Adjustments				
Review the use of the Performance Engagement Tool (PET).				
Document the issues a supervisor should address with a carrier.				
Perform mail counts for routes identified for minor adjustments, if possible.				
Perform Point-to-Point Worksheet (site-specific).				
Mail Count Forms and Minor Route Adjustments				
Observe the coach demonstrate how to read worksheet.				
Observe the coach demonstrate how to read daily office and Street Planner.				
Observe the coach review delivery performance indicators.				
Observe the coach access RIMS program and identify potentially lost time.				
Observe the coach cover issues a supervisor should address with a carrier.				
Observe the coach perform mail counts for routes identified for minor adjustments, if possible.				
Observe the coach perform Point-to-Point Worksheet (site-specific).				
Observe the coach review a current PS Form 1840, <i>Carrier Delivery Route - Summary of Count and Inspection</i> .				

Supervisor Apprenticeship Program Week 9 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach review a current PS Form 1840, <i>Carrier Delivery Route - Summary of Count and Inspection</i> .				
Practice using the Rural Formula Implementation Tool (RADAR) to assign K routes for non-Saturday relief days.				
Calculate Office Efficiency Indicator (OEI) productivity and Street Efficiency Indicator (SEI) productivity.				
Postal Accounting Procedures				
Complete two current PS Form 3999, <i>Inspection of Letter Carrier Route</i> and get commitment for carrier to return within the allotted time.				
Observe the coach define Account Identifier Code and General Ledger Account.				
Observe the coach complete PS Form 1412.				
Observe the coach perform Employee Cash Audit and enter results into Retail Systems Software (RSS).				
Describe the importance of vehicle key control and accountability to the coach.				
Document how the maintenance reserve fleet is used by the VMF.				
Observe the coach describe customer perceptions and how they affect the U.S. Postal Service®.				
Vehicles				
Explain the importance of vehicle appearance (interior and exterior) to the coach.				

Supervisor Apprentice Program Week 9 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Document purpose and importance of brand management.				
Provide tips for quick vehicle inspections (tires, leaks, mirrors, lights, etc.) to coach.				
Discuss proper mileage reporting with your coach.				
Discuss importance of vehicle maintenance schedules to maintaining uptimes with coach.				
Document procedures for procuring vehicle parts from the VMF in a timely manner.				
Explain the process for securing approval for repairs exceeding \$250 and obtaining technical advice on the best repair method.				
Review the receipt and payment process when VPO contracts services.				
Observe the coach reconcile gas receipts via AVUS/FAMS.				
Computerized Forwarding System (CFS)				
Document supervisory responsibilities for managing No-Record mail.				
Identify and document Loop mail in accordance with local procedures and guidelines.				

Supervisor Apprenticeship Program Week 9 SCS Skills Checklist

Participant Name: _____

Coach Name: _____

Date of Week 9 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist - Week 10

**Supervisor Apprentice Program
Week 10 SCS Skill Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Rural Delivery and Highway Contract Routes (Optional)				
Describe the difference between a city carrier and a rural carrier to your coach.				
Identify the forms used by rural carriers to your coach.				
Identify various types of rural routes (K, J, H, and auxiliary routes) to your coach.				
Review rural carrier work practices, to include completing PS Forms 4588, and PS Form 4584, <i>Observation of Driving Practices</i> .				
Complete a current PS Form 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				
Practice obtaining unit's current scanning performance scores.				
Practice completing PS Form 1571, <i>Undelivered Mail Report</i> and verify color codes are properly applied.				
Practice reviewing and updating PS Form 4240 daily, weekly, and for each pay period.				
Practice reviewing the Matrix.				

Supervisor Apprentice Program Week 10 SCS Skill Checklist

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice using the Rural Management Support System (RMSS) for Timekeeping and Payroll.				
Practice reviewing the use of the Performance Engagement Tool (PET).				
Practice conducting a successful conversations about loading that results in reduced load time.				
Mail Count Forms and Minor Route Adjustments				
Demonstrate how to read worksheet.				
Demonstrate how to read daily office and Street Planner.				
Access and analyze Delivery Performance Indicators.				
Access RIMS program and identify potentially lost time.				
Perform a discussion with a carrier and review the issues a supervisor should address.				
Practice reviewing a current PS Form 1840, <i>Carrier Delivery Route - Summary of Count and Inspection</i> .				
Perform mail counts for routes identified for minor adjustments, if possible.				
Perform Point-to-Point Worksheet (site-specific).				
Review a current PS Form 1840, <i>Carrier Delivery Route - Summary of Count and Inspection</i> .				

Supervisor Apprenticeship Program Week 10 SCS Skill Checklist

Skill	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Describe customers' perceptions and how they affect the U.S. Postal Service®.				
Postal Accounting Procedures				
Define Account Identifier Code and General Ledger Account to your coach.				
Complete PS Form 1412 for your unit.				
Perform Employee Cash Audit and enter results into Retail Systems Software (RSS).				
Describe the importance of vehicle key control and accountability to your coach.				
Describe the maintenance reserve fleet and how it's used by the VMF to your coach.				
Vehicles				
Explain the importance of vehicle appearance (interior and exterior) to your coach.				
Explain purpose and importance of brand management to your coach.				
Provide tips for quick vehicle inspections (tires, leaks, mirrors, lights, etc.) to your coach.				
Discuss proper mileage reporting with your coach.				
Explain the procedures to procure timely vehicle parts from the VMF to your coach.				
Review the receipt and payment process when VPO contracts services.				
Describe supervisory responsibilities for managing No-Record mail to your coach.				
Reconcile gas receipts via AVUS/FAMS.				

Supervisor Apprenticeship Program Week 10 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Identify Loop Mail in accordance with local procedures and guidelines.				

Participant Name: _____

Coach Name: _____

Date of Week 10 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Skills Checklist - Week 11

**Supervisor Apprenticeship Program
Week 11 SCS Skills Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
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Rural Delivery and Highway Contract Routes (Optional)

Describe the difference between a city carrier and a rural carrier to your coach.				
Utilize forms used by rural carriers as needed.				
Review rural carrier work practices, to include completing PS Forms 4588, and PS Form 4584, <i>Observation of Driving Practices</i> .				
Obtain unit's current scanning performance scores.				
Complete PS Form 1571, <i>Undelivered Mail Report</i> and verify color codes are properly applied.				
Review and update PS Form 4240 daily, weekly, and for each pay period.				
Review Matrix.				
Use the Rural Management Support System (RMSS) for Timekeeping and Payroll.				
Review the use of the Performance Engagement Tool (PET) and the issues a supervisor should address with a carrier.				
Supervise basic duties and responsibilities of carriers while on the street.				

Supervisor Apprenticeship Program Week 11 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Mail Count Forms and Minor Route Adjustments				
Complete count worksheet.				
Review the daily office and Street Planner.				
Review Delivery Performance Indicators.				
Access RIMS program and identify potentially lost time.				
Discuss any issues with a carrier.				
Review PS Form 1813, <i>Late Leaving and Return Report - First Carrier Delivery Trip</i> and validate carrier return within base or under.				
Review S Form 1564A and 1564B, <i>Delivery Instructions and Special Orders</i> .				
Perform mail counts for routes identified for minor adjustments, if possible.				
Perform Point-to-Point Worksheet (site-specific).				
Complete a review of two PS Forms 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				
Review a current PS Form 1840, <i>Carrier Delivery Route - Summary of Count and Inspection</i> .				
Complete a current PS Form 3999, <i>Inspection of Letter Carrier Route</i> . Receive comment that the carrier returns under the allotted time.				
Describe customers' perceptions and how they affect the U.S. Postal Service®.				

Supervisor Apprenticeship Program Week 11 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Postal Accounting Procedures				
Define Account Identifier Code and General Ledger Account.				
Download and review the Financial Performance Report (FPR) for your office.				
Complete a PS Form 1412 for your unit.				
Perform Employee Cash Audit and enter results into Retail Systems Software (RSS).				
Describe the importance of vehicle key control and accountability.				
Document how the maintenance reserve fleet is used by the VMF.				
Vehicles				
Define the importance of vehicle appearance (interior and exterior).				
Define purpose and importance of brand management.				
Provide tips for quick vehicle inspections (tires, leaks, mirrors, lights, etc.).				
Discuss importance of vehicle maintenance schedules to maintaining uptimes with your coach.				
Document and explain to your coach the procedures to procure timely vehicle parts from the VMF.				
Document and explain to your coach the process for securing approval for repairs exceeding \$250 and obtaining technical advice on the best repair method.				

Supervisor Apprentice Program Week 11 SCS Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Review the receipt and payment process when VPO contracts services.				
Reconcile gas receipts via AVUS/FAMS.				
Document and describe to your coach supervisory responsibilities for managing No-Record mail.				

Computerized Forwarding System (CFS)

Identify and document Loop Mail process procedures in accordance with local procedures and guidelines.				
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Participant Name: _____

Coach Name: _____

Date of Week 11 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist - Week 14

Supervisor Apprentice Program Week 14 SCS Skill Checklist				
Instructions:				
1. Initial each item complete as you perform them. 2. Use blank space in each group to document associated behaviors or functions performed. 3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Introduction				
Meet with your direct reports.				
Observe facility operating hours.				
Facility Familiarization				
Become familiar with and update information in WebEES.				
Review the APWU Memorandum of Understanding.				
Demonstrate a familiarity with your unit, including loading dock, casing stations, package sortation, break rooms, and fire exits.				
Practice performing a Gemba on the workroom floor and observe operations.				
Practice supervising the critical timeframe for carrier departure from the unit (tag completion).				
Perform review of current unit performance.				
Practice updating information in WebEES.				
Practice use of the OT Admin application.				
Practice using the Delivery Management System (DMS) dashboard and completion of requirements.				

Supervisor Apprentices Program Week 14 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Review and analyze a Retail Analysis Profile (RAP), Postal Store Retail Analysis Profile (PSRAP), and Window Operation Survey (WOS), if available.				
Practice conducting a daily team huddle and Safety/Stand up talk.				
Utilize Customer Services national mail foot conversions.				
Supervisor Responsibilities				
Schedule and set expectations using IVES and revise the schedule.				
Conduct two successful conversations about loading that result in reduced load time.				
Identify retail international and domestic products and services.				
Review a recent Customer Satisfaction Measurement (CSM) report.				
Review completed retail lobby and employee observation forms.				
Recite the retail vision and mission.				
Access and pull Collection Point Management System (CPMS) Reports.				
Analyze 3M's (missequenced, missorted, and missent) for the top three routes in the delivery unit.				
Access and pull SPMS Reports.				
Review a recent Customer Satisfaction Measurement (CSM) report.				

Supervisor Apprentice Program Week 14 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Review completed retail lobby and employee observation forms.				
Recite the retail vision and mission.				
Access and pull Collection Point Management System (CPMS) Reports.				
Access and pull SPMS Reports.				
Complete PS Form 1017A and 1017B, <i>Time Disallowance and Unauthorized OT</i> (if necessary).				
Complete PS Form 4565, <i>Vehicle Repair Tag</i>				
Practice supervising proper handling of Undeliverable as Addressed (UAA) mail, RFS/CFS processing.				
Practice supervising Parcel Return Service (PRS) mail and proper handling.				
Practice supervising daily Business Reply Mail and postage due processing.				
Practice identifying time-wasting practices.				
Practice drilling down and viewing Informed Visibility scores.				
Practice supervising all aspects of office and street management.				
Practice utilizing procedures for managing collections.				
Practice supervising mPOS operation and troubleshooting.				

Supervisor Apprentice Program Week 14 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Pull and analyze reports (site-specific/local instruction) to include:				
• Workhour/Workload.				
• Route Carrier Daily Performance Report.				
• Volume Recording.				
• Unit Clock Ring Discrepancy Report.				
• Steward-Standby and Meeting Time.				
• Late Leaving/Late Returning Report.				
• Unit Daily Performance Report.				
• MSP Route Report.				
Practice verification of in-office scans in Regional Intelligent Mail Servers (RIMS), and Distribution up time, PO Box uptime.				
Practice supervising PASS or DSS scanning.				
Practice supervising Passport Retail Customer Appointment Scheduler (RCAS) close-out.				
Practice locating and reviewing the NALC and NRLCA MOUs.				
Practice using the Rural Formula Implementation Tool (RADAR) to assign K routes for non-Saturday relief days.				
Practice accurately entering all manual mail volumes into DOIS in pieces.				
Practice scheduling daily pivots in Geo Delivery.				
Record mail volume in CSAW.				

Supervisor Apprentice Program Week 14 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice supervising delayed mail procedures.				
Access the CRDO Resource Library and review CRDO plays.				
Perform two successful conversations about reducing stationary time.				
Perform a successful review of entire unit CRDO Attendance Play.				
Practice accurately entering all manual mail volumes into DOIS				
Project the required casing time using End of Run (EOR) Reports.				
Practice entering information and using the following DOIS reports to supervise your unit:				
• Volume Recording.				
• Workhour/Workload.				
• Workload Status Report.				
• Unit Daily Performance Report.				
Participant Name: _____				
Coach Name: _____				
Date of Week 14 Completion: _____				
<input type="checkbox"/> Comments: <input type="checkbox"/> Expectations not met after additional assistance. Please provide details and steps taken:				

SCS OJT Task Checklist - Week 15

**Supervisor Apprentice Program
Week 15 SCS Skill Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervisor Duties and Responsibilities				
Perform a daily team huddle and Safety/Stand up talk.				
Complete and post an e1994 schedule.				
Become familiar with your unit, including loading dock, casing stations, package sortation, break rooms, and fire exits.				
Locate facility operating hours.				
Conduct two successful conversations about loading that result in reduced load time.				
Perform a Gemba on the workroom floor and observe operations.				
Update information in WebEES.				
Supervise the critical timeframe for carrier departure from the unit (tag completion).				
Practice using the OT Admin application.				
Perform review of current unit performance reports.				
Utilize the Delivery Management System (DMS) Dashboard and completion of requirements.				
Supervise PASS or DSS scanning.				
Schedule daily pivots in Geo Delivery.				

Supervisor Apprenticeship Program Week 15 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Address individual performance.				
Verify in-office scans in Regional Intelligent Mail Servers (RIMS) (Distribution up time, PO Box uptime).				
Review and analyze Volume Arrival Profile (VAP) information.				
Check MyPO and respond to Customer 360 inquiries.				
Practice performing random collection tests, if possible.				
Supervise proper handling of Undeliverable as Addressed (UAA) mail, RFS/CFS processing.				
Practice supervising proper handling of Parcel Return Service (PRS) mail.				
Supervise daily processing of Business Reply Mail and Postage Due mail.				
Practice identification of time-wasting practices.				
Practice drilling down and viewing Informed Visibility scores.				
Practice supervising all aspects of office and street management.				
Practice supervising procedures for managing collections.				
Supervise PASS or DSS scanning.				
Verify in-office scans in Regional Intelligent Mail Servers (RIMS) to include distribution up time and PO Box uptime.				
Perform two successful conversations about reducing stationary time.				

Supervisor Apprentice Program Week 15 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise Passport Retail Customer Appointment Scheduler (RCAS) close-out.				
Access and analyze Collection Point Management System (CPMS) Reports.				
Access, print, and analyze 3999X from AQRT.				
Recognize the ways large volume mailers use the Address Management System (AMS) database.				
Review an Edit Book Route Listing Report, verify for correctness, and submit for updating.				
Recognize different record types in the Address Management Subsystem (AMS) file.				
Locate and review the AMS policy.				
Accurately enter all manual mail volumes into DOIS in pieces.				
Ensure products are stocked.				
Locate and review AMS policy.				
Locate NALC and NRLCA MOUs.				
Supervise retail operations.				
Enforce uniform requirements.				
Use Performance Tools F4SSRD to review unit performance.				
Complete PS Form 3996, <i>Carrier Auxiliary Control Form</i> and validate carrier return within base or under.				

Supervisor Apprentice Program Week 15 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Review performance of a Sales and Service Associate (SSA) conducting a business transaction utilizing the steps of the Retail Sales Skills.				
Supervise the T7 clerk perform daily timekeeping and attendance procedures to include:				
• Pull and correct clock ring errors daily.				
• Authorize overtime daily.				
• Entering scheduled leave in eRMS.				
• Procedure to approve/disapprove unscheduled leave into Employee Resource Management System (eRMS).				
• Performance of quarterly attendance reviews.				
• Successful review of entire unit CRDO Attendance Play.				
• Use of PS Forms 1260 and 1261, <i>Non-Electronic Badge Reader Card</i> and <i>Non-EBR Report</i> .				

Participant Name: _____

Coach Name: _____

Date of Week 15 Completion: _____

- Comments:**

- Expectations not met after additional assistance. Please provide details and steps taken:**

SCS OJT Task Checklist - Week 16

**Supervisor Apprentice Program
Week 16 SCS Skill Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Volume Recording				
Utilize the Customer Services national mail foot conversions to measure mail.				
Accurately measure mail volume and enter all manual mail volumes into DOIS in pieces.				
Project the required casing time using the End of Run (EOR) Reports.				
Complete PS Forms 3921 and 3930 (or local applicable forms).				
Schedule daily pivots in Geo Delivery.				
Access and print End of Run (EOR) Reports and verify accurate downloads into Delivery Operations Information System (DOIS) using Critical Parts Center (CPC) website information.				
Supervise delayed mail procedures.				
Utilize the Rural Formula Implementation Tool (RADAR) to assign K routes for non-Saturday relief days.				
Calculate Office Efficiency Indicator (OEI) productivity and Street Efficiency Indicator (SEI) productivity.				
Complete a weekly schedule in DOIS.				
Complete an AM-SOP self-audit for your office and discuss the results with the On-Site Trainer.				

Supervisor Apprentice Program Week 16 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Complete five (5) PS Forms 4584 for your office.				
Complete scanner verification, print copies of the CPMS reports for your office and discuss the results with your coach.				
Conduct a count (traditional, segmented inventory accountability or self-service) of stamp stock and a cash drawer.				
Conduct a daily mail volume recording count for your office.				
Complete a review of two PS Forms 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				
Facility Familiarization				
Update information in WebEES.				
Locate the loading dock, casing stations, package sortation, break rooms, and fire exits in your unit.				
Perform a Gemba on the workroom floor and observe operations.				
Determine the critical timeframe for carrier departure from the unit (tag completion).				
Review current unit performance.				
Identify required information for accurate reporting and complete a Daily Condition Visualization (DCV) report.				
Conduct two successful conversations about loading that result in reduced load time.				

Supervisor Apprentice Program Week 16 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervisor Duties and Responsibilities				
Locate and review the Facilities Database (FDB).				
Review a current PS Form 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				
Run and analyze the Units CSV report and eFlash.				
Utilize the OT Admin application.				
Perform successful conversations on SSRD performance.				
Utilize the Delivery Management System (DMS) Dashboard and completion of requirements.				
Perform scheduling, revision of a schedule, and setting expectations using Informed Visibility Employee Scheduler (IVES).				
Conduct daily team huddles and Safety/Stand up talks.				
Perform an individual performance discussion.				
Review PS Form 1813, <i>Late Leaving and Return Report - First Carrier Delivery Trip</i> and validate carrier return within base or under.				
Review and analyze Volume Arrival Profile (VAP) information.				
Check MyPO and respond to Customer 360 inquiries.				
Conduct random collection tests, if possible.				

Supervisor Apprentice Program Week 16 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise proper handling of Undeliverable as Addressed (UAA) mail, and RFS/CFS processing.				
Supervise proper handling of Parcel Return Service (PRS) mail.				
Supervise daily processing of Business Reply Mail and postage due.				
Utilize the Metric Checklist.				
Identify time-wasting practices.				
Supervise clerk and carrier separations.				
Ensure sufficient Mail Transport Equipment (MTE) is available.				
Supervise incoming DPS operations including DPS errors, late arriving trucks, and reasons for late arriving DPS.				
Supervise dispatch of collection mail in PM to P&DC.				
Supervise mail flow in AM from P&DC – verify contents of containers.				
Review POS Survey scores and comments in Customer Insights 2.0.				
Verify stock levels (stamp, ReadyPost, Expedited Shipping Supplies).				
Supervise First-In First-Out (FIFO).				
Define lobby assistance roles and responsibilities.				
Supervise passport application procedures.				
Review the Retail Customer Experience (RCE).				

Supervisor Apprentice Program Week 16 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Properly complete PS Form 4000B, <i>Employee Observation Form</i> .				
Review troubleshooting and operating Self-Service Kiosk and alerts.				
Drill down and view Informed Visibility (IV) scores.				
Complete (5) PS Forms 4584 and enter into the IMSOT program.				
Supervise all aspects of office and street management.				
Utilize procedures for managing collections.				
Supervise PASS or DSS scanning.				
Verify in-office scans in Regional Intelligent Mail Servers (RIMS) to include distribution and PO Box uptime.				
Supervise Passport Retail Customer Appointment Scheduler (RCAS) close-out.				
Perform two successful conversations about reducing stationary time.				
Report variance with mail quality in Mail Arrival Quality/Plant Arrival Quality (MAQPAQ).				
Properly complete PS Form 4000A, <i>Retail Lobby Observation Form</i> completion.				
Check availability of mandatory postings and Community bulletin boards.				

Supervisor Apprentice Program Week 16 SCS Skill Checklist

Participant Name: _____

Coach Name: _____

Date of Week 16 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

SCS OJT Task Checklist - Week 17

**Supervisor Apprentice Program
Week 17 SCS Skill Checklist**

Instructions:

1. Initial each item complete as you perform them.
2. Use blank space in each group to document associated behaviors or functions performed.
3. Indicate any skills needing additional assistance from the On-the-Job Coach in the Additional Assistance column.

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Volume Recording				
Accurately measure and record mail volume and enter all manual mail volumes into DOIS in pieces.				
Project the required casing time using the End of Run (EOR) Reports.				
Utilize national mail foot conversions used in Customer Services.				
Complete PS Forms 3921 and 3930 (or local applicable forms).				
Access and print End of Run (EOR) Reports and verify accurate downloads into Delivery Operations Information System (DOIS) using Critical Parts Center (CPC) website information.				
Identify various types of rural routes (K, J, H, and auxiliary routes) to your coach.				
Practice using the Rural Management Support System (RMSS) for Timekeeping and Payroll.				
Complete a review of two PS Forms 1838-C, <i>Carrier's Count of Mail - Letter Carrier Routes Worksheet</i> .				

Supervisor Apprenticeship Program Week 17 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Workload Adjustments				
Manage adjustments made to workload for:				
• Overtime.				
• Curtailing mail.				
• Office auxiliary assistance.				
• Street auxiliary assistance.				
• Pivoting.				
Utilize the OT Admin application.				
Workload Reporting				
Identify required information for accurate reporting and properly complete Daily Condition Visualization (DCV).				
Complete PS Form 4000-A, <i>Retail Lobby Observation</i> .				
Complete PS Form 4000-B, <i>Retail Employee Observation</i> .				
Review and analyze Volume Arrival Profile (VAP) information.				
Check MyPO and respond to Customer 360 inquiries.				
Conduct random collection tests, if possible.				
Supervise proper handling of Undeliverable as Addressed (UAA) mail and RFS/CFS processing.				
Supervise proper handling of Parcel Return Service (PRS) mail.				

Supervisor Apprentice Program Week 17 SCS Skill Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise proper processing of daily Business Reply Mail and postage due.				
Drill down and review Informed Visibility (IV) scores.				
Supervise all aspects of office and street management.				
Utilize procedures for managing collections.				
Supervise PASS or DSS scanning.				
Identify and address time-wasting practices.				
Complete a current PS Form 3999 for a selected delivery route. Receive commitment that the carrier returns under the allotted time.				
Verify in-office scans in Regional Intelligent Mail Servers (RIMS) (Distribution up time, PO Box uptime.				
Supervise proper closeout of Passport Retail Customer Appointment Scheduler (RCAS).				
Properly complete PS Form 4000B, <i>Employee Observation Form</i> .				
Supervise retail operations.				
Supervise mPOS operation and troubleshooting.				
Review performance of a Sales and Service Associate (SSA) conducting a business transaction utilizing the steps of the Retail Sales Skills Process.				
Conduct two successful conversations about loading that result in reduced load time.				

Supervisor Apprenticeship Program Week 17 SCS Skill Checklist

Participant Name: _____

Coach Name: _____

Date of Week 17 Completion: _____

Comments:

Expectations not met after additional assistance. Please provide details and steps taken:

Module 4: Cross-Functional Checklists

You will experience cross-functional opportunities with a variety of peers to enable you to recognize how each functional unit upstream and downstream affects other units. Experiences are planned outside of your immediate unit, as well as with peers within your own facility.

Opportunities may include:

- Processing Plant.
- Maintenance.
- Logistics.
- Vehicle Maintenance.
- Workforce Planning.
- Safety & Occupational Health.
- Labor Relations.

Cross-functional experiences are not limited to this list and multiple experiences may be selected. The primary focus is to ensure that you appreciate the process and challenges your peers encounter and allow collaboration across functions to meet operational goals.

Cross-Functional Verification

Cross-functional experience is a minimum of two weeks at another facility or in another functional group. In order to receive credit for completing the cross-functional experience, you must ensure the person you are shadowing signs this form and provide the form to the Manager, Operations Integration for (District) or the Manager, Operations Support (Division) who records credit in the learning portal.

I _____ verify that _____
(Name) (Participant's Name)

participated in a cross-functional experience with me from

_____ to _____. (Date)

Cross-Functional Checklists

Processing Operations Checklist

Supervisor Apprentice Program Cross-Functional Processing Plant Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Tour the facility. Become familiar with the unit, including loading dock, breakrooms, and fire exits.	
Observe each operation within the facility to see how they work.	
Understand the operating plan for letters, flats, and package, and obtain key operating information such as Clearance Time (CT), Critical Entry Time (CET), Dispatch of Value (DOV), and Planned Starting Time.	
Differentiate between incoming and outgoing operations.	
Observe reporting machines down for repair.	
Differentiate originating and destination operation of mail flows.	
Observe the dispatch process and late arriving mail.	
Mail arrival discrepancies.	
Observe the monitoring and sweeping of the output bins/containers.	
Practice using staffing planning tools.	
Observe proper mail preparation and MTE staging and setup/placarding.	
Observe each operation: breakdown, Flats Mechanization, Letter Automation, Manual Sortation, and Package Mechanization.	
Observe clerk and carrier separations and dispatch of collection mail in PM to P&DC.	
Observe Automation operations, including proper jogging and edging the mail.	

Observe 1st and 2nd Pass DPS runs.	
Observe the use of operation monitoring and planning tools and applications (MPEwatch, WebEOR, EI, RPG, etc.)	
Observe the proper scanning and nesting method at both machine and on the platform	
Observe the difference between air and surface dispatch process of letters, flats, and packages	

Maintenance Checklist

Supervisor Apprentice Program Cross-Functional Maintenance Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Tour the facility. Become familiar with the unit, including loading dock, breakrooms, and fire exits.	
Observe each group within the facility to see how they work.	
Identify utility connection/shut off locations (water main including fire supply standpipes, natural gas, electrical room).	
Observe process when a machine is down for repairs.	
Observe process flow communication between floor operations and maintenance.	
Observe the crew assignment of Preventative Maintenance (PM)s and Work Orders.	
View Employee Assignment Worksheets (EAWs) for completion at end of day.	
View close out of Work Order and Employee Worksheet entry by MOS.	
Identify causes of excessive jams and mechanical rejects.	
Observe real-time monitoring of MPEwatch to track machine problems while in operation.	
Identify how to determine causes of At-Risk mailpieces.	
Learn how to ensure that preventative maintenance is completed and properly documented in a timely manner.	
Review and analyze performance indicators on reports.	
Observe a repairable part reorder/return process using different return processes or policies.	
View employee generating eCBM checklist.	
Discuss how to conduct annual route evaluations.	

Logistics Checklist

Supervisor Apprentice Program Cross-Functional Logistics Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Tour the facility. Become familiar with the unit, including loading dock, breakrooms, and fire exits.	
Observe each group within the facility.	
Review Distribution Table Maintenance System (DTMS) (Inquiry Only).	
Review Mail Transport Equipment Labeler (MTEL) (Plant Specialist).	
Review Service Change Request (SCR).	
Observe Surface Visibility (SV) procedures.	
Observe the dock or yard and report any irregularities.	
Observe use of the Transportation Optimization Planning/Scheduling (TOPS).	
Observe the dock and document late trips and actions and provide to supervisor.	
Observe use of the Mail Transport Equipment Ordering System (MTEOR).	
Observe use of VITAL Web.	
Observe use of ServiceNow.	
Observe use of SOX Remediation Tool-SORT.	
Observe the communication of any extra trips with dock expeditors.	
Observe how coach ensures mail meets dispatch times: Issue 15-minute warnings for operations to push processed mail to dock for dispatch.	
Observe employees performing container detail scans while on the dock.	
View daily activities in the drop shipment logbook.	
Observe Expeditor Scanning (Arrive/Depart/Load/Unload) daily by tour.	

Vehicle Maintenance Checklist

Supervisor Apprentice Program Cross-Functional Vehicle Maintenance Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Tour the facility. Become familiar with the unit, including loading dock, breakrooms, and fire exits.	
Observe each group within the facility.	
Observe how they handle hazardous material (storage/disposal).	
Observe how vehicle parts are managed/stored.	
Discover how parts are ordered.	
Determine the maintenance schedule for delivery vehicles.	
Determine how VMF supports your operation.	
Locate processes in your unit that are affected by vehicle maintenance.	
View programs used in the VMF function.	
Determine how your operation affects Vehicle Maintenance.	
Observe VMF workload/assign work using SEAM generated PS Form 4513.	
Observe assignment of PMIs and unscheduled repairs to the VMF crew. VMF crew. This should include inspecting vehicles brought in for preventative maintenance with an emphasis on identifying accident damage (unreported/reported), cost, and repair timeframe.	
Review vehicle work orders for completion of work (check for completeness, accuracy, parts issued, and ERT vs. ART).	
View an open work order report and observe action taken.	
Verify accuracy of PS Form 4513 by completing a physical inventory of all vehicles on VMF property.	

Review applicable regulations/policies for the Emergency Action Plan, Environmental Programs, and OSHA compliance.	
Observe that a Safety Data Sheet (SDS) is maintained for each product included in the hazardous chemical inventory.	

Workforce Planning Checklist

Supervisor Apprentice Program Cross-Functional Workforce Planning Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Visit the Workforce Planning website and view	
Explain the rationale for:	
Operational Staffing models.	
On-Rolls and Earned.	
Positions and UARs.	
Full-time and Part-time career employees.	
Pre-Career Staffing and CAPS.	
Job Bidding Process	
Timeframes for Posting and Reverting jobs.	
Job Bid Management application and results reports.	
Employee Retention	
New employee onboarding.	
Current employee dropout rate.	
Reasons for leaving – surveys.	

Safety & Occupational Health Checklist

Supervisor Apprenticeship Program Cross-Functional Safety & Occupational Health Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the supervisor you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
View the Workforce Safety dashboard and review statistics for your unit.	
Review a submitted PS Form 1767 and responses.	
Review active shooter procedures.	
Review buildings and parking lot safety procedures.	
Review fire prevention and evacuation procedures.	
Review several relevant Job Safety Analysis (JSAs).	
Review safe lifting procedures.	
Access the Mailpiece Incident Reporting Tool (MIRT).	
Review applicable Personal Protective Equipment (PPE) procedures.	
Review suspicious and hazardous mail identification and handling.	
Review spill and leak response procedures.	
Review Bloodborne Pathogens safety training.	
Review Heat Illness prevention procedures and ensure employees in your unit have the information card.	
Review applicable OSHA written programs for your unit.	
Review OSHA record keeping procedures.	
Review dog bite safety.	
Review Distracted Driver safety video.	

Review your unit's accident history in the (Safety and Health Management Tool) SHMT.	
Review Delivery Management System (DMS) information on carrier safety exceptions.	
Review OSHA contact procedures.	
View Accident Investigation videos on BlueTube.	
Review observation forms – 4584, 4588, 4589 and Informed Mobility Safety Observation Tool (IMSOT).	
Review PS Form 4707 (Red Tag).	
Review all equipment and machinery at your facility for safety and operating procedures.	
Review DOL ECOMP (Electronic Compensation and Management Portal) supervisory role for employees who file injury/illness claims.	
Review ELM 544 Injury Compensation Program supervisor reporting procedures.	

Labor Relations Checklist

Supervisor Apprenticeship Program Cross-Functional Labor Relations Checklist

Instructions: Initial each item complete as you perform them.

Skills	Completed
Introduction	
Meet the Labor Relations Specialist you will shadow and employees on the team.	
Obtain contact information as you network in cross-functional operations.	
Operation Familiarization	
Review contact information for local Labor Relations.	
Review process to respond to union requests for information.	
Review each step in the grievance process.	
Review Article 15 procedures for the grievance process.	
Access the National Agreement for each group of employees you supervise.	
Review the JCAM and/or JCIM.	
Review policy for posting schedules. Including Holiday Scheduling (Article 11)	
Review policy for assigning overtime. (Article 8)	
Review the Letter Carrier Paragraph and Rule of Reason for city carriers.	
Observe how Labor Relations and management work together.	
Observe an Informal Step A or Formal A grievance meeting.	
Observe proper completion of PS Form 8190.	
Review the types of supporting documents needed for various grievances.	
Review procedures to address employee misconduct warranting discipline.	
Review procedures to deal with sexual harassment/improper conduct/threats.	
Review process to assess the need to provide accommodation for employees with disabilities.	
Review procedures for performance management of bargaining-unit employees	

Module 5: Supervisor Competency Model

At the Postal Service, all Employee and Leadership Development programs are based upon validated competency models. Competencies describe knowledge, skills, and abilities needed for successful job performance.

Competency models have been developed for Functional/Technical capabilities needed by field employees and also include Supervisory, Managerial, Executive and Officer level. Each model describes the attributes and behaviors associated with increasing levels of proficiency, creating useful tools for creating your Development Plan (DP).

Communication

Conveys information clearly and accurately in oral and written formats for the intended audience. Is an active listener. Clarifies information as needed. Summarizes in writing and/or orally in a clear, concise, and organized manner.

1	2	3	4
<p>Needs Development</p> <ul style="list-style-type: none"> • Monopolizes conversations so that others cannot participate; interrupts the person speaking; finishes the thought of the speaker. • Nonverbal communication negatively impacts or contradicts verbal messages. • Writes using language appropriate to social media (e.g., Twitter, Facebook, e.g., LOL, #usps). • Messages lack sufficient details relevant to the intended audience's needs; does not adequately address questions from audience. • Delivers messages without considering the relative value of different modes of communication (e.g., email vs. face-to-face) given the specific situation. • Uses improper language, grammar, or acronyms when speaking or writing a message to employees and/or customers. • References tools and resources in messages and fails to provide information regarding accessibility. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Includes relevant and current information without going off topic; stays within necessary time limits. • Nonverbal communication reinforces verbal messages. • Writes correspondence that is clear and concise. • Delivers messages to appropriate audiences; asks questions and restates points made by others to ensure own understanding. • Tailors message and mode of communication (e.g., email vs. face-to-face) to be aligned with the employees' level and situation. • Conveys messages using correct grammar, syntax, and sentence structure. • Maintains open lines of communication with employees. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> • Develops two-way, not one-sided, communications with employees and management; listens to understand, not only respond. • Engages the audience through the use of words, tones, and gestures. • Writes correspondence that is highly effective and easy to understand, progressing logically through the information. • Expresses ideas effectively regardless of group size or organizational level of the audience. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Presents information and facts in a logical manner, using appropriate phrasing and vocabulary. • Communicates all necessary information to employees in order to perform job efficiently; uses new technologies to enhance communication with employees. 	

Leadership and Integrity

Treats individuals with dignity and respect. Leads by example and acts in the best interest of the Postal Service. Demonstrates trustworthiness and integrity.

1	2	3
<p>Needs Development</p> <ul style="list-style-type: none"> • Demonstrates little tolerance or respect for people who have different values or beliefs. • Avoids accountability for own actions; blames mistakes or problems on others. • Fails to offer assistance of self or team to other work units or teams when it is needed. • Impacts the Postal Service image and brand negatively by lacking professionalism (e.g., inappropriate dress, language). • Demonstrates disinterest or lack of concern for the success of the Postal Service. • Displays a consistent lack of follow through on stated actions. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Respects and honors different perspectives, values, and beliefs. • Takes responsibility for own actions; admits when decisions did not work. • Focuses on organizational success rather than personal gain. • Impacts the Postal Service image and brand positively by maintaining professionalism (e.g., positive attitude, appropriate language, and dress). • Maintains unit performance (e.g., limits personal business during work hours, holds employees accountable for behavior). • Demonstrates buy-in and commitment to the success of the Postal Service. • Follows through on stated actions, honors commitments. • Explains the reasons for policies and procedures. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> • Creates an atmosphere of mutual trust and respect; empowers others to reinforce a positive environment. • Stands behind own initiatives and takes responsibility if the initiative fails. • Contributes postal resources (e.g., staff, time) within control to complete projects for which others are responsible as appropriate. • Exemplifies the best of the Postal Service image and brand; maintains professional demeanor (e.g., positive attitude, appropriate language) during high-stress situations. • Acts in the best interest of the Postal Service (e.g., examines and addresses issues that may impact operational performance). • Honors commitments even when it is difficult to do so. • Bridges the gap between management and employees to ensure the success of the Postal Service.

Coaching and Developing Employees

Trains employees and coaches performance. Motivates employees to increase confidence in their knowledge and skills. Provides training, guidance, and development of employees. Provides resources and tools to support employee growth. Leads by example. Interacts with a diverse group of employees. Fosters teamwork. Values diversity and promotes a high-performing work environment.

1

2

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4

Needs Development

- Does not provide enough time for employees to learn new job/function or skills.
- Denies individuals the opportunity to improve poor performance.
- Uses discipline/corrective action in lieu of developmental feedback.
- Does not recognize or reward good performance.
- Shows lack of commitment to developing employees.
- Provides insufficient or ineffective guidance to employees about how they can improve performance.
- Does not provide employees opportunities to use new learning on the job.
- Makes decisions for employees without giving them the opportunity to try the job themselves.
- Responds poorly to constructive criticism; does not adjust behavior when warranted.

Meets Expectations

- Provides training for professional development.
- Aids in the development (e.g., coaching and mentoring) of employees who seek upward mobility.
- Provides clear feedback on employee strengths and developmental areas.
- Recognizes and rewards good performance consistently.
- Supports employees during their development opportunities.
- Initiates the training of employees for development in all areas of their duties.
- Observes employees to ensure what was learned in training is being implemented on the job.
- Supports decisions that employees make; provides guidance and coaching for performance improvement.
- Accepts constructive criticism and takes action to correct behavior.

Exceeds Expectations

- Provides opportunities for employees to perform higher-level tasks that showcase individual strengths; shares ownership of work-unit performance with employees.
- Encourages interested employees to seek upward mobility and detail opportunities.
- Provides feedback on potential career paths in the organization.
- Adjusts rewards and managerial style to match the characteristics of individual employees.
- Ensures that all employees are aware of opportunities for developmental experiences regardless of differences in employee capabilities.
- Provides opportunities for employees to apply training on the job and reinforces concepts and procedures.
- Encourages opportunities for improvement by engaging employees in decisions.
- Seeks and utilizes feedback proactively to improve performance.

Planning and Analysis

Gathers, evaluates, and analyzes data from multiple sources to accomplish operational goals. Identifies and prioritizes resources for operational success. Utilizes tools and technology to identify trends, plan for staffing, and make business decisions.

1	2	3
<p>Needs Development</p> <ul style="list-style-type: none"> • Makes decisions that affect the work unit without requesting or considering input from employees. • Fails to utilize data to inform decisions or plans and/or check the accuracy of reports before using the data to make decisions. • Fails to use data to improve operational efficiency. • Allocates human resources inefficiently, resulting in low productivity, excess staff, or excessive overtime. • Does not have the ability to identify operational performance deficiencies through data and/or observation. • Fails to utilize available resources to accomplish objectives. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Considers the input of employees and the use of various resources and their availability when developing plans. • Documents and evaluates data from multiple sources to ensure accuracy and achieve desired results. • Analyzes operational reports and ensures that daily objectives are accomplished, and operational goals are met. • Makes needed adjustments to timelines, steps, and resource allocation. • Demonstrates an understanding of the important trends related to operational performance. • Uses the resources at one's immediate disposal responsibly and efficiently. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> • Proactively seeks out the input of employees when appropriate to analyze available operations data. • Implements changes to improve data accuracy. • Creates effective long-term work- unit plans using historical data and mail-volume projections. • Develops scheduling contingency plans when there is unexpected (increased or decreased) mail volume or unexpected absences. • Monitors trends to enhance processes that support organizational goals. • Uses forward-thinking and forecasting skills to ensure appropriate resources are available; determines in advance the protocol or procedures needed to be undertaken to meet objectives.

Change Management and Flexibility

Maintains continuous and timely dialogue during the change process. Adapts to changes in the business environment. Utilizes a change management process to ensure operational success. Prepares employees to understand the purpose of change.

1	2	3
<p>Needs Development</p> <ul style="list-style-type: none"> • Fails to inform employees about changes in a timely manner; provides no or insufficient information about the change. • Perpetuates concerns about the effects of change; resists change. • Does not plan or provide necessary tools to assist in implementing change. • Focuses on negative or incorrect information about upcoming changes; enables and/or increases fear of change (e.g., by telling employees that machines will take their jobs). • Limits own involvement and that of others in change; does not seek buy-in, input, or ownership. • Demonstrates unwillingness to change and learn about the benefits to the Postal Service. • Is unwilling to utilize new technology. • Communicates change once and then continues business as usual; does not repeat message to reinforce change. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Promotes organizational changes within the function. • Provides appropriate tools and training to employees to prepare for anticipated organizational changes. • Meets timelines for change implementation in area of control. • Adapts to the changing organizational environment. • Explains changes within the unit and/or operation in a timely way. • Takes ownership of the change process and provides available resources to support successful change. • Learns about impending change and openly and honestly shares relevant information with others. • Is willing to utilize new technology. • Explains the reason for changes; recommunicates information to reinforce change. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> • Takes action to identify new methods for assessing success of change (e.g., speaks with peers and customers). • Develops a plan for implementing change in the unit. • Gains employees buy-in by explaining the benefits of change to reduce fear and increase acceptance. • Identifies creative ways to adapt to upcoming changes; adjusts to immediate demands for change (e.g., shifting employees to different tasks). • Advocates change in the unit; minimizes employees' anxiety by showing how to integrate new processes into existing work routines. • Recognizes when employees are struggling with change and provides information on available resources to minimize job-related stress. • Provides feedback on new technologies to help enhance implementation and use. • Explains change from the perspective of employees, such as what's in it for them (WIFM); follows up to gauge change adoption.

Operational Management

Achieves operational results. Recognizes the impact of the work unit on internal customers. Makes effective business decisions for success. Determines priorities in the work unit. Adjusts according to unforeseen situations. Maintains appropriate staffing. Performs daily tasks to ensure efficiency.

1	2	3
Needs Development	Meets Expectations	Exceeds Expectations
<ul style="list-style-type: none"> • Does not achieve expected results; does not achieve productivity goals • Fails to staff properly in advance; uses overtime unnecessarily, due to poor planning or poor management of attendance. • Fails to set expectations and follow up. • Does not respond to timekeeping alerts/ notifications in a timely manner. • Fails to adjust resources in a timely manner to overcome obstacles and meet deadlines. • Achieves goals at the expense of other units or functions; ignores impacts on other teams or units. • Performs craft work to achieve goals. 	<ul style="list-style-type: none"> • Achieves expected results; achieves productivity goals. • Uses resources effectively to minimize overtime and eliminate penalty overtime; determines resources required to meet operational goals based on daily workload. • Uses operational excellence methods to set expectations and follow up. • Keeps up with daily timekeeping requirements using appropriate timekeeping systems. • Meets deadlines and/or clearance times; adapts continuously to meet goals and follows up on work assignments to completion. • Coordinates operations with other work units and functional areas to ensure employees complete the work. 	<ul style="list-style-type: none"> • Exceeds expected results/ productivity goals with minimal resources. • Anticipates resources required for future operational goals based on weekly workload. • Involves employees using operational excellence methods. • Enables a culture of operational excellence; employees empowered to take ownership of the work and the success of operations. • Strives to achieve objectives ahead of deadlines and remains actively involved in the day-to-day operations; ensures objectives are accomplished. • Identifies performance issues proactively and takes necessary steps to remedy. • Collaborates proactively with others, recognizing and acknowledging the interdependence of all functions to achieve operational goals.

Policy Management

Adheres to national and local labor policies and agreements. Abides by Postal Service rules and regulations. Applies and upholds federal regulations and laws.

1	2	3
<p>Needs Development</p> <ul style="list-style-type: none"> Keeps incomplete records, leaving the organization vulnerable to grievances and other issues. Shares confidential employee information with others; compromises the integrity of sensitive information. Prohibits union representation when conducting disciplinary meetings with employees. Fails to keep union representatives informed of issues. Fails to settle grievances as appropriate, allowing issues to go to the next step unnecessarily. Allows unions to dictate operations to the detriment of the organization. Does not adhere to the local MOUs or national contracts. Disregards rules, regulations, and policies; fails to uphold the code of conduct. Violates safe work practices or safety procedures. Performs personal business on Postal Service time (e.g., personal phone calls) to an extent that diminishes performance. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> Maintains complete records and applies national and local agreements to daily operations when scheduling craft employees (e.g., ODL, holiday schedules). Maintains confidentiality of sensitive information. Includes union representatives and management in the early stages so that grievances are settled as appropriate at the lowest level and at minimal cost. Uses SOPs, publications, Postal Service handbooks, manuals, directives, bulletins, and management instructions to drive work-unit performance. Responds to EEO complaints, grievances, and investigations in a timely and accurate manner. Stays up to date on national and local contracts; ensures timely compliance in accordance with union agreements. Emphasizes the importance of adhering to policies, standards, and codes of conduct. Identifies and addresses safety concerns. Makes assignments and scheduling decisions that align with policies and union agreements. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> Anticipates potential issues and ensures documentation and follow-up to reduce risk of grievances. Demonstrates to others the importance of maintaining the confidentiality of sensitive information. Collaborates with union officials to anticipate potential problems and negotiate grievances to the benefit of the Postal Service. Thoughtfully evaluates policies and procedures that do not make sense and makes recommendations for improvement. Leverages strong knowledge of contracts to negotiate, problem solve, and resolve employee issues to the mutual benefit of the Postal Service and employees. Builds and maintains professional, mutually beneficial relationships with union representatives. Models excellence in conduct; provides coaching in upholding Postal codes of conduct and policies. Monitors employee actions and habits for potential safety concerns; ensures safety of employees is always at the forefront.

Module 6: Program Mentor

The duration of the mentoring program is six-months from the start of the Supervisor Apprenticeship Program. The mentoring component is conducted simultaneously. The mentoring relationship will remain confidential, although mentors should identify recurring themes or areas of concern that can be addressed through additional training or other supervisors or managers.

Mentors are higher-level EAS in the unit where the apprentice is assigned.

Mentor Responsibilities

The mentor is the apprentice's sounding board, source of support, and a resource as they continue to grow and develop as a leader. As a mentor, they may also recommend the development of certain areas that may help support the supervisor apprentice's career goals.

The apprentice will take notes on their educational journey each week. The notes are shared bi-weekly with the mentor during their mentoring session to encourage developmental discussions. This process provides the mentor with insight into areas where the mentee needs encouragement, information, and constructive feedback.

The following are performance expectations of all mentors who participate in the Supervisor Apprenticeship Program:

- Listen actively and encourage open communication.
- Maintain ongoing bi-weekly contact with mentee.
- Create a safe, risk-taking environment.
- Refrain from passing judgment on the mentee's ideas, questions, and actions.
- Record bi-weekly meetings on your calendar for tracking.
- Respect for the mentee's right to make their own decisions.
- Treat the supervisor apprentice with respect and honesty.

Mentoring begins with an initial meeting via face-to-face, Zoom, or phone call. Subsequent meetings/calls are to be conducted bi-weekly. Mentees should share their weekly notes and take the lead on what they want the meeting to cover, with prompting by the mentor when necessary.

EFFECTIVE DISCUSSION TOPICS

The topics discussed during mentoring sessions should be focused on the specific goals you and your mentor agreed upon. Below is a list of questions to provide a good basis on which to begin your discussions:

PROFESSIONAL DEVELOPMENT

- When you need to persuade or motivate others, what is your strategy?
- Which relationships are particularly difficult for you at work?
- What tough decisions have you had to make in your job recently?
- What opportunities or challenges do you feel they created for you?
- What decisions are easiest for you to make, and which ones are the most difficult? Why?
- How do you solicit feedback regarding your performance?

CAREER GUIDANCE

- What prompted you to take your current position?
- What skills would you like to develop?
- What do you see as the next logical step for your career?
- What doubts do you have about being able to reach the next step?
- What is your long-term vision for your career?

PERSONAL DEVELOPMENT

- What are your current strength and areas for development?
- What steps are you taking to improve these?
- What individuals, books, experiences, or events have impacted you most?
- About what are you passionate (work-related)?

EFFECTIVE MENTORING ACTIVITIES

In addition to the discussion questions described on the previous pages, use the following activities to build your relationship with your mentor:

High-Impact Activities to Do with Your Mentor

Skill Development	<ul style="list-style-type: none"> ▪ Offer to demonstrate one of your strengths or skills to your mentor or impart knowledge around your role and function. ▪ Ask to observe your mentor while they present to a group. Take notes and discuss what you learned.
Knowledge Sharing	<ul style="list-style-type: none"> ▪ Share a difficult decision you made recently and discuss what inputs you considered when making the decision and its outcome. Ask your mentor what they might have done differently. ▪ Ask for your mentor’s advice about a project or problem on which you are working. ▪ Explain some of the “unwritten rules” you have learned about being successful in the organization. ▪ Discuss an article or book that impacted your professional life.
Networking	<ul style="list-style-type: none"> ▪ Occasionally call your mentor unexpectedly, just to check in. ▪ Link up with other mentoring pairs for lunch or another activity.
Career Advice	<ul style="list-style-type: none"> ▪ Ask to look at your mentor’s eCareer profile and have them walk you through it. ▪ Offer to tell your career story in some detail. How did you start your career? ▪ What changes did you make along the way? Include high and low points and how these learning experiences helped you.

Other activities for an effective mentoring relationship are:

1. If your mentor has not scheduled a meeting with you by the second week of each month, contact them to schedule it proactively.
2. Prior to each meeting, create an agenda summarizing the topics you would like to cover.
3. Set next steps at the end of each discussion and clarify who is responsible for each of them.
4. If follow-up poses a challenge for either of you, use the opportunity to problem solve together.
5. After each meeting, send a note to your mentor describing how you benefitted from the conversation.
6. Set a reminder on your calendar to send an interesting article to your mentor each Friday.
7. Attend educational events (internal and external) together, such as lectures, talks, and discussions.

Frequently Asked Questions

How long is the Supervisor Apprentices Program?

- The Supervisor Apprentices Program requires a six-month commitment.

What do I do if my mentor has not scheduled any meetings?

- If your mentor has not scheduled a meeting with you by the second week of each month, contact them to schedule it proactively.

What if I do not get along with my mentor?

- Yes, within the mentoring program guide, there are evaluation forms that can be completed by the mentee and/or the mentor.
- Evaluation forms are expected to be sent in to Manager, Employee Development and Diversity at designated time periods.

How often are mentors and mentees expected to meet?

- Mentors and mentees are expected to meet at least twice per month.