



Supervisor Apprentice Program

SDO 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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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.

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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.

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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 their first 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 Apprentice 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 supervisor 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 on your experience 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 are the supervisor apprentice's assigned supervisor.
 - 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 level.

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: Apprentice and Coach Responsibilities

Apprentice 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.

Apprentice 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 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 union 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.
- 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](http://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. Document the supervisor apprentice's development on 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).

SDO OJT Skill Checklists

SDO OJT Skills Checklist - Week 1

Supervisor Apprentice Program Week 1 SDO 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
Introduction				
Meet with your coach.				
Talk with your coach's direct reports/learn your team.				
Coach provides a plant tour to observe different operations in your facility.				
Facility Operations				
Observe the coach access and view a Facility Operating Plan.				
Observe the coach review Building Systems operations.				
Observe the coach access and view an Integrated Operating Plan (agreement between facility and RCSO).				
Observe the coach obtain key operating information such as:				
• Clearance Time (CT).				
• Critical Entry Time (CET).				
• Dispatch of Value (DOV).				
• Planned Starting Time.				

Supervisor Apprentice Program Week 1 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach participate in reporting machines down for repair.				
Observe the coach participate in the communication process between floor operations and maintenance, estimating maintenance response time.				
Observe the coach participate in supervising changing out containers.				
Observe the coach examine empty equipment to make sure it contains no mail.				
Observe manual distribution operations (030, 040, 050).				
AFSM 100				
Observe the dispatch process.				
Observe the coach examine empty equipment to make sure it contains no mail.				
Observe late arriving DPS.				
Observe late arriving mail from delivery units.				
Observe the coach review mail arrival discrepancies.				
Observe the coach monitor sweeping output bins/containers (critical to avoiding machine downtime).				
Observe the coach monitor proper MTE staging and setup/placarding.				
Observe the coach communicate between functional areas.				
Observe manual distribution operations (030, 040, 050).				

Supervisor Apprentice Program Week 1 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervisor Duties and Responsibilities				
Observe the coach using staffing planning tools/F1 Scheduler.				
Observe the coach monitor proper mail preparation procedures.				
Observe the coach properly complete PS Forms 3921 and 3930 (or local applicable forms).				
Observe the coach differentiate between incoming and outgoing mailflows.				
Observe the coach differentiate between originating and destinating mailflows.				
Mailflow				
Observe each operation including:				
• Breakdown Process.				
• Flats Mechanization.				
• Letter Automation.				
• Manual Sortation.				
• Parcel Mechanization.				
Observe the coach assess mail flow between P&D and CS on both inbound/outbound docks.				
Observe the coach assess causes of At-Risk mailpieces.				
Discuss mail flow between PDO and RCSO on inbound/outbound docks with the coach.				
Observe mail flow activities focusing on the communication between the Central Control Room, floor operations and maintenance.				

Supervisor Apprentice Program Week 1 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the flow of mail between each operation and the Damaged Recovery Unit.				
Observe the coach reporting cancellation mail arrival.				
Observe the process for dumping sacks.				
Observe causes of At-Risk mailpieces.				
Observe the coach review Performance Tools F4SSRD.				
Observe the coach supervise custodial procedures (PS Form 4851).				
Observe the coach assign corrective maintenance.				

Participant Name: _____

Coach Name: _____

Date of Week 1 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 2

**Supervisor Apprentice Program
Week 2 SDO 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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Automation

Observe automation operations on the following machines and operations:

• Low Cost Reject Encoding Machine (LCREM).				
• Delivery Barcode Sorter (DBCS).				
• DBCS with Input-Output Subsystem (DIOSS).				
• Letter Mail Labeling Machine (LMLM).				
• Mail Processing Barcode Sorter (MPBCS).				
• Combined Input Output Sub-System (CIOSS).				
• CIOSS PARS Operations.				

Observe the following processes on each machine:

• Observe mailpieces being faced for induction into the sorter.				
• Feeding and sweeping.				
• Label and container setup.				
• Proper jogging and edging the mail.				
• 1st and 2nd Pass DPS runs.				

Supervisor Apprentice Program Week 2 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach supervise the following inbound and outbound dock activities:				
• Preparation of mail for transport via air/surface.				
• Loading and unloading trucks.				
Observe the process for dumping sacks.				
Observe the causes of At-Risk mailpieces.				
Observe the coach supervise Flats Meter Belt.				
Observe the coach use diagnostic web tools such as WebEOR, MPEwatch, MHTS, and MIRS				
Observe the coach review Performance Tools F4SSRD.				
Observe the coach load sort plans into machines.				
Observe the coach determine causes of unplanned events.				
Observe the coach determine causes of leakage and ways to control it.				
Observe the coach load sort plans into machines.				
Observe coach supervise loading mail into the mechanical feed system.				
Observe the coach use diagnostic web tools such as WebEOR, MPEwatch, MHTS, and MIRS.				
Observe operation of All Purpose Container Unloaders (APCU).				
Observe operation of pallet unloaders.				

Supervisor Apprentice Program Week 2 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe proper MTE staging and setup.				
Observe the coach pull and analyze reports from automated equipment.				
Observe the singulation of mailpieces.				
Observe the coach use proper radio etiquette (between operations and maintenance).				
Observe the coach supervise the replacement of full receptacles.				
Observe the coach supervise all aspects of the Flats Sorting maintenance (AFSM 100).				
Observe all Letter Mail Automation Maintenance activities (DBCS, DIOSS, CIOSS, and LCREM).				
Observe IPSS Room daily assigned work.				
Observe the coach review the major components of the Remote Bar Coding System (RBCS).				
Observe the coach identify the proper color code for each delivery day and how they are applied.				
Observe the coach review and analyze APBS reports for operations and maintenance.				
Observe the coach identify the proper color code for each delivery day and how they are applied.				
Observe the coach use proper radio etiquette (between operations and maintenance).				

Supervisor Apprentice Program Week 2 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach supervise all aspects of the Opening Unit operation including:				
• Verify mail is arriving separated per pre-cull SOPs.				
• Advanced Facer Canceler System (AFCS) operations.				
• Business Mail Entry Unit (BMEU) residue mail.				
• Break down operations.				
• Dual pass rough cull.				
• Meter belt.				
• Processing requirements for presorted mailings, including 3-digit, 5-digit, and 11-digit.				
Observe the coach review and analyze End of Run (EOR) reports for operations and maintenance indicators.				
Observe the coach supervise and verify daily timekeeping and attendance procedures:				
• Complete daily employee clock rings in TACS.				
• Complete the proper procedure to approve/disapprove unscheduled leave in eRMS.				
• Ensure employees use proper operations codes in TACS.				
• Perform quarterly attendance reviews.				
Observe the coach supervise the operation of the Semi-Automatic Induction System.				

Supervisor Apprentice Program Week 2 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach identifying key control procedures.				
Observe coach se MTEOR application (for ordering empty equipment).				
Observe coach review sort plans for originating, destinating, and bundle sorting (loaded by management prior to set up and operation of the machine).				
Observe the coach participate in communicating equipment availability at tour turnover.				
Observe proper escalation procedures when Mail Processing Equipment is down.				
Observe the coach supervising all aspects of the Flats Sorting maintenance (AFSM 100).				

Participant Name: _____

Coach Name: _____

Date of Week 2 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 5

Supervisor Apprentice Program Week 5 SDO 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
Automation: Letter Mail and Flats Sorting				
Practice supervising all aspects of the Flats Sorting maintenance (AFSM 100).				
Practice supervising all Letter Mail Automation Maintenance activities (DBCS, DIOSS, CIOSS, and LCREM).				
Practice supervising IPSS Room daily assigned work.				
Practice reviewing the major components of the Remote Bar Coding System (RBCS).				
Observe inbound and outbound dock operation including the following activities:				
• Separating and staging mail.				
• Preparation of mail for transport via air, highway, and/or rail.				
• Proper loading procedures based on the use of a loading diagram.				
• Proper operation of PIT equipment (tow motor, forklift, etc.).				
• Proper unloading procedures.				
• Loading, unloading, and transport of the various pieces and uses of Mail Transportation Equipment.				

Supervisor Apprentice Program Week 5 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
<ul style="list-style-type: none"> • Proper color coding for delivery or processing. 				
<ul style="list-style-type: none"> • Proper identification and tagging of Periodicals. 				
<ul style="list-style-type: none"> • Proper labeling and placarding. 				
<ul style="list-style-type: none"> • Surface Visibility (SV) scanning procedures. 				
<ul style="list-style-type: none"> • Review and practice local dock safety SOP (Driver reminders and warning posts, green/red lights – specific to facility). 				
<ul style="list-style-type: none"> • Review schedules in TIMES. 				
<ul style="list-style-type: none"> • Review HCR schedules in SVWeb for assigned trip times and numbers. 				
<ul style="list-style-type: none"> • Review inbound and/or outbound schedules for transport modes used. 				
Platform Operations				
Observe the coach properly staff/schedule dock operations (inbound/outbound).				
Practice supervising the following inbound and outbound dock activities:				
<ul style="list-style-type: none"> • Preparation of mail for transport via air/surface. 				
<ul style="list-style-type: none"> • Loading and unloading trucks. 				
<ul style="list-style-type: none"> • Process for dumping sacks. 				
Practice examining empty equipment to make sure it contains no mail.				
Learn how the Business Mail Entry Unit (BMEU) is critical for revenue protection.				

Supervisor Apprentice Program Week 5 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the loading and unloading of trucks.				
Observe inbound and outbound dock operation including the following activities:				
• Separating and staging mail.				
• Preparation of mail for transport via air, highway, and/or rail.				
• Proper loading procedures based on the use of a loading diagram.				
• Proper operation of PIT equipment (tow motor, forklift, etc.).				
• Proper unloading procedures.				
• Loading, unloading, and transport of the various pieces and uses of Mail Transportation Equipment.				
• Proper color coding for delivery or processing.				
• Proper identification and tagging of Periodicals.				
• Proper labeling and placarding.				
• Surface Visibility (SV) scanning procedures.				
• Review and practice local dock safety SOP (Driver reminders and warning posts, green/red lights – specific to facility).				
• Review schedules in TIMES.				
• Review HCR schedules in SVWeb for assigned trip times and numbers.				
• Review inbound and/or outbound schedules for transport modes used.				

Supervisor Apprentice Program Week 5 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice assessing the causes of At-Risk mailpieces.				
Practice assessing causes of unplanned events.				
Practice assessing the causes of leakage and ways to control it.				
Practice reviewing Performance Tools F4SSRD.				
Practice reporting machines down for repair.				
Practice participating in the communication process between floor operations and maintenance, estimating maintenance response time.				
Practice supervising the dispatch process.				
Practice using staffing planning tools/F1 Scheduler.				
Practice pulling and analyzing reports from automated equipment.				

Supervisor Apprentice Program Week 5 SDO Skills Checklist

Participant Name: _____

Coach Name: _____

Date of Week 5 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 6

Supervisor Apprentice Program Week 6 SDO 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
Opening Unit Operation				
Practice supervising all aspects of the Opening Unit operation including:				
• Verify mail is arriving separated per pre-cull SOPs.				
• Advanced Facer Canceler System (AFCS) operations.				
• Business Mail Entry Unit (BMEU) residue mail.				
• Break down operations.				
• Dual pass rough cull.				
• Meter belt.				
• Processing requirements for presorted mailings, including 3-digit, 5-digit, and 11-digit.				
Supervisor Duties and Responsibilities				
Practice reporting machines down for repair.				
Practice identifying the proper color code for each delivery day and how they are applied.				
Practice supervising proper separation of outgoing mail and turnaround mail.				
Practice supervising Flats Meter Belt.				

Supervisor Apprentice Program Week 6 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice supervising operation of All Purpose Container Unloaders (APCU).				
Supervise the process for dumping sacks.				
Assess the causes of At-Risk mailpieces.				
Assess causes of unplanned events.				
Assess the causes of leakage and ways to control it.				
Practice supervising changing out containers.				
Practice supervising late arriving DPS.				
Practice supervising late arriving mail from delivery units.				
Practice reviewing mail arrival discrepancies.				
Practice monitoring sweeping output bins/containers (critical to avoiding machine downtime).				
Practice supervising mail flow between P&D and CS on both inbound/outbound docks.				
Practice reviewing and analyzing APBS reports for operations and maintenance.				
Practice supervising the following processes on each machine:				
<ul style="list-style-type: none"> • Mailpieces being faced for induction into the sorter. 				
<ul style="list-style-type: none"> • Feeding and sweeping. 				
<ul style="list-style-type: none"> • Label and container setup. 				
<ul style="list-style-type: none"> • Proper jogging and edging the mail. 				
<ul style="list-style-type: none"> • 1st and 2nd Pass DPS runs. 				

Supervisor Apprentice Program Week 6 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
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Timekeeping

Practice supervising and verifying daily timekeeping and attendance procedures:

<ul style="list-style-type: none"> • Complete daily employee clock rings in TACS. 				
<ul style="list-style-type: none"> • Complete the proper procedure to approve/disapprove unscheduled leave in eRMS. 				
<ul style="list-style-type: none"> • Ensure employees use proper operations codes in TACS. 				
<ul style="list-style-type: none"> • Perform quarterly attendance reviews. 				

Participant Name: _____

Coach Name: _____

Date of Week 6 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 7

**Supervisor Apprentice Program
Week 7 SDO 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
Communication				
Review Building Systems operations.				
Review planned starting time.				
Review mail arrival discrepancies.				
Review late arriving DPS.				
Review late arriving mail from delivery units.				
Document the difference between incoming and outgoing operations.				
Participate using proper radio etiquette in communications between functional areas (operations and maintenance).				
Participate in communicating equipment availability at tour turnover.				
Practice recognizing key control procedures.				
Recognize key control procedures.				
Identify the location of control center for building climate control.				
Supervise custodial procedures (PS Form 4851).				

Supervisor Apprentice Program Week 7 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Mail Transport Equipment (MTE)				
Supervise the operation of AFSM 100, if available, and ensure proper MTE staging and setup/placarding for:				
• Gaylords.				
• General Purpose Mail Container (GPMCs).				
• Hampers.				
• In-House Containers.				
• Over the Road Containers (OTR).				
• Postal Paks.				
• Sacks and Pouches.				
• Trays.				
• Utility Carts.				
• Wire Containers.				
Practice using MTEOR application (for ordering empty equipment).				
Examine empty equipment to make sure there is no mail and equipment is not defective.				
Monitor all loading, unloading, and transport of parts/pieces/uses of Mail Transportation Equipment such as:				
• Removing old labels/placards.				
• Semi-Automatic Induction System.				
• Assigned corrective maintenance.				

Supervisor Apprentice Program Week 7 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Packages: Automated Parcel and Bundle Sorter (APBS)				
Supervise an APBS operation, including the following activities:				
• Culling parcels and packages.				
• Dumping sacks.				
• Loading mail into the mechanical feed system.				
• Manual keying station.				
• Replacing full receptacles.				
Review and analyze APBS reports for operations and maintenance.				
Ensure proper MTE staging, setup, and placarding.				
Review sort plans for originating, destinating, and bundle sorting (loaded by management prior to set up and operation of the machine).				
Packages: Small Parcel and Bundle Sorter (SPBS)				
Observe the coach supervise the operation of a Small Parcel Bundle Sorter (SPBS).				
Observe the coach view samples of SPBS reports for operations and maintenance.				
Practice assigning corrective maintenance.				
Observe the coach supervise Dual Pass Rough Cull to ensure proper mail prep in automation.				
Observe the coach supervise mail search in 010 Operation.				

Supervisor Apprentice Program Week 7 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach supervise 010 Cancellation.				
Observe the coach supervise maintenance operations in 010 Operation (DPRC, LMS).				
Practice supervising the operation of pallet unloaders.				
Practice loading sort plans into machines.				
Observe the coach enter mail count and data entry for Mail Condition Reporting System.				

Participant Name: _____

Coach Name: _____

Date of Week 7 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 8

Supervisor Apprentice Program Week 8 SDO Skills Checklist				
Instructions:				
<ol style="list-style-type: none"> 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
Staffing and Scheduling				
Observe the coach complete and post an e1994 schedule.				
Observe the coach supervise and observe manual distribution operation - F4 Preplanning Worksheet.				
View a Retail Analysis Profile (RAP) and Window Operation Survey (WOS).				
Flats Sorting and Processing (AFSM100)				
Observe the coach supervise the Flats Sorting operation, including the following activities:				
• First In, First Out (FIFO).				
• (AFSM 100) Automated Induction mail preparation.				
• Dispatching.				
• Dump belt.				
• Feeding.				
• Proper mail preparation.				
• Sweep.				
Review and analyze end of run reports for operations and maintenance key performance indicator.				

Supervisor Apprentice Program Week 8 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Ensure proper Mail Transportation Equipment (MTE) staging and setup.				
Supervise SAMP management and scheduling.				
Make adjustments to workload due to mail flow and/or staffing.				
Flats: Flat Sorting Machines				
Supervise the operation of AFSM 100, if available.				
Supervise the operation of UFSM 1000.				
Supervise use of Automatic Tray Handling System (ATHS).				
Supervise a flats operation, including the following activities:				
• Correct address obstructions.				
• Face mailpieces for induction into the sorter.				
• Changing out containers.				
• Operation of All Purpose Container Unloaders (APCU).				
• Operation of pallet unloaders.				
• Proper MTE staging and setup/placarding.				
• Singulate mailpieces.				
Supervise the facing of mailpieces for induction into the sorter.				
Review assigned corrective maintenance.				

Supervisor Apprentice Program Week 8 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise sort plans loaded by management prior to set up and operation of the machine.				
Monitor sweeping the output bins/containers (critical to avoiding machine downtime).				
Review different sort plans for Originating, Destinating, Bundle sorting.				
Supervise the Semi-Automatic Induction System.				

Packages: Automated Parcel and Bundle Sorter (APBS)

Supervise an APBS operation, including the following activities:

<ul style="list-style-type: none"> • Culling parcels and packages. 				
<ul style="list-style-type: none"> • Dumping sacks. 				
<ul style="list-style-type: none"> • Loading mail into the mechanical feed system. 				
<ul style="list-style-type: none"> • Manual keying station. 				
<ul style="list-style-type: none"> • Replacing full receptacles. 				
Review and analyze APBS reports for operations and maintenance.				
Review proper MTE staging and setup/placarding.				

Packages: Small Parcel and Bundle Sorter (SPBS)

Supervise the operation of a Small Parcel Bundle Sorter (SPBS).				
View samples of SPBS reports for operations and maintenance.				
Supervise 010 Operation (DPRC, LMS).				

Supervisor Apprentice Program Week 8 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise mail search in 010 Operation				
Supervise 010 Cancellation procedures.				
Supervise Dual Pass Rough Cull to ensure proper mail prep in Automation.				
Supervise maintenance operations in 010 Operation (DPRC, LMS).				
Participate in the communication process between floor operations and maintenance, estimating maintenance response time.				
Practice supervising manual distribution operations (030, 040, 050).				
Supervise proper separation of outgoing mail and turnaround mail.				
Participant Name: _____				
Coach Name: _____				
Date of Week 8 Completion: _____				
<input type="checkbox"/> Comments:				
<input type="checkbox"/> Expectations not met after additional assistance. Please provide details and steps taken:				

SDO OJT Skills Checklist - Week 9

**Supervisor Apprentice Program
Week 9 SDO 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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Automation

Supervise automation operations, including:

• Proper jogging and edging the mail.				
• 1st and 2nd Pass DPS runs.				
• Delivery Barcode Sorter (DBCS).				
• Letter Mail Labeling Machine (LMLM).				
• Mail Processing Barcode Sorter (MPBCS).				
• Combined Input Output Sub-System (CISS).				

Supervise feeding, sweeping, and set up trays and labels for:

• Low Cost Reject Encoding Machine (LCREM).				
• DIOSS.				
• CISS PARS Operations.				
• Delivery Barcode Sorter (DBCS).				

Supervise the process for dumping sacks.

Explain the causes of At-Risk mailpieces.

Identify causes of unplanned events.

Supervisor Apprentice Program Week 9 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise mailpieces being faced for induction into the sorter.				
Utilize Performance Tools F4SSRD.				
Review Performance Tools F4SSRD.				
Identify the causes of leakage and ways to control it.				
Load sort plans into machines.				
Supervise changing out containers.				
Supervise loading mail into the mechanical feed system.				
Practice using diagnostic web tools such as WebEOR, MPEwatch, MHTS, and MIRS.				
Observe the coach supervise the PARS Operation.				
Supervise operation of All Purpose Container Unloaders (APCU).				
Supervise operation of pallet unloaders.				
Supervise proper MTE staging and setup.				
Access and analyze reports from automated equipment.				
Use radio etiquette (between operations and maintenance).				
Review and analyze APBS reports for operations and maintenance.				
Review alternate access.				
Supervise operation of the Semi-Automatic Induction System.				

Supervisor Apprentice Program Week 9 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Practice reviewing and analyzing End of Run (EOR) reports for operations and maintenance indicators.				
Practice supervising the singulation of mailpieces.				
Practice proper completion of PS Forms 3921 and 3930 (or local applicable forms).				
Practice completing and posting an e1994 schedule.				

Participant Name: _____

Coach Name: _____

Date of Week 9 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 10

**Supervisor Apprentice Program
Week 10 SDO 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
Automation: Letter Mail and Flats Sorting				
Supervise all aspects of the Flats Sorting maintenance (AFSM 100).				
Supervise Letter Mail Automation maintenance activities (DBCS, DIOSS, CIOSS, and LCREM).				
Practice supervising IPSS room daily assigned work.				
Review the major components of the Remote Barcoding System (RBCS).				
Platform Operations				
Observe coach properly staff/schedule dock operations (inbound/outbound).				
Examine empty equipment to make sure it contains no mail.				
Relate how the BMEU is critical for revenue protection.				
Supervise the loading and unloading of trucks.				
Supervise dispatch operations (separating and staging mail).				

Supervisor Apprentice Program Week 10 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise inbound and outbound docks operations including the following activities:				
• Separating and staging mail on dock.				
• Preparation of mail for transport via air, highway, and/or rail.				
• Proper loading procedures based on the use of a loading diagram.				
• Proper operation of PIT equipment (tow motor, forklift, etc.).				
• Proper staffing and scheduling of dock operations (inbound and outbound).				
• Proper unloading procedures.				
• Loading, unloading, and transport of the various pieces and uses of Mail Transportation Equipment.				
• Proper color coding for delivery or processing.				
• Proper identification and tagging of Periodicals.				
• Proper labeling and placarding.				
• Proper Surface Visibility (SV) scanning.				
• Review and practice local dock safety SOP (Driver reminders and warning posts, green/red lights – specific to facility).				
• Review HCR schedules in SVWeb for assigned trip times and numbers.				
• Review inbound and/or outbound schedules for transport modes used.				
• Review schedules in TIMES.				

Supervisor Apprentice Program Week 10 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise the following inbound and outbound dock activities				
• Prepare mail for transport via air or surface transportation.				
• Loading trucks.				
• Unloading trucks.				
Practice reporting cancellation mail arrival.				
Practice supervising the PARS Operation.				
Pull and analyze reports from automated equipment.				
Participant Name: _____				
Coach Name: _____				
Date of Week 10 Completion: _____				
<input type="checkbox"/> Comments: <input type="checkbox"/> Expectations not met after additional assistance. Please provide details and steps taken:				

SDO OJT Skills Checklist - Week 11

**Supervisor Apprentice Program
Week 11 SDO 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
Diagnostic Web Tools				
Track machine problems using real-time monitoring of MPEwatch Maintenance View.				
Mail Condition Reporting System (MCRS)				
Practice entering mail count and data entry for Mail Condition Reporting System.				
Manual Distribution Operations				
Supervise manual distribution operations (030, 040, 050).				
Access the Learning Development and Diversity Center (LDDC) and observe the use of the Computer-Assisted Scheme Training (CAST).				
Tracking and Reporting System				
View a Management Operating Data System (MODS) report.				
View a National Workhour Reporting System (NWRS) report.				
Observe the coach supervise maintenance of various mail racks.				

Supervisor Apprentice Program Week 11 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
MTSC Helpdesk and Escalation Procedures				
Practice proper escalation procedures when Mail Processing Equipment is down.				
Access a Tour Activity Report to view MPR equipment that has been recently serviced.				
Outside Parcels				
Supervise manual belts and pouch racks including:				
• Unit or Pouching/Racks Unit.				
• Outside parcels.				
• Packages.				
• Use of proper ergonomics and lifting techniques when moving mail.				
Bundle Visibility (BV)				
Review and analyze End of Run reports for operations and maintenance indicators.				
Forecasting Workload and Workweek				
Forecast workload and volume based on SPLY.				
Develop a work schedule in a P&D operation or unit.				
Review and analyze End of Run (EOR) reports for operations and maintenance indicators.				
Observe the coach access a Tour Activity Report to view MPR equipment that has been recently serviced.				

Supervisor Apprentice Program Week 11 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach supervise manual belts and pouch racks including:				
• Unit or Pouching/Racks Unit.				
• Outside parcels.				
• Packages.				
• Use of proper ergonomics and lifting techniques when moving mail.				
Observe the coach forecast Workload and Workweek.				
Observe the coach forecast workload and volume based on SPLY.				
Develop a work schedule in a P&D operation or unit.				
Supervise the dispatch process.				
Supervise mail flow between P&D and CS on both inbound/outbound docks.				
Supervise late arriving DPS.				
Supervise late arriving mail from delivery units.				
Supervise mail arrival discrepancies.				
Practice supervising the following inbound and outbound dock activities:				
• Preparation of mail for transport via air/surface.				
• Loading and unloading trucks.				
Use diagnostic web tools such as WebEOR, MPEwatch, MHTS, and MIRS.				

Supervisor Apprentice Program Week 11 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise and verify daily timekeeping and attendance procedures:				
• Complete daily employee clock rings in TACS.				
• Complete the proper procedure to approve/disapprove unscheduled leave in eRMS.				
• Ensure employees use proper operations codes in TACS.				
• Perform quarterly attendance reviews.				
Participant Name: _____				
Coach Name: _____				
Date of Week 11 Completion: _____				
<input type="checkbox"/> Comments: 				
<input type="checkbox"/> Expectations not met after additional assistance. Please provide details and steps taken: 				

SDO OJT Skills Checklist - Week 14

**Supervisor Apprentice Program
Week 14 SDO 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
Staffing and Scheduling				
Complete and post an e1994 schedule.				
Supervise and observe manual distribution operation - F4 Preplanning Worksheet.				
View a Retail Analysis Profile (RAP) and Window Operation Survey (WOS).				
Flats Sorting and Processing (AFSM100 and FSS)				
Observe the Flats Sorting operation, including the following activities:				
• First In, First Out (FIFO).				
• (AFSM 100) AI mail prep.				
• Dispatching.				
• Dump belt.				
• Feeding.				
• Proper mail preparation.				
• Sweep.				
Review and analyze End of Run reports for operations and maintenance key performance indicator.				
Supervise proper Mail Transportation Equipment (MTE) staging and setup.				

Supervisor Apprentice Program Week 14 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe the coach complete SAMP management and scheduling.				
Report cancellation mail arrival.				
Observe adjustments made to workload due to mail flow and/or staffing.				
Flats: Flat Sorting Machines				
Observe the operation of AFSM 100, if available.				
Observe the operation of UFSM 1000.				
Observe the operation of the Automatic Tray Handling System (ATHS).				
Observe an ABPS operation, including the following activities:				
• Correct address obstructions.				
• Face mailpieces for induction into the sorter.				
• Changing out containers.				
• Operation of All Purpose Container Unloaders (APCU).				
• Operation of pallet unloaders.				
• Proper MTE staging and setup/placarding.				
• Singulate mailpieces.				
Observe the facing of mailpieces for induction into the sorter.				
Observe sort plans loaded by management prior to set up and operation of the machine.				

Supervisor Apprentice Program Week 14 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe monitoring and sweeping the output bins/containers (critical to avoiding machine downtime).				
Review sort plans for originating, destinating, and bundle sorting.				
Supervise the operation Semi-Automatic Induction System.				
Review assigned corrective maintenance.				
Packages: Automated Parcel and Bundle Sorter (APBS)				
Observe an APBS operation, including the following activities:				
• Culling parcels and packages.				
• Dumping sacks.				
• Loading mail into the mechanical feed system.				
• Manual keying station.				
• Replacing full receptacles.				
Review and analyze APBS reports for operations and maintenance.				
Practice supervision of the operation of a Small Parcel Bundle Sorter (SPBS).				
Review proper MTE staging and setup/placarding.				
Packages: Small Parcel and Bundle Sorter (SPBS)				
Practice supervision of the Small Parcel Bundle Sorter (SPBS).				
View samples of SPBS reports for operations and maintenance.				

Supervisor Apprentice Program Week 14 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Observe 010 Operation (DPRC, LMS).				
Practice supervising Dual Pass Rough Cull to ensure proper mail prep in Automation.				
Practice supervising mail search in 010 Operation				
Practice supervising 010 Cancellation procedures.				
Supervise maintenance operations in 010 Operation (DPRC, LMS).				

Participant Name: _____

Coach Name: _____

Date of Week 14 Completion: _____

- Comments:**

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

SDO OJT Skills Checklist - Week 15

**Supervisor Apprentice Program
Week 15 SDO 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
Diagnostic Web Tools				
Perform real-time monitoring of MPEwatch Maintenance View to track machine problems.				
Mail Condition Reporting System (MCRS)				
Enter mail count and data entry for Mail Condition Reporting System.				
Manual Distribution Operations				
Supervise manual distribution operations (030, 040, 050).				
Tracking and Reporting System				
View a Management Operating Data System (MODS) report.				
View a National Workhour Reporting System (NWRS) report.				
Practice the supervision of the maintenance of the various mail racks.				
MTSC Helpdesk and Escalation Procedures				
Perform proper escalation procedures when Mail Processing Equipment is down.				

Supervisor Apprentice Program Week 15 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
View a Tour Activity Report to view MPR equipment that has been recently serviced.				
Outside Parcels				
Supervise manual belts and pouch racks including:				
• Pouching/Racks Unit.				
• Outside parcels.				
• Packages.				
Practice supervising employees to ensure proper ergonomics and lifting techniques are used when moving mail.				
Bundle Visibility (BV)				
Review and analyze end of run reports for operations and maintenance indicators.				
Forecasting Workload and Workweek				
Practice forecasting workload and volume based on SPLY.				
Practice the development of a work schedule in a P&D operation or unit.				
Practice making adjustments to workload due to mail flow and/or staffing.				
Supervise the dispatch process.				
Supervise the singulation of mailpieces.				

Supervisor Apprenticeship Program Week 15 SDO Skills Checklist

Participant Name: _____

Coach Name: _____

Date of Week 15 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 16

**Supervisor Apprentice Program
Week 16 SDO 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
Automation: Letter Mail and Flats Sorting				
Supervise all aspects of the Flats Sorting maintenance (AFSM 100).				
Perform proper escalation procedures when Mail Processing Equipment is down.				
Supervise maintenance of various mail racks.				
Supervise Letter Mail Automation maintenance activities (DBCS, DIOSS, CIOSS, and LCREM).				
Supervise IPSS Room daily assigned work.				
Platform Operations				
Practice properly staff/schedule dock operations (inbound/outbound).				
Examine empty equipment to make sure it contains no mail.				
Relate how the BMEU is critical for revenue protection.				
Supervise the loading and unloading of trucks.				
Supervise dispatch operations (separating and staging mail).				

Supervisor Apprentice Program Week 16 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise inbound and outbound dock operation including the following activities:				
• Separating and staging mail on dock.				
• Preparing mail for transport via air, highway, and/or rail.				
• Staffing and scheduling of dock operations (inbound and outbound).				
• Operation of PIT equipment (tow motor, forklift, etc.).				
• Proper labeling and placarding.				
• Identification and tagging of Periodicals.				
• Loading procedures based on the loading diagram.				
• Unloading and transport of various types and uses of Mail Transportation Equipment.				
• Proper color code for delivery or processing.				
• Proper Surface Visibility (SV) scanning.				
• Supervise local dock safety SOP Driver reminders and warning posts (green/red lights – specific to facility).				
• Review Highway Contract Route (HCR) schedules in SVWeb for assigned trip times and numbers.				
• Review inbound and/or outbound schedules for transport modes used.				
• Review schedules in TIMES.				

Supervisor Apprentice Program Week 16 SDO Skills Checklist

Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Monitor sweeping output bins/containers (critical to avoiding machine downtime).				
Utilize staffing planning tools/F1 Scheduler.				
Practice SAMP management and scheduling.				
Supervise mail flow between P&D and CS on both inbound/outbound docks.				
Supervise Dual Pass Rough Cull to ensure proper mail prep in automation.				
Forecast Workload and Workweek.				
Practice forecasting workload and volume based on SPLY.				
Supervise mail search in 010 Operation.				
Supervise the Flats Sorting operation, including the following activities:				
• First In, First Out (FIFO).				
• (AFSM 100) AI mail prep.				
• Dispatching.				
• Dump belt.				
• Feeding.				
• Proper mail preparation.				
• Sweep.				

Supervisor Apprentice Program Week 16 SDO Skills Checklist

Participant Name: _____

Coach Name: _____

Date of Week 16 Completion: _____

Comments:

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

SDO OJT Skills Checklist - Week 17

**Supervisor Apprentice Program
Week 17 SDO 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
Communication				
Review Building Systems operations.				
Review planned starting time.				
Review late arriving DPS.				
Perform SAMP management and scheduling.				
Review Mail Arrival Discrepancies.				
Review late arriving mail from delivery units.				
Differentiate between incoming and outgoing operations.				
Perform communication between functional areas and equipment availability at tour turnover.				
Recognize key control procedures.				
Locate control center for building climate control.				
Supervise custodial procedures (PS Form 4851).				
Engage in proper radio etiquette (between operations and maintenance).				

Supervisor Apprentice Program Week 17 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Mail Transport Equipment				
Use MTEOR application (for ordering empty equipment).				
Make adjustments to workload due to mail flow and/or staffing.				
Examine empty equipment to make sure there is no mail and equipment is not defective.				
Supervise all loading, unloading and transport of parts/pieces/uses of Mail Transportation Equipment.				
Ensure all old labels and placards are removed before use.				
Supervise employees to ensure proper ergonomics and lifting techniques are used when moving mail.				
Bundle Visibility (BV)				
Review and analyze End of Run reports for operations and maintenance indicators.				
Forecasting Workload and Workweek				
Forecast workload and volume based on SPLY.				
Develop a work schedule in a P&D operation or unit.				
Supervise the dispatch process.				
Monitor sweeping output bins/containers (critical to avoiding machine downtime).				
Monitor proper mail preparation procedures.				

Supervisor Apprentice Program Week 17 SDO Skills Checklist				
Skills	Date Completed	Expectations Not Met	Meets Expectations	Exceeds Expectations
Supervise the operation of a Small Parcel Bundle Sorter (SPBS).				
Pull and analyze reports from automated equipment.				
Supervise 010 Cancellation.				
Supervise manual belts and pouch racks including:				
• Pouching/Racks Unit.				
• Outside parcels.				
• Packages.				
Forecast workload and volume based on SPLY.				
Properly staff/schedule dock operations (inbound/outbound).				
Participant Name: _____				
Coach Name: _____				
Date of Week 17 Completion: _____				
<input type="checkbox"/> Comments: 				
<input type="checkbox"/> 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:

- Customer Service.
- 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

Customer Service Checklist

Supervisor Apprenticeship Program Cross-Functional Customer Service 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	
Become familiar with the unit, including loading dock, casing stations, package sortation, break rooms, and fire exits.	
Review POS Survey scores and comments in Customer Insights 2.0.	
Obtain critical timeframe for carrier departure from the unit (tag completion).	
Record facility operating hours.	
Review current unit performance.	
Access Delivery Management System (DMS) dashboard.	
Review/revise scheduling and set expectations - Informed Visibility Employee Scheduler.	
Become familiar with and review Volume Arrival Profile (VAP) information	
Check MyPO and respond to Customer 360 inquiries.	
Observe processing and handling of Undeliverable as Addressed (UAA) mail and RFS/CFS.	
Identify proper handling of Parcel Return Service (PRS) mail.	
Observe daily processing of Business Reply Mail and postage due.	
Observe all aspects of Office and Street management.	
Observe the procedures for managing collections.	
Analyze the Retail Customer Experience (RCE).	
Define Lobby Assistance roles and responsibilities.	
Identify retail products and services.	

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 Apprentices 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 Apprentice 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 Apprentice Program Cross-Functional Labor Relations Checklist	
Instructions: Initial each item complete as you perform them.	
Skills	Completed
Introduction	
Meet the Labor Relations Specialists 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
Needs Development	Meets Expectations	Exceeds Expectations	
<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.	<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.	<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	3
<p>Needs Development</p> <ul style="list-style-type: none"> • 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. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • 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. 	<p>Exceeds Expectations</p> <ul style="list-style-type: none"> • 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	4
<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 of their educational journey each week. Their 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 Mentoring 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 notes and take the lead on what they want the meeting to cover, with prompting by the mentor when necessary.

Before the first meeting, the mentor provides the Mentee Pre-Meeting Document to the supervisor apprentice to complete to help structure discussions.

Mentee Responsibilities

The mentee is responsible for their own growth, mentors are there as a sounding board, guide, and resource. As a mentor, they may also recommend the development of certain areas that may help support the supervisor apprentice's career goals.

Before the first meeting, the mentor provides the Mentee Pre-Meeting Document to the supervisor apprentice to complete to help structure discussions. If your mentor has not scheduled a meeting with you by the second week of each month, contact them to schedule it proactively.

The initial meeting may be via face-to-face, Zoom, or phone call. Subsequent meetings/calls are to be conducted weekly. Meetings are not complaint sessions, but rather an opportunity to explore solutions.

The apprentice will take notes on their educational journey each week. The apprentice should notate what went well for the day, opportunities for improvement, and any unanswered questions on the day's activities. Mentees should share their notes and take the lead on what they want the meeting to cover. This process provides the mentor with insight into areas where the mentee needs encouragement, information, and constructive feedback.

The mentee is responsible for taking advantage of every learning opportunity available. Mentees must communicate with their assigned mentors as prescribed; identify areas to improve or discuss and be open to feedback in order to learn and grow.

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 Apprentice Program?

- The Supervisor Apprentice 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?

- 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.