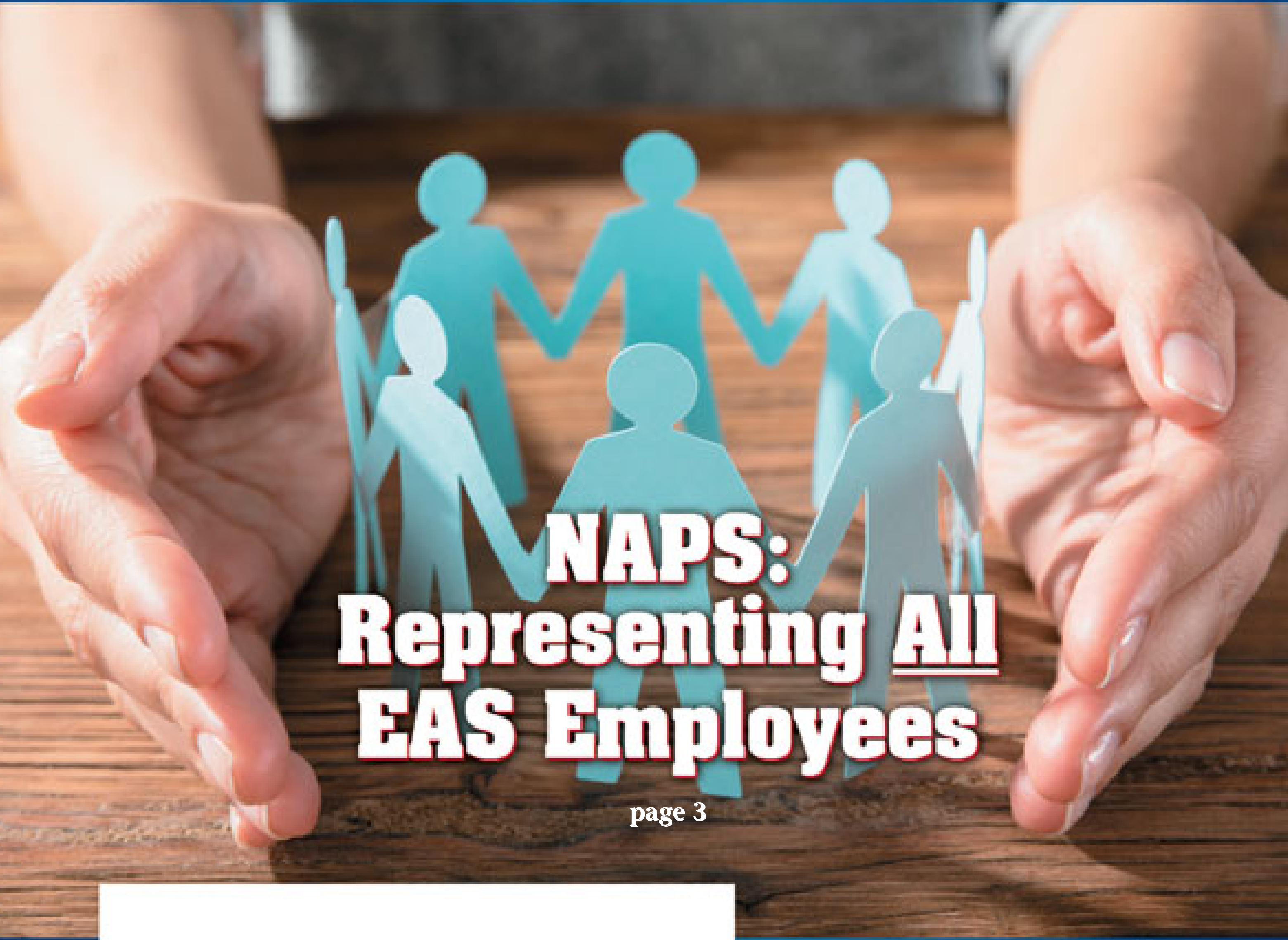
What Is Your Integrity Worth? *page 4*

the Postal Supervisor

August 2019



NAPS: Representing All EAS Employees

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the Postal Supervisor

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Reprint requests and other correspondence may be addressed to Karen Young; phone/fax, 540-636-2569; kbalentyoung@gmail.com.

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Objective

The objective of the Association shall be to promote, through appropriate and effective action, the welfare of its members, and to cooperate with the USPS and other agencies of the federal government in a continuing effort to improve the service, to raise the standard of efficiency, and to widen the field of opportunity for its members who make the Postal Service or the federal government their life work.

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Inclusive Representation for All EAS Employees

Since the early 1970s, the Postal Service has recognized NAPS as the "supervisors' organization" for pay and non-pay consultation purposes within the meaning of *39 U.S.C.* § 1004 *(Title 39)*. NAPS has over 27,000 members, both active and associate.

To most members, NAPS is viewed as an association whose primary role is to consult with the Postal Service on EAS pay and benefits. However, NAPS is more than just an organization that represents EAS employees in pay. Here's the scoop:

Brian J. Wagner
President

Article III, Membership, of the NAPS *Constitution and Bylaws*, classifies who is an active, associate or honorary member. NAPS members who are current EAS postal employees are classified as active. Specifically, Article III, Section 2, Active Members, subsections (a) and (b), read:

"(a) Included are all supervisory/managerial and postmaster personnel who are not subject to collective bargaining agreements under Chapter 12 of *Title 39*, U.S. Code, and who are employed in processing and distribution centers and facilities, including but not limited to, Headquarters, area and district offices; post offices; network distribution centers; and other installation personnel.

"(b) NAPS is not the representative of personnel employed as PCES installation heads, postal inspectors or other PCES positions in USPS field facilities or at USPS Headquarters."

Per *39 U.S.C.* § 1004, the Postal Service officially recognizes NAPS as the only postal management organization entitled to represent all non-postmaster EAS personnel over pay and benefits. Furthermore, although the USPS may want to divide EAS employees by reporting structure, *Title 39* does not differentiate EAS employees as field, area and Headquarters reporting employees. The law is straightforward; there is no division of EAS employees reporting in *Title 39*.

First, no matter an employee's EAS title—postmaster, manager, supervisor, specialist, coordinator or any other EAS managerial position—the USPS continues to recognize that an EAS employee who is a NAPS member may be represented by NAPS under *ELM* 650, *ELM* 450 debt collection and the Merit Systems Protection Board (MSPB).

Yes, NAPS may represent our postmaster members in matters related to any USPS personnel action. And NAPS' efforts to gain official USPS recognition to represent postmasters regarding pay and non-pay consultation under *Title 39* is ongoing. In addition, the benefits of NAPS membership are not limited to representing active members, but our retired associate members, as well.

Second, if you are a NAPS member—whether your EAS title is postmaster, manager, supervisor, specialist, coordinator or any other EAS managerial position—you have access to the NAPS Disciplinary Defense Fund (DDF). This is the best adverse action and debt collection representation of any postal management association. Just know that NAPS' MSPB and debt collection win rates are exceptional. Furthermore, our associate members also are entitled to the DDF. This is good news if the USPS makes a post-retirement debt collection claim against an associate member.

Third, when NAPS lobbies Capitol Hill on postal matters, we do not differentiate our members by EAS or retirement title. Whether a NAPS member is a USPS Headquarters or area reporting EAS employee, postmaster, manager, supervisor, other managerial personnel employee or associate member, our legislative efforts support all members.

Fourth, no matter your current or former EAS title, members may attend NAPS training, state and national conventions and be elected to a branch, state or national NAPS officer position. Most importantly, all members have the same voting rights.

Fifth, the children and grandchildren of NAPS

Continued on page 14

What Is Your Integrity Worth?

Melvyn Douglas was an American actor who came to prominence in the 1930s as a suave leading man, perhaps best typified by his performance in the 1939 romantic comedy "Ninotchka" with Greta Garbo. Douglas offered some noteworthy quotes in his movie roles and personal life. One quote stands today as a life-shaping standard passed on to me by my father: "Your word is your bond."

Ivan D. Butts
Executive Vice President

This quote has been the standard-bearer in my life. Your integrity is the one thing no one can take from you; you must willingly give it away. And, once given, it never can be reclaimed.

Christina Meredith, national speaker and foster care activist, wrote: "Integrity, I believe, is the essential characteristic in defining a person's true self. Integrity is the quality of being honest. A person who demonstrates integrity displays strong moral principles or moral uprightness. He or she acts whole in intention and action, with no room for double-minded motives or deeds. Acting with integrity is the simplest and least stressful choice to make as an adult … because the truth really does set you free!"

Meredith endured years of abuse before entering the foster care system; she aged out of the system at 18. After graduating from high school, she was homeless and lived in her car for almost a year.

She moved to California where she took a series of odd jobs, eventually catching the eye of a pageant recruiter. In April 2013, Meredith won the title of Ms. California and has dedicated herself to speaking on behalf of abused children all over the country.

As managers in the USPS, this characteristic of integrity is challenged almost daily in our attempts to continue serving America by providing the best service possible with the resources at hand. How do you respond to the following?

- "No drop day overtime for carriers," followed by, "I want all carriers off the street by …"
- "All scans must be cleared before you go home."
- "All TACS errors must be cleared by the end of the day."
- "No overtime."
- "No creeping overtime."

These are just a few of the daily orders a manager may hear while moving America's mail that could challenge your integrity—the bond of your word. I must admit that the first bulleted item is not a challenge to one's work being their bond. It is just the ongoing pattern that is at the center of Article 8 grievance payouts ($35 million to date this fiscal year), due to senior leadership making a faraway operational decision based on data designed to get a result rather than provide effective reporting that has functional value.

The other bulleted items, however, will challenge the bond of your word based on your reactions. They include falsifying scans, falsifying TACS, changing clock rings to avoid showing overtime (sometimes with a promise of making it up to craft employees) or blanketly disallowing overtime outside the methods supported by USPS policy and procedures.

So, how do you ensure that your word—your integrity—is not thrown away in these operational instances? Perhaps you should send an email asking for clarification on the instruction, outlining what compliance is expected: "Just so I am clear on your instruction to …, in order to complete this task will require me to …. I need to ensure this is what you are instructing me to do. I respectfully wait for your reply."

If the manager does, indeed, respond these are the instructions, then you, as a manager, have a responsibility to carry out the now-written instructions. The USPS *ELM* 665.15, Obedience to Orders, reads:

"Employees must obey the instructions of their supervisors. If an employee has reason to question the propriety of a supervisor's order, the individual must nevertheless carry out the order and may immediately file a protest in writing to the official in charge of the installation *or may appeal through official channels* [*emphasis added*]."

We have many well-seasoned EAS managers who also have unique processes that can help EAS employees maintain their integrity through properly documenting events. My call is for the experienced to help the inexperienced so they can learn how to navigate through this leadership experience with the bond of their word being intact.

I also understand the examples of leadership that could make one believe that integrity has no value at all. This will be the subject of my next article.

In solidarity …

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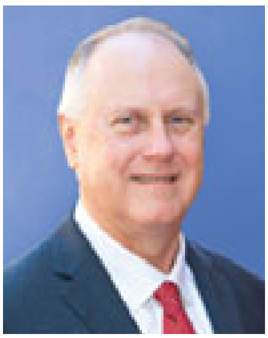
Is It Really Pay for Performance?

As a result of the fact-finding report issued April 30, 2019, in response to the unilateral imposition of the 2016-2019 pay package by the USPS, NAPS has declined to be involved in developing 2020 NPA goals. Traditionally, the USPS has rejected most of NAPS' recommendations for improvements to the NPA goals. The agency simply uses NAPS to help justify implementing the NPA system, claiming that "NAPS was involved in the process"—almost as an endorsement of the process by NAPS.



Chuck Mulidore
Secretary/Treasurer

To be clear, NAPS has *not* endorsed NPA. However, we did attend talks regarding NPA goals in years past in hopes of influencing the policy decisions that drive this process. Now that the fact-finding panel has found that the USPS Pay-for-Performance (PFP) system is seriously flawed and NPA is the foundation of PFP, it vindicates NAPS' position that participation in developing NPA goals is not in the best interest of EAS employees in the Postal Service.

Moreover, we all have known for years that the current PFP system developed by the Postal Service provides neither pay nor performance. If the development of goals were objective and based on input provided by employees, then the Postal Service would have seen great improvements in service and increases in EAS pay. However, the goal-setting process has been used in recent years to drive pay increases "to the left" of the bell-shaped curve, toward the lower-paying boxes in the PFP system, regardless of performance. Thus, NPA goals are being manipulated to drive down EAS pay.

In his June 2019 *Government Executive* article on pay-for-performance systems in government, nationally recognized pay consultant Howard Risher wrote: "Where those decisions are subjective, the awards are far less motivational for two reasons: Year-end awards

NAPS Member Percentage Report
May 2019

Area	Total Regular Members	Total NonMembers	Membership % Change Since Last Month	Membership Percentage
Area 01 - New England Area	1,474	627		70%
Area 02 - New York Area	2,285	701		76%
Area 03 - Mideast Area	2,290	806		73%
Area 04 - Capitol Atlantic Area	2,898	963		75%
Area 05 - Pioneer Area	1,431	585		70%
Area 06 - Michiana Area	1,252	485		72%
Area 07 - Illini Area	1,140	462		71%
Area 08 - North Central Area	906	593		60%
Area 09 - Mink Area	1,180	685		63%
Area 10 - Southeast Area	2,206	909		70%
Area 11 - Central Gulf Area	770	418		64%
Area 12 - Cotton Belt Area	997	448		69%
Area 13 - Texas Area	1,783	707		71%
Area 14 - Northwest Area	1,127	412		73%
Area 15 - Rocky Mountain Area	1,483	635		70%
Area 16 - Pacific Area	2,826	1,145		71%
Report Totals	**26,048**	**10,581**		**71%**

cannot be anticipated and claims of bias or discrimination are probably inevitable.

"Government has … additional problems. There is a seemingly high level of distrust and fear that a … system will not pay employees fairly…. If employees do not believe the decisions are fair, a pay-for-performance system can exacerbate morale problems.

"Those problems can be avoided by involving employees in the planning. The National Geospatial-Intelligence Agency relied on that approach in planning its highly successful pay program. It's a common approach in higher education. Another strategy increasingly used in business is requiring managers to explain and justify their rating decisions to a committee of peers."

Another problem cited by Risher "is the contentious annual analysis showing federal employees are underpaid by 30% or more. Pay for performance is not likely to be accepted when employees believe their pay is unfair. Government needs to develop credible market pay data."

There, in a nutshell, are the issues the Postal Service has not addressed in its approach to a PFP system. They underlie the foundation of the fact-finding panel's unanimous report to the Postal Service on EAS pay that recommended substantial changes to the Postal Service's compensation for EAS employees. The report also found the Postal Service's PFP system to be broken and counterproductive.

So, is it really a pay-for-performance system or an attempt by senior leadership at the Postal Service to drive down your pay and benefits compensation while senior executives and craft employees continue to receive regular pay increases, bonuses and cost-of-living adjustments?

Pay for performance? I think the answer is obvious.

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The Postal Supervisor 2019 Production Schedule

Issue	Copy Deadline*	Mails
SEPT	AUG 5	AUG 27
OCT	SEPT 5	SEPT 26
NOV	SEPT 26	OCT 22
DEC	OCT 23	NOV 19
JAN 20	NOV 25	DEC 19
FEB	JAN 2	JAN 28

*Copy must be received by this day; see page 2 for submission information.

NAPS is pleased to announce we have a mailbox for members to submit photos for our social media outlets. We want to hear from you! Members can send photos of NAPS activities directly to NAPS Headquarters at socialmedia@naps.org. We will review the submissions before posting on our social media outlets.

We encourage members to submit photos of branch meetings, social outings, meetings with postal leaders, meetings with congressional leaders in their districts, attendance at career awareness conferences and more.

When submitting a photo, please tell us about the event, the names of the members in the photo and when the event occurred. Also, please send hi-resolution photos; we want everyone to look good.

We look forward to increasing our presence on social media with this initiative. Like, follow, share!

National Association of Postal Supervisors

Louis M. Atkins Presidential Student Scholarships

Deadline: Dec. 27, 2019

The **Louis M. Atkins Presidential Student Scholarships** are awarded to honor former President Louis Atkins and other former NAPS presidents for their dedication to NAPS members and their families. These scholarships are sponsored solely by NAPS.

Applicants for this scholarship must be the children or grandchildren of a living NAPS member, active or associate, at the time of drawing. Furthermore, the children or grandchildren must be attending or have been accepted by an accredited two- or four-year college or university.

NAPS will award five $1,000 **Louis M. Atkins Presidential Student Scholarships**. One winner will be randomly selected from each of the NAPS regional areas: Northeast, Eastern, Central, Southern and Western.

Applications must be received no later than Dec. 27, 2019. Online applications only will be accepted using the NAPS website. Please go to www.naps.org under the "Members" tab to apply for the **Louis M. Atkins Presidential Student Scholarships**, or go to https://naps.org/Members-Scholarship.

Scholarship winners will be announced in January 2020. In addition, the scholarship winners will be listed in the March 2020 issue of *The Postal Supervisor*.

Members whose child or grandchild have been awarded a **Louis M. Atkins Presidential Student Scholarship** will receive a check, payable to the college or university listed in the application, in January 2020. Scholarships may be used to pay expenses in the student's current or following semester.

Online applications only: https://naps.org/Members-Scholarship

NAPS of Note

Daniel Acevedo, manager, Vehicle Maintenance Facility in Austin, TX, and an active member of Austin Branch 9, was presented the 2018 National Engagement Leader of the Year Award. Postmaster General Megan Brennan and Chief Operating Officer Dave Williams offered their congratulations. Acevedo had a group photo of the Austin VMF crew signed by Brennan and Williams.

One June 5, Buffalo, NY, Branch 27 held its annual picnic/meeting with over 55 attendees. NAPS President Brian Wagner gave an update on the pay package; Executive Vice President Ivan D. Butts discussed legislative issues and Secretary/Treasurer Chuck Mulidore focused on membership. New York Area Vice President Jimmy Warden encouraged members to stay focused on NPA. Presently, all EAS employees in the Western New York District are in box 4 or higher; 55% are in box 5 or higher.

Front row, from left: Eastern Area Learning Development/Diversity Specialist Larry Lovejoy, Western New York District Manager Jean Lovejoy, Branch 27 President Dennis Gawron and NAPS President Brian Wagner. Back row: Executive Vice President Ivan D. Butts, Secretary/Treasurer Chuck Mulidore and New York Area Vice President Jimmy Warden.

Hartford, CT, Branch 5 members presented an honorary membership pin to retiring Connecticut Valley District Manager Dave Mastroianni. From left: Hector Cuadrado, Pamela Sizemore, Mastroianni and Lisa Douglas.

The New York State Convention was held May 23-25 at the Villa Roma in Callicoon, NY. NAPS President Brian Wagner, Secretary/Treasurer Chuck Mulidore and New York Area Vice President Jimmy Warden attended. Congratulations to New York State President Dennis Gawron and Secretary/Treasurer Phyllis Morrissey on their re-election, as well as Joe Amash, who was elected Executive Vice President.

Attendees at the 2019 New York State Convention

President Brian Wagner swore in the state officers. From left: Secretary/Treasurer Phyllis Morrissey, Executive Vice President Joe Amash and President Dennis Gawron.

Amanda Englerth, daughter of Ann Konish Branch 11 President Scott Englerth, was awarded a scholarship by M3 Technology. New York State President Dennis Gawron presented the scholarship to Scott.

Mark Dahlstrom, USPS Northeast Area, talked about new technologies that will be tested and used in the Postal Service, including the Northeast Area.

Postal Inspectors Emily Tarrats and Team Leader Charles Conliffe explained how management should recognize and respond to threats and incidents.

Texas State Convention

NAPS Secretary/Treasurer Chuck Mulidore (right), with Southern Region Vice President Tim Ford (left) and Texas Area Vice President Jaime Elizondo (second from right), installed the Texas State Board.

From left: Secretary/Treasurer Chuck Mulidore, Houston Branch 122 Legislative Rep/Texas State Area V Vice President Jessie Austin and Southern Region Vice President Tim Ford.

The Texas State Auxiliary honored longtime member Cheryl Burke who died this past year.

Rep. Debbie Wasserman Schultz (D-FL), center of the front row, held a town hall event on June 23 for postal employees. As a member of the House Oversight and Reform Committee, she wanted to hear directly from employees about successes and where there needs to be reforms. Representing NAPS were Fort Lauderdale Branch 296 member Patti Lynn (right of Wasserman Schultz), Florida Legislative Director Ann Strickland (with her SPAC Walkathon T-shirt), Branch 296 President Kelly Worthman (behind Lynn) and Miami Branch 146 member Jeff Best (back row, to the right of Worthman).

Western Region Vice President Marilyn Walton and Rocky Mountain Area Vice President Myrna Pashinski were in Las Vegas preparing for the Western Region Training Seminar, Aug 1-4. During their visit, they met with Sierra-Nevada District Manager Traci Hill-Sandifer, who will speak at the seminar. Hill-Sandifer invited NAPS to participate in the Nevada-Sierra District career day. From left: Walton, Hill-Sandifer and Pashinski.

Las Vegas District Branch 463 hosted its regular business meeting and welcomed Walton and Pashinski as guests.

Delegates attending the Rocky Mountain Six-State Convention represented Phoenix, Tucson, Colorado/Wyoming, Las Vegas, Reno and New Mexico. The two-day convention, held at the Phoenix Airport Marriott, provided valuable training and raised $370 for SPAC.

Arizona Jerome V. Blanton Branch 246 hosted the convention. From left: Western Region Vice President Marilyn Walton, Branch 246 Secretary Dawn Burton, Vice President Wendell March, Treasurer Sharon Kiszczak, Juan Luna, Jimmy Salmon, George Hernandez and Rocky Mountain Area Vice President Myrna Pashinski.

Correction: On March 29, members of Las Vegas District Branch 463 attended a reception with House Speaker Nancy Pelosi. On p. 13 of the June *Postal Supervisor*, Sherry Patterson was erroneously identified as Jackie Clayton.

NAPS national officers attended the New Jersey State Convention, June 23-25, in Atlantic City. From Left: Pioneer Area Vice President Tim Needham, Capitol-Atlantic Area Vice President Troy Griffin, Eastern Region Vice President Richard Green, Secretary/Treasurer Chuck Mulidore, Executive Vice President Ivan D. Butts, Mideast Area Vice President Tony Dallojacono, Northeast Region Vice President Tommy Roma and New York Area Vice President Jimmy Warden.

This year's Andy Sozzi Scholarship, sponsored by M3 Technology, was awarded to Darrell Johnson, grandson of NAPS member Barbara Hairston. Accepting the award at the New Jersey State Convention was Trenton Branch 75 President Edgar Paules. From left: Northeast Region Vice President Tommy Roma, Paules and Denise and Joe Alberti from M3 Technology.

This year's Long Island Branch 202 Olympia Fasano Memorial Scholarship was awarded to Gianna Reyes, daughter of Tony Reyes. From left: New York Area Vice President Jimmy Warden, Long Island District Manager Frank Calabrese, Tony Reyes and Branch 202 President Tom Barone.

Long Island, NY, Branch 202 Vice Presidents Dioenis D. Perez (left) and Frank Baselice (right) attended a fundraiser on June 23 for Long Island Rep. Tom Suozzi (D). The congressman assured the NAPS members he will support any postal-related bills.

Executive Vice President Ivan D. Butts, with Mideast Area Vice President Tony Dallojacono (left) and Eastern Region Vice President Richard Green (second from left), swore in the newly elected Pennsylvania State Executive Board.

NAPS Executive Board members joined in support of the Pennsylvania State Convention, June 20-22. From left: Pioneer Area Vice President Tim Needham, Capitol-Atlantic Area Vice President Troy Griffin, Mideast Area Vice President Tony Dallojacono, Eastern Region Vice President Richard Green and Executive Vice President Ivan D. Butts.

Central Gulf Area delegates attended the 30th annual Tri-State Convention in Tunica, MS.

NAPS officers attending the Central Gulf Area Training seminar, held in conjunction with the AL/LA/MS Tri-State convention on May 30, were, from left: Central Gulf Area Vice President Cornel Rowel, Texas Area Vice President Jaime Elizondo, former President Louis Atkins, Southeast Area Vice President Bob Quinlan, Southern Region Vice President Tim Ford, former Central Gulf Area Vice President Roy Beaudoin and Secretary/Treasurer Chuck Mulidore.

National Auxiliary Executive Vice President Laurie Butts, with members of the Capitol-Atlantic Area Auxiliary, raised money for SPAC at the Capitol-Atlantic All States Convention May 31-June 1. From left: National Auxiliary Capitol-Atlantic Area Vice President Skip Corley, Laurie Butts, Hazel Green, Dee Cox and Jo Geter.

Northeast Region Vice President Tommy Roma visited late President Vince Palladino's grave on Flag Day, June 14, which would have been his 84th birthday.

SPAC walkathon participants at the 2019 Florida/Georgia Bi-State Convention raised over $1,600 for SPAC.

Inclusive Representation for All EAS Employees

Continued from page 3

members—active and associate—have an opportunity to apply for annual NAPS scholarships.

Sixth, active and associate members receive $25 for each new active member they sign. Consider this a NAPS PFP: pay-for-promoting NAPS membership.

Finally, all members are encouraged to visit the NAPS website at www.naps.org to learn more about the benefits of NAPS membership. There you will find breaking NAPS news, correspondence received from USPS Headquarters, officer training information, NAPS' legislative efforts and the opportunity to apply for a NAPS Visa credit card, administered by Signature Federal Credit Union, to name just a few.

NAPS is not about dividing, but joining together all current and former EAS employees. To become a stronger, more influential postal management association, NAPS must remain persistent in our efforts to represent all EAS titles during pay talks and at the consultative table.

Let's continue pushing forward by signing EAS employees. No matter an employee's EAS title or to whom they report—USPS Headquarters or area—all are eligible for active NAPS membership per Article III of our *Constitution and Bylaws*. NAPS wants all EAS employees to receive the best NAPS representation and association benefits possible.

Furthermore, keep your NAPS representation going into postal retirement by becoming an associate member. No law or EAS title can change your right to be part of the NAPS family and be represented as an active or associate member in our association.

I must say my August ice-cream-flavor-of-the-month recommendation should be against the law: triple caramel chunk!

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NAPS Executive Board Directory

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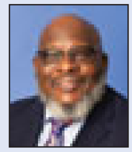

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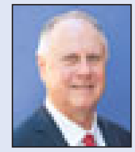

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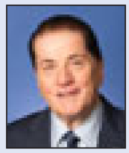
Regional Vice Presidents

Northeast Region (Areas 1 and 2, including all NJ, except Branch 74)



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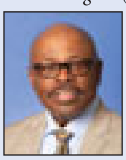

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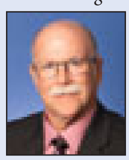

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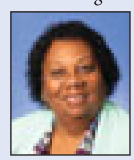

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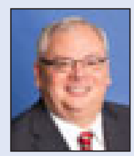

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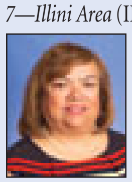

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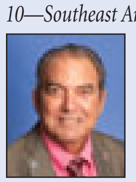

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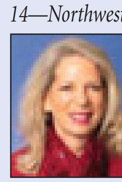

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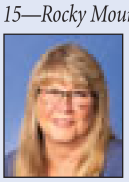

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May 14 Consultative

Impact of Emergency Closure of Pittsburgh NDC and Reclassification of Learning Development and Diversity Specialist Position Among Items Discussed

President Brian Wagner, Executive Vice President Ivan D. Butts and Secretary/Treasurer Chuck Mulidore attended the May consultative meeting. Executive Board Chair Tim Ford attended via telecon. Representing the Postal Service were Bruce Nicholson, Phong Quang and Henry Bear, USPS Labor Relations Policy Administration.

Agenda Item #1

NAPS has received questions from the field regarding Not to Exceed (NTE) details in district MOPS shops that people remain in for years. NAPS contends that the USPS has more than demonstrated the need for the new EAS positions and requests that all NTE details in MOPS shops be converted to *Form 50* FTE EAS positions that are warranted.

The Postal Service is not aware of any NTE assignments in district MOPS shops.

Agenda Item #2

NAPS brought Agenda Item #6 from the April 10 consultative for an update.

Field EAS employees provided NAPS the following information that impacts its members:

Eastern Area, Pittsburgh Plant Reopening, Pittsburgh District

"Regular operations will resume Friday, April 5, 2019, at 5 a.m. ET for the Pittsburgh NDC, 300 Brush Creek Rd., Warrendale, PA 15095. We appreciate your patience during this unexpected closure."

NAPS Headquarters is disheartened that USPS leadership is failing to engage NAPS on issues that impact the health and welfare of its membership. However, now that this facility—a major hub for all classes of mail—is being reopened after a 13-day closure, NAPS is requesting a briefing on the mitigating factors for the PFP process due to this closure, which has impacted NPA scores on a national, area, district, MPOO area, Lead Finance Number and Unit Finance Number level. The shutdown of this facility has negative impacts on various NPA scores. These impacts apply across the nation across multiple NPA indicators—not just service indicators.

NAPS asked the exact number of mail articles that have had Event Code 75 applied to them. Based on USPS correspondence received by recipients and mailers concerning mailed articles, NAPS believes and requests that mitigations for this event now be made based on the known data on not only the destroyed mail articles, but also on the numerous mail articles that were delayed in processing during this 13-day shutdown of the Pittsburgh NDC.

There were 6,248 mail articles that had Event Code 75 (event messaging) applied. These pieces were disposed of by the USPS.

As we responded at the April consultative meeting, it is too soon to determine whether there were any impacts to NPA indicators resulting from the NCD's closure.

NAPS asked how many pieces were delayed from the shutdown.

This information is not known at this time.

Agenda Item #3

NAPS requested an update on agenda item #1 from the February consultative:

NAPS requested reconsideration regarding the USPS' decision to classify the Learning Development and Diversity Specialist (EAS-16), Occupation Code 0201-0356, as an FLSA-exempt position. The USPS created this position to identify work being done in the PEDC by the Human Resources Specialist (EAS-16), Occupation Code 0201-0078, as an FLSA non-exempt position.

In prior discussions, the USPS cited U.S. Department of Labor (DOL) Fact Sheet #17C as guidance for making this FLSA change. On review of this documentation, NAPS reached out to the DOL based on its objection to applying DOL Fact Sheet #17. NAPS contends the position (current or prior) fails to meet the DOL requirement for exempt status as found in DOL Fact Sheet #17, "Administrative Exemption."

NAPS met with Ben Searle, a representative of DOL's Wage and Hour Investigation Unit, to review this job classification. The DOL provided NAPS with additional fact tests that must be made in determining an FLSA status.

The DOL judged the USPS classification of the position fails to meet the test of discretion and independent judgment as found in CFR 29, Part §541.202. The Learning Development and Diversity Specialist (EAS-16), Occupation Code 0201-0356, does not exercise any discretion and independent judgment in performing their job duties and responsibilities. The position is at the direction of the manager, Learning Development and Diversity.

In addition, this discretionary and independent judgment is required to be the employee's primary duty. The DOL defines primary duties in CFR 29, Part §541.700, as principal, main, major or most important duty that the employee performs. This also is not the case for this position.

Based on the clarifications of the DOL on properly classifying administrative exempt positions, NAPS requests that the newly created position of Learning Development and Diversity Specialist (EAS-16), Occupation Code 0201-0356, be classified as FLSA non-exempt as its prior position, Human Resources Specialist (EAS-16), Occupation Code 0201-0078, was properly classified as FLSA non-exempt.

The Learning Development and Diversity Specialist (EAS-16), Occupation Code 0201-0356, position is being reviewed to determine if any changes in FLSA classification are necessary.

The latest response: The Postal Service completed a review and has determined that the Learning Development and Diversity Specialist (EAS-16), Occupation Code 0201-0356, position is non-exempt under the Fair Labor Standards Act (FLSA). Employees affected by this change were notified on Friday, May 10, of the immediate reclassification and procedures for positions under FLSA non-exempt. As a result of being misclassified, the notice provided instructions on how to submit information for any unpaid overtime in these assignments made effective Oct. 13, 2018, to the district HR manager for review.

Agenda Item #4

NAPS brought agenda item #2 from the February consultative:

NAPS requested a briefing on the financial benefits for the USPS in extending the Attendance Control Officer (ACO) NTE (EAS-19), Occupation Code 0201-0355, detail. This briefing should include the return-on-investment that has been recorded and reported by the USPS during the EOY review process of this function.

John Prokity, manager of Workforce

NAPS Training Calendar

Western Region Training Seminar

Aug. 1-4, 2019

Conducted by: Western Region VP Marilyn Walton, Northwest Area VP Cindy McCracken, Rocky Mountain Area VP Myrna Pashinski and Pacific Area VP Chuck Lum

Location: Sunset Station Hotel & Casino, 1301 West Sunset Rd., Henderson, NV 89014; 888-786-7389; use group code "SCINAPS"

Hotel Rate: $49 plus taxes/Thursday; $89 plus taxes/Friday and Saturday. You must stay Friday and Saturday night to receive this rate.

Registration Fee: $175; $220 if not staying at the host hotel. After July 12, registration is $220. Make checks payable to NAPS Headquarters and mail to Myrna Pashinski, 21593 E. Layton Dr., Aurora, CO 80015-6781. Everyone eating lunch must be registered for the seminar or purchase a meal ticket: $45 per person per day.

Training Topics: representation training, panel discussion and Q&A sessions; other topics TBD

Southeast Area Training

Sept. 28, 2019

Conducted by: Southeast Area Vice President Bob Quinlan

Location: Embassy Suites by Hilton, Ft. Myers-Estero, 10450 Corkscrew Commons Dr., Estero, FL 33928; (239) 949-4222

Hotel Rate: $114

Registration Fee: $35

Instructors: Southern Region Vice President Tim Ford on how to stay out of trouble; A/Senior Plant Manager Don Shandor, Sun Coast District; more TBD

Central Region Training

Oct. 4-5, 2019

Conducted by: Central Region VP Craig Johnson, Illini Area VP Luz Moreno, North Central Area VP Dan Mooney, Michiana Area VP Kevin Trayer and MINK Area VP Bart Green

Location: Hyatt Regency Bloomington near Mall of America, 3200 East 81st St., Bloomington, MN 55425; (952) 922-1234 or (800) 233-1234; the hotel offers a free, daily shuttle to and from the airport; parking at the hotel is free. Room block cutoff is Sept. 1.

Hotel Rate: $109/one king or two queens; $139/Regency Club one king or two queens; $209/one king suite—tax is additional

Registration Fee: $135 until Sept. 1; $175 thereafter. Fee includes Friday reception and hospitality room, snack breaks, Saturday lunch and training materials. Make checks payable to NAPS Headquarters. Branch and state presidents are asked to bring a $50 gift item for SPAC.

Training Topics: Legislative advocacy, retirement, OIG, financial controls, advocacy, NPA, *ELM* 650, Delivery Management, membership branch officer training, sexual harassment, HERO profile, informed visibility, attendance control and NAPS national officers Q&A

Instructors: Resident officers, Kevin Trayer, Dan Mooney, Glenn Smith, Esmeralda Dominguez, Steve Dillard and others

Planning, Insights & Analytics, attended the meeting to address employee availability. The ACO initiative had a 5% sick leave target, with a savings opportunity of $132,448,243. From the inception of the ACO and into Quarter 1 of FY19, the Postal Service has achieved a reduction in career sick leave of 598,924 hours, with a savings of $18.35 million.

The USPS further responded that the NTE ACO positions were approved February/March 2018. The ACO's mission is attendance control and improving employee availability. While sick leave decreased, the USPS noticed an increase in leave-without-pay (LWOP) usage. The Postal Service will continue the NTE ACO position through FY19. It then will determine whether to continue the ACO position after reviewing FY19 leave results.

NAPS asked the USPS to look into the issue of postal employees who have retired. Until OPM finalizes an employee's retirement, they remain on the postal rolls and their time is coded in TACS as LWOP. NAPS inquired whether or not the USPS adjusts LWOP to account for the retirement issue. The USPS will investigate and advise NAPS on its findings. NAPS' position is that this retirement LWOP needs to be factored out of the LWOP percentage usage and not charged against NPA's Employee Availability Unit Indicator.

Based on the documented financial ROI being reported by the USPS, NAPS requested that all NTE ACO details be converted to *Form 50* FTE EAS positions.

As we responded during the February consultative, the initiative had a 5% sick leave target with a savings opportunity of $132,448,243. However, the Postal Service achieved a savings of only $18.35 million after the initial review period. The NTE ACO assignment was extended for an additional year to measure the program's effectiveness. The USPS will determine at that time on the future of the ACO position after reviewing all the results.

Agenda Item #5

On July 13, 2018, the National Labor Relations Board (NLRB) issued a consent order that has a fiduciary cost of $17,500 per incident in addition to $100 each day the court finds the violations to have continued. This case involves the timely fulfillment of requests for information (RFI) made by the union to the USPS. The USPS has created this violation through continually overburdening EAS employees to complete functions other than ensuring America's mail is processed and delivered.

The consent order contends that the USPS is in a position to significantly reduce the liability of the consent order by way of a review request in the first 12 months after its entry to the NLRB's assistant general counsel or designee. If the NRLB's assistant general counsel or designee determines the Postal Service was in substantial compliance during this 12-month period, the prospective fine structure outlined above will be reduced up to $12,000 for each future violation of the consent order and up to $60 each day the court finds the violations to have continued.

NAPS contends this fiduciary release can best be achieved by EAS leadership focusing on timely completion of this task without the

Continued on page 43

Factfinding Report and Recommendations

UNITED STATES OF AMERICA
FEDERAL MEDIATION AND CONCILIATION SERVICE
PURSUANT TO 39 U.S.C. S1004(f).

IN THE MATTER OF:	)	
	)	
UNITED STATES POSTAL SERVICE	)	
	)	
AND	)	ISSUED: April 30, 2019
	)	
NATIONAL ASSOCIATION OF	)	
POSTAL SUPERVISORS	)	
FMCS: #180706-06229	)	

FACTFINDING REPORT AND RECOMMENDATIONS

PANEL MEMBERS:

Susan E. Halperin
Neutral Chair

Robert S. Hite
Neutral Member

Joshua M. Javits
Neutral Member

APPEARANCES:

FOR THE UNITED STATES POSTAL SERVICE:

Katherine S. Attridge
Manager, Collective Bargaining & Arbitration

Bruce A. Nicholson
Manager, Labor Relations Policy Administration

Erin E. Lynch
Chief Counsel, Labor Law

Terence F. Flynn
Labor Counsel

FOR THE NATIONAL ASSOCIATION OF POSTAL SUPERVISORS:

BROWN, GOLDSTEIN & LEVY, LLP

Andrew D. Freeman

Jean M. Zachariasiewicz

Contents

PRELIMINARY STATEMENT

This Factfinding Report, including the findings and recommendations, is a result of the National Association of Postal Supervisors ("NAPS") request for factfinding pursuant to the Postal Reorganization Act (39 U.S.C. §101 (a) et seq.) ("PRA") and is being provided to the United States Postal Service ("Service") for its consideration of our Report and Recommendations.

The law requires that the Service, in the time allotted by the PRA, provides a final decision to NAPS on the matters covered by factfinding, giving full and fair consideration to this Panel's recommendation, and explaining in writing any differences between its final decision and the Panel's recommendation.

The Service is an independent agency of the Executive Branch of the United States Government, reorganized pursuant to the PRA. The PRA imposes on the Service the so-called "universal delivery" mandate. The Service is charged with this unenviable and almost impossible task of providing "prompt, reliable, and efficient services to patrons in all areas by rendering postal services to all communities,"[1] without having control over a significant segment of its revenues and expenses. In addition, significant segments of the Service's ability to set rates are limited by the 2006 Postal Accountability and Enhancement Act (PAEA) and are regulated by the Postal Regulatory Commission. These obligations and limitations have resulted in the Service operating with annual multi-billion dollar deficits for more than a decade.

Furthermore, Congress has imposed upon the Service unfunded liabilities such as the funding of pensions, retiree health benefits and workers compensation benefits.

It is significant that these services are provided no matter the weather conditions and despite natural disasters and other emergencies when its mission may be of the most importance.

The PRA delegated broad general powers to the Service, including the power to set the salaries of its management and supervisory employees. Under the PRA, Congress expressly excluded Postal Service supervisory and managerial employees from representation in any collective bargaining unit.[2] In lieu of bargaining rights, Congress afforded duly-recognized associations the ability "to participate directly in the planning and development of pay policies and schedules, fringe benefit programs, and other programs relating to supervisory and other managerial employees."[3]

Currently, two such managerial associations represent supervisory and managerial personnel—The United Postmasters and Managers of America ("UPMA"), representing Postmasters, who are the installation heads at post offices throughout the United States, and NAPS, representing approximately 31,000 Field managers, supervisors, and professional, administrative and technical personnel in the field.[4]

NAPS and the Service are the parties in this proceeding. The parties have a long history of working collaboratively and cooperatively together on issues of mutual interest identified in the PRA.

The PRA is clear that the Service makes the final decision with regard to changes in pay policies and schedules and fringe benefits with regard to these managers and supervisors.

COMPENSATION STANDARDS, ASSOCIATION RIGHTS, JUDICIAL GUIDANCE AND PANEL AUTHORITY

A. Compensation Standards

The pay policies of Title 39 are set forth in various provisions, including Sections 101, 1003 and 1004(a) and (d)(3). The PRA establishes four requirements the Service must meet when setting supervisory and managerial compensation levels. The Service must:

1. "[M]aintain compensation and benefits for all ... employees on a standard of comparability to the compensation and benefits paid for comparable levels of work in the private sector of the economy;"
2. "[A]ssure the attraction and retention of qualified and capable supervisory and managerial personnel;"
3. "[P]rovide adequate and reasonable differentials in rates of pay between employees in the clerk and carrier grades in the line work force and supervisory and other managerial personnel;" and
4. "[E]stablish and maintain continuously a program for all such personnel that reflects the essential importance of a well-trained and

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[1] 39 U.S.C. §101(a)

[2] 39 U.S.C. §1202(1)

[3] 39 U.S.C. §1004 (b)

[4] There were discrepancies between the number of NAPS employees set forth in Joint Exhibit I and the testimony of witnesses.

well-motivated workforce to improve the effectiveness of postal operations."

B. Association Rights

The rights of associations representing managerial and supervisory employees of the Service are set forth in Section 1004, which provides, among other things, that such organizations are "entitled to participate directly in the planning and development of pay policies, fringe benefit programs and other programs relating to supervisory and managerial employees."

By way of background, in 1970, the predecessor to the Service experienced a nationwide strike that significantly disrupted the delivery of mail and mail services throughout the United States. This strike influenced the contents of the PRA, which, among other things, guaranteed bargaining rights to members of the craft unions.[5]

Although Congress did not afford collective bargaining rights to organizations representing supervisors and managers, it did establish criteria that the Service must follow in determining its compensation program for these supervisors and managers. Congress also provided these supervisors and managers with the right to have meaningful input into the process by which their compensation is determined. This right included the right to participate directly in the planning and development of pay policies.[6]

In order to better ensure that the supervisors' and managers' input was not being ignored, Congress imposed upon the Service the obligations to give recommendations made by the associations representing the supervisors and managers "full and fair consideration" and to provide reasons if any recommendations are rejected.[7]

In *National Association of Postal Supervisors v. U.S. Postal Service,* 602 F. 2d 420,[8] the Court commented on the meaning of the term "direct participation" as that term is used in this section, finding that it is more than consultation but less than bargaining. It found that "direct participation" is a hybrid of these two processes, combining noncompulsory features of consultation with the good faith requirements of negotiation. It found that the Association must be afforded a reasonable opportunity to analyze, understand and criticize the Service's compensation programs and have its recommendations regarding desired changes given consideration.

Section 1004(f) provides that if an association believes that a pay decision of the Service is not in compliance with the PRA, the association may request that a factfinding panel be convened to conduct a hearing and make recommendations regarding pay disputes between the Service and the association. The undersigned constitute the factfinding panel in the instant proceeding.[9]

C. Judicial Interpretation of the PRA

In *National Association of Postal Supervisors v. U.S. Postal Service,* the Court had occasion to pass on a challenge by NAPS and the National League of Postmasters involving the provision of Section 1004(a) of the PRA that requires the service "to provide adequate and reasonable differentials in rates of pay between" unionized rank-and-file employees and their supervisors and managers. In the course of its review, the Court interpreted Sections 1003(a) and 101(c) finding, among other things, that adequacy and reasonableness must be measured in light of the other standards Congress included in the PRA to guide the Service's compensation decisions. The Court wrote that the Service must consider a number of factors in setting the compensation and benefits of its supervisory and other managerial personnel, including the compensation paid for comparable work in the private sector, the need to attract and retain qualified and capable management personnel, and the importance of promoting the leadership status of those personnel vis-à-vis the rank-and-file workers they supervise.

In finding that the Service has much discretion in establishing salary levels for management, the Court held as follows:

> If in establishing salary levels for management personnel the Postal Service considers each of these factors and arrives at a good faith judgment regarding a differential that is adequate and reasonable in light of these factors, then it has performed its duty under Section 1004, and judiciary inquiry is at an end.

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[5] Service Exhibit A2, p. 7; Service Exhibit B1, p. 7

[6] Service Exhibit Al, 39 U.S.C. 1004(b)

[7] Service Exhibit Al, 39 U.S.C. 1004(d)(1)(C)

[8] Service Exhibit A2

[9] Factfinding has been invoked on one occasion prior to the instant proceeding, that being in 2012.

The Postal Service must show that it considered all the factors as directed by the Postal Act and that it applied such factors in establishing adequate and reasonable salary differentials for all supervisory and other managerial personnel. This showing necessarily requires the Postal Service to set out the factors it considered to explain the relationship between those factors and the statutory requirements, to describe what those factors indicated, to reveal why (and how) it resolved the tensions, if any, among the various factors, and to relate why the salary differentials resulting from these calculations are adequate and reasonable in light of the factors.

D. Panel Authority

The scope of the Panel's authority in this matter is set forth in 39 U.S.C. §1004(d)(3), which provides, in pertinent part, as follows:

> (3)(A) The panel shall recommend standards for pay policies and schedules and fringe benefit programs affecting the members of the supervisors' organization for the period covered by the collective bargaining agreement specified in subsection (e)(l) of this section. The standards shall be consistent with the policies of this title, including Sections 1003(a) and 1004(a) of this title.
>
> (B) The panel shall, consistent with such standards, make appropriate recommendations concerning the differences between the parties on such policies, schedules, and programs.

The Panel reviews the Service's decision in light of the standards set forth above.

PROCEDURAL HISTORY

On August 7, 2017, the National Association of Letter Carriers ("NALC"), which became the Service's largest union, ratified a three-year collective bargaining agreement. On September 21, 2017, the Service sent NAPS its initial pay proposal for FY2016 through FY2019, pursuant to 39 U.S.C. §1004(e). The parties scheduled their first discussion on the proposal for October 19, 2017. Between October 19, 2017 and June of 2018, the parties met seven times to discuss the pay proposal, and the Postal Service revised its pay package in response to NAPS' input on April 6, 2018, and May 15, 2018, and issued its pay decision on June 28, 2018.

During its participations with NAPS, the Service made several changes to its pay decision, including the following:

- Raised all of the minimum salaries for the grades in the EAS salary structure and closed the gap in pay bands per NAPS' request;
- Agreed to maintain the status quo for the employer health benefits contribution for the duration of the pay package, with no increase in employee cost share, again as requested by NAPS;
- Upgraded the EAS-12 Administrative Assistant (Field) position to level EAS-15 and awarded a 2% salary increase, which was a compromise position to NAPS' request for broader-based position upgrades;
- Continued a 15-point rating system as part of the Pay-for-Performance (PFP) program, which represented a modification of the Postal Service's position, albeit very short of NAPS' proposal for a major overhaul of the PFP matrix;
- Allowed for greater promotional pay increases, again a compromise position, but one short of NAPS' proposal to double the percentage increases for promoted employees;
- Agreed to establish a joint work group for the purpose of exploring and resolving issues regarding Field EAS salaries and grades, a position with which NAPS agreed, although the Association also requested that the joint work group address PFP. To be completed by September 2018.[10]

On July 5, 2018, NAPS notified the Service that it planned to pursue factfinding in accordance with 39 U.S.C. §1004(f)(1). On July 20, 2018, the Service issued its pay decision. In its July 20, 2018 decision, the Service revised its June 28, 2018, pay package decision for

[10] There is no evidence in the record that the work group explored or resolved the issues concerning EAS salaries and grades during the period.

NAPS-represented employees to comport with the Service's pay package decision relating to Postmasters and managers who are represented by UPMA.[11]

NAPS was not satisfied with the Service's July 20, 2018, decision and chose to pursue the factfinding process. NAPS contacted the Federal Mediation and Conciliation Service in accordance with the PRA, and this Panel was duly convened pursuant to 39 U.S.C. §1004(f)(3).

The Panel engaged in pre-hearing discussions with regard to its responsibilities by telephone and electronically. Absent specific statutory, regulatory, and policy procedures, the Panel communicated with the Parties over a period of time culminating in rules and procedures established for the proceeding. In addition, the Parties submitted pre-hearing briefs and provided documents that were subsequently introduced into the record of the hearing. Each party presented a large binder of materials relevant to each party's presentation in order to introduce information to the Panel that would be reviewed prior to and supplemented during the hearing process.

THE HEARING

The Panel and the Parties engaged in two prolonged days of factfinding hearings at NAPS' Headquarters in Alexandria, Virginia, on December 10 and 11, 2018. A transcript was made of the hearing, in the course of which a voluminous record was compiled. NAPS presented statements and PowerPoint presentations and exhibits through four witnesses. In the course of its presentation, NAPS entered into the record 31 documents as exhibits. The Service presented statements and PowerPoint presentations and exhibits through seven witnesses. The Service entered into the record 34 multipage documents as exhibits, including five sets of slides. The Parties also entered into the record two multi-page documents as joint exhibits. Following the close of the hearing, the Parties submitted post-hearing briefs, and NAPS also submitted a reply brief.

By agreement, the parties waived, in writing, the pre-hearing statutory deadlines established in 39 U.S.C. §1004(f) and the 30-day requirement in 39 U.S.C. §1004(f)(4).

The Panel represents that it reviewed the entirety of the record, including the transcripts, the prehearing and post hearing submissions by the Parties, as well as considered all arguments advanced by the Parties to this Proceeding although specific items may not be addressed herein.

We are satisfied that our findings and recommendations comport with the statutory requirements as outlined herein and should be considered fully by the Service.

ISSUE PRESENTED

DOES THE SERVICE'S DECISION OF JULY 20, 2018 SATISFY THE REQUIREMENTS OF THE PRA?[12]

DISCUSSION

As a preliminary matter, the Panel is mindful of the long-term fiscal distress that the Service has been experiencing. It is against this distressed fiscal backdrop that this Panel convened to conduct a hearing and make recommendations regarding standards for pay policies and schedules and fringe benefit programs between the Service and its Field EAS employees.

We note, at the outset, that the financial condition of the Service is not a statutory standard that is to be considered by the Panel. Rather, the appropriate standards guiding our deliberations are set forth in various provisions of Title 39 of the United States Code, summaries of which are set forth in more detail above. We believe that this conclusion is consistent with judicial interpretation of the relevant provisions of the PRA, as well as the findings of Arbitrator Goldberg in his 2016 interest arbitration award. The Panel is cognizant of the fact that the statutory process for the interest arbitration proceeding out of which the Goldberg award arose is different from that of the instant proceeding; however, the compensation standards that Arbitrator Goldberg and his arbitration board were called upon to interpret and apply, namely 39 U.S.C. §§101 (c) and 1003(a), were identical to two of the standards present in this proceeding. None of the other statutory standards that apply to this proceeding specifically require this Panel to consider the financial condition of the Service. Therefore, we have taken particular note of the following language contained in Arbitrator Goldberg's interest arbitration award:

> In rendering this Award, I acknowledge the financial problems affecting the Postal Service,

[11] UPMA did not seek factfinding with respect to the Service's 2018 pay decision.

[12] In its brief and presentation, NAPS identified several issues relating to the Service's July 20, 2018, decision. However, each of the issues identified by NAPS simply challenges whether certain features of the Service's decision satisfy various criteria set forth in the PRA.

> but accept, as I must, the primacy of the statutory comparability standard in fashioning an award on the wages and benefits of APWU-represented employees. I also note that even greater freedom on my part to determine an appropriate level of wages and benefits would be insufficient to provide a meaningful solution to the Postal Service's financial problems.[13]

Although the Service is given considerable discretion in making pay decisions, such decisions must satisfy the statutory standards of the PRA. As the Court noted in *National Association of Postal Supervisors,* the Service must show that, in making pay decisions, it "considered *all* of the factors directed by the PRA, and that it applied such factors in establishing adequate and reasonable salary differentials for all supervisors and other managerial personnel." *(Emphasis added)*

COMPARABILITY GENERALLY

We are required to make recommendations concerning a system of classified job titles within established salary ranges in comparison to comparable private sector employment.

We find, based on the record before us, that there are no comparable private sector organizations that perform all the diverse functions that the Service is required to perform. Moreover, those organizations which perform certain limited similar functions, like FedEx and UPS, do not have anything like the constraints and obligations imposed on the Service. Nor, generally, do these private sector companies have managers or supervisors operating in comparable work structures or having similar responsibilities.

We further find that the Service failed to satisfy its statutory obligation when it issued its July 20, 2018, decision without conducting any sort of market survey examining comparable levels of work in the private sector. The Service did not undertake a market analysis until after NAPS requested factfinding, which was well after it issued its pay decision. Furthermore, the record demonstrates that the Service had not done a market analysis since it presented an analysis in the context of the 2012 factfinding proceeding, which analysis also was done after the issuance of the Service's pay decision and after the request for factfinding had been filed. The Panel notes that the Service's own expert was of the opinion that a proper market analysis should be done at least every two or three years.[14]

SUPERVISOR DIFFERENTIAL ADJUSTMENT

The Supervisor Differential Adjustment ("SDA") formula is the mechanism by which the Service adjusts the minimum and maximum salaries within the EAS Schedule in order to maintain an adequate salary differential between rank-and-file bargaining unit employees and the Grade 15 through 19 supervisors who directly supervise two or more subordinates. The practice has been to provide a minimum salary for front-line supervisor positions that is at least 5% above that of the base salary for the most populous supervised title in the appropriate SDA Position Group.[15] There appear to be four separate Position Groups, with one of the Position Groups being a "catch all" group. Therefore, every time the benchmark bargaining unit receives a wage increase, the SDA minimum salary is increased. According to NAPS, SDA applies to approximately 27,000 EAS employees who actually supervise two or more subordinates, although it affects far fewer due to the manner in which the Postal Service calculates the SDA.

The Service used an exceedingly broad-based calculus when it applied its own stated intention to establish a 5% differential between EAS employees and the craft groups they supervise. The Service used a single grade level from a single craft on which to base the 5% calculation. That approach results in a broad but highly inexact application of the differential. The Service justifies this approach on the basis of what can best be described as practicality and administrative convenience.[16] Unfortunately, the Service's overly broad approach has, in many instances, resulted in what we believe to be unreasonable and inadequate pay differentials when applied to individual supervisors. In order to effectuate the statutory requirement for a supervisor differential, the calculation should be based on more numerous groupings of employees rather than a single group.

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[13] Service Exhibit A13, pp. 5-6

[14] December 11, 2018, Hearing Transcript, p. 255

[15] The Panel notes that the Service's expert stated that the supervisor differential in the private sector typically ranges between 10% and 20%, with supervisor differentials in employers with unionized workforces typically being higher than in employers with non-unionized workforces. December 11, 2018, Hearing Transcript, pp. 236, 251

[16] December 10, 2018, Hearing Transcript, pp. 68-69

The Service's approach has resulted in many thousands of Field EAS managers and supervisors receiving less than the Service's own 5% target differential even disregarding the issue of whether the craft members' overtime should be included in the comparison. We recognize, as the Service argues, that applying 5% to groups of employees supervised by each individual supervisor or manager would be an excessively burdensome and time-consuming task. Nor is the suggestion by NAPS that the NALC base rate simply be substituted for the Clerks' rate a reasonable solution; it is rather a results oriented change.

We believe that the statute requires a calculation that is much more precise than that which is used by the Service. Using the compensation levels of a single grade level from a single craft within one of only four Position Groups does not result in the differential being effectively applied to the significant number of managers and supervisors, in terms of both the minimum and maximum salaries within a range. The Panel believes that there are several ways to approach this issue,[17] and that it can best be dealt with between the parties in the context of the working group that we are hereinafter recommending.

In regard to the effect of the current SDA on the maximum salaries within the ranges,[18] the Panel notes that the failure to increase the maximums has the effect of compressing supervisor salaries with those of subordinates. While the result is, in all likelihood, a differential in excess of 5%, it nonetheless has the effect of limiting or eliminating salary increases to a significant number of EAS employees who are at or near the top of their respective salary ranges.[19] Although the Service compensates employees who reach the maximum of their respective salary ranges with lump-sum payments, this technique deprives such employees of the long-term benefit of a pay raise.

Pursuant to the Service's SDA program, an employee who receives a lump-sum payment in lieu of a raise loses the benefit of compounding raises as well as the forever benefit of the raise itself, whereas employees who are not at the maximum receive a forever benefit of a raise. Therefore, we believe that in order

"The Service's application of the SDA using an exceedingly broad calculus involving the most populous supervised group of titles as a benchmark has resulted in serious flaws in meeting the statutory requirement for an adequate and reasonable differential between Field EAS employees and the craft employees that they supervise."

to maintain an adequate and reasonable salary differential and to treat all EAS employees equitably, the Service should increase the maximums within the respective ranges.

NAPS' insistence that craft overtime work should be included when making the differential calculation is a difficult issue. While craft overtime work raises craft pay and narrows the differential if not counted in the differential calculation, craft employees actually worked those additional hours, whereas EAS managers and supervisors did not. Field EAS managers and supervisors would nonetheless gain the benefit of the craft overtime pay by including it in the differential calculation even though they did not actually work comparable overtime hours. Thus, including craft overtime in applying the 5% differential may not be an apples-to-apples comparison.

However, while certain Field EAS managers and supervisors perform overtime work (at regular pay), the opportunity and amount of overtime are not nearly that of craft employees. In this regard, the Panel is troubled by an example that was provided in which a craft employee and a NAPS-represented supervisor work five hours of overtime, and because of the lack of a sufficient differential and the disparity in overtime pay calculations, the craft employee would earn more for the pay period than the supervisor.[20]

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[17] See NAPS' Post-Hearing Brief in which it suggests separating out from the "All Other Eligible" position group the position of Supervisor Customer Service and any other EAS positions that supervise craft positions with base salaries greater than their supervisors.

[18] See Joint Exhibit I which indicates that as of the date of the hearing, there were approximately 4,065 EAS employees at the top of their respective salary ranges.

[19] December 10, 2018, Hearing Transcript, pp. 280-281

[20] December 10, 2018, Hearing Transcript, p. 98

Presumably, as FLSA-exempt salaried employees, EAS supervisor's and manager's higher pay levels are set to account for the relative unavailability of overtime pay. Nonetheless, the Panel recognizes that the significant impact of overtime on total craft pay may in some instances negate any differential and undermine the statutory intention of maintaining an SDA.

It is evident to us that some refinement in the SDA calculation is required[21] to better reflect the multitude of craft groupings under supervisors and managers to produce a reasonable and appropriate result. Moreover, it appears, based on the evidence that the Service is finding that non-career employees[22] rather than experienced career employees are moving up into the supervisory and managerial ranks, another indication of the inadequacy of the differential calculation.[23] This adversely impacts the Service as it is not able to promote experienced craft employees into supervision and management.

We find, based on the record, that the Service's application of the SDA using an exceedingly broad calculus involving the most populous supervised group of titles as a benchmark has resulted in serious flaws in meeting the statutory requirement for an adequate and reasonable differential between Field EAS employees and the craft employees that they supervise. We further find that the SDA, as applied, may very well fail to attract qualified and capable supervisory staff.

PAY FOR PERFORMANCE

The Service has adopted a "Pay-for-Performance" ("PFP") program to determine the amount of pay increases that EAS employees may receive. PFP is the sole mechanism by which EAS employees could receive wage increases each year other than through a promotion or the Supervisor Differential Adjustment (SDA).

The PFP is an extremely complex system that consists of a 15-box matrix. PFP increases are based on the National Performance Assessment (NPA), which contains a scorecard of 30 or 31 different indicators,[24] including 11 Corporate (national) indicators and 19 or 20

"... for FY2009, the Service arbitrarily reduced the PFP after the fact."

Unit level indicators, both with multiple sub-indicators —Unit has 40 indicators (including sub-indicators) that measure performance at both the corporate (national) and unit (local) level.

According to the Service, unit and corporate performance indicators are aligned to improve customer service, generate revenue, manage costs and enhance a performance-based culture.[25] The Service alone selects the Corporate indicators and sub-indicators, as well as the weight given to each indicator. Every indicator has 15 measurements. Certain indicators (i.e. Accidents which = 15%)[26] are applied to all employees regardless of title and job function.

At the end of a fiscal year, each unit receives an NPA score based on how the unit performed relative to its goals. In addition, a corporate score is generated based on how the organization as a whole performed relative to its goals. The overall performance rating is based on the NPA Composite Score (Corporate and Unit) rounded to the nearest whole number. The Service determines at what level (cell) salary increases will be paid and in what amount. An employee's individual evaluation is no longer considered in the PFP.[27]

The record reflects that the PFP system, as established and administered by the Service, fails to provide an effective feedback loop to its Field EAS employees. Unlike the SDA, where the Service has implemented an overly simplistic approach to its calculation, the PFP is overly complex. Moreover, it appears that the Service does not establish the indicators until well into the fiscal year.[28] In addition, there appears to be a fairness issue reflected in the wide disparities between geographic regions. For instance the Eastern District scored 3.4 (highest sub-district score was 5.25) while the Capitol

21 See Recommendation below.

22 There was an agreement reached between the Service and craft unions to expand the use of non-career employees to address financial concerns.

23 December 10, 2018, Hearing Transcript, p. 100

24 NAPS Exhibit 7

25 Service Exhibit A7, p. 1

26 NAPS Exhibit 7

27 Joint Exhibit 1, p 7

28 December 10, 2018, Hearing Transcript, pp. 88-89

Metro District scored 1.99 (highest sub-district was 3.4).[29] An additional example of the lack of fairness is the Morgan Processing Facility in New York City where only 2% of the EAS employees would receive a raise for FY2018 based on the Service's application of the PFP.[30] No apparent reason was forthcoming to explain these wide disparities, generated from numerous offices and stations, beyond their scores.

The problem with the lack of an effective feedback loop is compounded by the substantial number of Field EAS employees who would not receive raises under the Service's July 20, 2018, decision. According to the information provided by NAPS, for the Fiscal Year 2018, approximately 38.5% of EAS employees will not receive pay increases.[31] This is in contrast to the craft employees, all of whom will receive pay increases.

The record further demonstrates that PFP, as applied by the Service, is not a component of pay structures in the private sector.[32] The record also raises a question in the Panel's mind regarding the manner in which the Service is administering the PFP. For example, there was proof that for FY2009, the Service arbitrarily reduced the PFP after the fact.[33] This concern is compounded by the statement of the Service's expert who stated that he would have expected a higher percentage of EAS employees to be at the tops of their respective salary ranges given the more senior demographic of that workforce.[34]

The Panel finds that the PFP system, as constructed and implemented by the Service, does not satisfy the statutory criteria of comparability and the maintenance of a well-motivated workforce. The corporate and unit criteria utilized by the Service are so complex and numerous that they are disassociated and attenuated from

"The PFP system … does not satisfy the statutory criteria of comparability and the maintenance of a well-motivated workforce."

"At the very least … a study should be performed and should include consideration of the burdens imposed on EAS employees in high cost areas in comparison with similarly situated EAS employees elsewhere."

the work of the EAS supervisors and managers. As a result, the program fails to effectuate its goals, namely to motivate its supervisors and managers to effectuate the Service's mission. Evidence of this lack of motivation can be found in the results of the Postal Pulse National Dashboard Report and accompanying Analysis.[35]

LOCALITY PAY

This issue of locality pay should have been part of any survey of the private sector. There was evidence presented that New York City has a 23% higher cost-of-living area than other cities and regions.

The record establishes that federal government employees receive locality pay in three cities: San Francisco, Boston and New York City.[36] Yet no study was performed by the Service on this matter as part of the compensation determination process with NAPS.

The Service argues that the lack of turnover of EAS employees in high-cost cities shows that it pays market rates and does not face retention or recruitment problems for EAS employees based on where they live. However, this analysis does not take account of the reluctance of employees who come from or live in these high-cost cities to change jobs in the first place, to conduct job searches, to move from their homes and to uproot their families. The age and experience level of the average EAS employee—age 50 and 19 years of experience—explains such reluctance to change jobs.

At the very least, such a study should be performed and should include consideration of the burdens im-

[29] NAPS Exhibit 5
[30] NAPS Exhibit 5
[31] NAPS Exhibit 6
[32] December 10, 2018, Hearing Transcript, p. 300; December 11, 2018, Hearing Transcript, p. 247
[33] December 10, 2018, Hearing Transcript, p. 111
[34] December 11, 2018, Hearing Transcript, p. 250
[35] NAPS Exhibits 3A and B
[36] December 10, 2018, Hearing Transcript, p. 132

posed on EAS employees in high-cost areas in comparison with similarly situated EAS employees elsewhere.

We find that the Service's failure to carefully examine the issue of locality pay prior to the issuance of its July 20, 2018, decision contributed to a failure to satisfy its obligation under the statute. We further find that the lack of locality pay may adversely impact the motivation of a segment of its workforce.

"… the Service's failure to carefully examine the issue of locality pay prior to the issuance of its July 20, 2018, decision contributed to a failure to satisfy its obligation under the statute."

SPECIFIC RECOMMENDATIONS

After careful consideration of the parties' respective presentations and positions provided at the factfinding hearing, and in light of the analysis set forth above, the following are the recommendations of the Panel regarding the issues submitted for our consideration relating to the Postal Service's July 20, 2018 decision.

1. Supervisor Differential Adjustment (SDA).

The Panel acknowledges that the Service is accorded broad discretion in establishing pay differentials between subordinates and their supervisors. Nonetheless, it is our opinion that the broad-based calculus that is utilized by the Service, although administratively convenient, does not provide adequate and reasonable differentials in rates of pay between subordinate employees and their supervisors and managers.

It is our further opinion that the manner in which the Service has established maximums within the EAS salary ranges is unfair to over 4,000 supervisors and managers, as it deprives them of the long-term benefits of raises in base pay. We believe that such disparate treatment has a negative impact on the Service's ability to attract and retain qualified and capable supervisory and managerial personnel, adversely impacts pay differentials between supervisors and craft employees, and fails to promote the maintenance of a well-motivated workforce, all of which are contrary to the PRA.

In its July 20, 2018, pay decision, the Service committed itself to establishing a joint work group "for the purpose of exploring and resolving issues regarding Field EAS salaries and grades." The specific issues to be explored regarding Field EAS salaries and grades were not identified during the hearing, although the Service indicated that the PFP program was not one of the issues that it would agree to explore. In any event, we believe that it is appropriate for the joint work group to explore, among other things, the manner in which both the salary range minimums and maximums are calculated, with particular attention being paid to the concerns raised by this Panel. The work group should make a recommendation regarding modifications to the current calculus to provide adequate and reasonable differentials in rates of pay between subordinate employees and their supervisors and managers.

2. Pay-for-Performance System (PFP).

As indicated above, the Panel is of the opinion that the PFP program, as currently designed and administered, is seriously flawed in that it does not accomplish its objectives or comport with the requirements of the PRA. The current PFP program does not have a comparable counterpart in the private sector. Furthermore, the Service's PFP program, as designed and implemented, is too complex to be understood by most Field EAS employees. PFP relies on indicators that are not established in timely fashion and over which most employees have much, if any, control. Moreover, the PFP program does not provide an effective feedback loop and has resulted in wide disparities among the Service's geographic regions.

Frankly, there appears to be a significant disconnect between much of the Field EAS employees' work and the indicators established by the Service, and we view this as injecting an unacceptable degree of arbitrariness into the design and implementation of the PFP program. Because of these features, we believe that there is a legitimate question regarding the comparability of compensation established under the Service's PFP program. Further, we agree with NAPS' contention that the Service's current PFP program negatively impacts the Service's ability to attract and retain qualified and capable supervisory and managerial personnel and fails to promote the maintenance of a well-motivated work force, all in contravention of the PRA.

In reaching these conclusions, we note that it is not the Panel's role to fix the PFP program. That would be an enormous undertaking for which we do not have the time or the mandate. The Panel also is mindful of the fact that the PFP affects employees other than those represented by NAPS. Nonetheless, we believe that the deficiencies in the PFP program should be addressed by the parties working jointly, as they have repeatedly agreed to do themselves. While we understand that the Service was not willing to include PFP as one of the issues to be explored and resolved by the joint work group which it agreed to establish in its July 20, 2018, pay decision, we believe that it is imperative that PFP be included among the issues to be explored and resolved by the joint work group.

In making this recommendation, we note that the 2012 factfinding panel found that a joint NAPS-management effort at reforming and revising the PFP program should be undertaken. Apparently, such an effort resulted in the elimination of the individual component of the PFP program, but no other significant changes were made to the PFP. We think it important that an objective, thorough and comprehensive examination of the PFP program be made if the Service is to continue to rely on PFP as its predominant method of determining compensation for EAS supervisors and managers.

3. Locality Pay.

The Panel believes that proof submitted during the factfinding hearing clearly demonstrated a reasonable basis for establishing locality pay in certain areas of the country. However, we further believe that there was not enough information for the Panel to make specific recommendations regarding locality pay. Therefore, we are recommending that the joint work group that we are recommending also examines this issue with the assistance of a compensation expert and develops an equitable, efficient, transparent and statutorily compliant locality pay adjustment program, if warranted.

4. Joint Work Group.

The Panel strongly recommends that the parties establish a joint work group to examine and report on the issues of locality pay, SDA, PFP and, possibly, a permanent cost-of-living adjustment for career, non-bargaining unit employees who are in Field EAS positions.

When addressing the issues that we have identified, the joint work group should be guided by the Court's holding in *National Association of Postal Supervisors v. U.S. Postal Service,* wherein it found that in order to satisfy its statutory obligation, the Service must consider all of the statutory criteria in determining compensation for its supervisory and management personnel.

"… the lack of locality pay may adversely impact the motivation of a segment of [the Service's] work force."

"… the PFP program, as currently designed and administered, is seriously flawed. …"

We note that the parties engaged in discussions and exchanges over compensation from September 17, 2017, until the Service issued its pay decision on July 20, 2018, and that the Service accepted several of NAPS' suggestions for improvements during that period. We commend the Service for its receptivity in this regard. However we note that these changes did not deal with the underlying compensation issues, including the structure and functioning of the SDA and the PFP. While the parties agreed to establish a joint work group to discuss Field EAS salaries and grades, the Service rejected NAPS' request that PFP be addressed.

Unless the central compensation issues are addressed, the apparent fissure in the parties' relationship will continue to deepen. This can only hurt the Service. Field EAS supervisors and managers are the linchpin of the Service, assuring upper-management's goals and policies are effectively and timely implemented. They are the vital link in the chain. The Field EAS supervisors and managers must be assured that the Service is listening to their concerns and addressing them in a way that recognizes their seriousness. The failure to address these issues as the parties have committed to doing in the past has undermined their relationship as envisioned by Congress when enacting the PRA.

We recommend a mediation process to ensure effective direct participation in accord with the spirit and intent of the PRA. As practitioners in mediation and arbitration, we strongly recommend that the joint work group engage the services of a mutually selected mediator for the purpose of assisting the joint work group in identifying, addressing and achieving consensus regarding the issues we have identified, and thereafter making written recommendations to the Service regarding the identified issues. The work group, working with the assistance of a mediator, will go a long way toward rebuilding trust and unity.

We recommend that a mediator be chosen and directly involved in managing the process to assure that it goes forward in a timely and effective manner. The parties should be transparent in their sharing of information and, at the outset, mutually adopt a joint model for cost calculations. The mediator should set agendas and a rigorous time table for meetings, discussions and recommendations.

The mediator should assist the joint work group in engaging the services of a mutually selected compensation expert to investigate and/or conduct studies and provide information, guidance and recommendations regarding these wage issues. If the parties are not able to jointly select a compensation expert, we suggest that the mutually selected mediator be authorized to select a compensation expert.

We think it is important that the issues to be addressed by the joint work group reach finality. The joint work group should conclude its activities and issue its report and recommendations on these issues to the Service no later than six months from the date when the Service renders its final decision on matters covered by factfinding and set forth in this Report and Recommendations. Toward that end, we believe that it would be productive for the joint work group to make written recommendations to the Service regarding the issues resolved by the joint work group. With respect to any issues on which the joint work group does not agree on a recommendation, we suggest that the mediator issue a written recommendation, together with the justification therefor, which shall be incorporated into the work group's report to the Service.

Consistent with the spirit of 39 U.S.C. §1004 (d)(2)(C), we recommend that the Service provide to NAPS written reasons for not accepting and implementing any recommendations of the joint work group or the mediator.

In the course of our deliberations, the Panel considered an alternative, useful approach to resolving challenging and complex issues such as those present here. This alternative approach is known as a "Med-Arb" process under which a neutral first works intensively with the parties to reach voluntary agreement, but for those matters that are still outstanding after time and attention, the neutral assumes the role of an arbitrator and is empowered to make final and binding decisions. However, the Panel recognizes that Med-Arb is not required under the statute and would be strictly a voluntary process.

5. Retroactive Pay Raises.

The Panel recommends that all Field EAS employees receive retroactive raises in base pay and lump sums as discussed below. In so recommending, we note that the Service provided retroactive pay to the craft employees. It is also our recommendation that changes made as part of the Service's decision of July 20, 2018, should be applied as of that date, rather than at a later date.

"Field EAS supervisors and managers must be assured that the Service is listening to their concerns and addressing them in a way that recognizes their seriousness."

Under the current PFP program, for fiscal years 2015, 2016, 2017 and 2018, the Service established as a target that EAS employees achieve a corporate and unit rating of 6, for which they would receive a 3% scheduled increase in base pay under the July 20, 2018, pay decision;[37] however, the weighted average pay increase for EAS employees for all but the 2016 fiscal year was well below the 3% increase due to a significant number of EAS employees receiving ratings below 6. As previously mentioned, it is the opinion of the Panel that the failure of EAS employees to achieve ratings that would have provided for an average increase of 3% is attributable, in large part, to deficiencies in the PFP program rather than deficiencies in collective EAS employee job performance. Consequently, in addition to recommending that the joint study committee be tasked with identifying improvements to the PFP program, the Panel recommends that each NAPS-represented employee receive, in addition to raises and/or lump-sum payments already received, the following retroactive increases in base salary for the following fiscal years, with the caveat that the amount by which any such increase exceeds the maximum of an employee's salary grade will be paid in the form of a lump-sum payment:

FY2017—1.10%

FY2018—2.15%.

The recommended percentages are calculated by deducting the actual average salary increase received by Field EAS employees for FY2017 and FY2018 from the 3% target.[38] For example, for FY2017, Field EAS employees received an average pay increase (weighted) of 1.9%, which, when deducted from 3%, results in a recom-

[37] See NAPS Exhibit 7

[38] The Panel notes that the Service's expert stated that the average annual salary increase in the private sector over the past two years was 3%.

mended pay increase of 1.10% for FY2017. The average pay increase (weighted) for Field EAS employees for FY 2018 was 0.85%.[39]

6. NAPS Representation—Headquarters and Area Employees.

It is the opinion of the Panel that the issue of compensation for "Headquarters" and "Area" employees is not one for which the Panel can or should provide a recommendation. In reaching this conclusion, the Panel is mindful of the history of representation and the Memoranda of Understanding that have been reached by the parties. The Panel also notes that a determination regarding the scope of NAPS representation is not a matter that falls within the jurisdiction of the Panel under 39 USCA §1004.

CONCLUSION

We believe that the purpose of Congress in establishing criteria for determining compensation and benefits, and affording supervisors and managers the right to participate in the planning and development of pay policies and, thereafter, submit pay issues to a factfinding process, was to enhance labor relations and reduce discord between the Service and those supervisory and managerial employees. Of concern to us is the following cautionary message contained in the 2012 factfinding report:

> We also wish to raise a word of caution. This is a pivotal event in the NAPS-Postal Service history. As noted above, it is the first time that the factfinding process provided for in the statute has been invoked. There is considerable risk that the events that precipitated use of this process and the contested nature of the facts and interest involved could lead the parties' relationship down a more adversarial path. This would not serve the interests of the employees, executives, or the public served by the Postal Service.[40]

It is the Panel's impression that communications and trust between the Service and NAPS have broken down, and that the relationship is in dire need of assistance. The central features of compensation, SDA and PFP, have serious flaws, which have been identified herein and in the past, and which require the focus and attention of the parties in order to correct them. It is high time the parties sit down in a serious way to undertake this effort as it is jeopardizing the parties' vital relationship. We firmly believe that the recommendations set forth in this Report will provide NAPS with a means to directly participate in a meaningful way in the planning and development of pay policies that affect its members, without divesting the Service of its broad statutory authority.

We recognize the enormous challenges faced by the Service and its supervisors and managers, and we applaud them as they work together toward the fulfillment of the Service's mission.

Respectfully Submitted,

Susan E. Halperin

SUSAN E. HALPERIN, Chair

Robert S Hite

ROBERT S. HITE, Member

Joshua M. Javits

JOSHUA M. JAVITS, Member

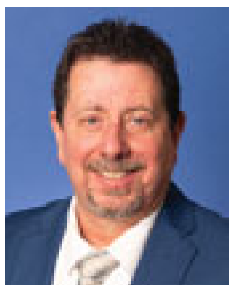
[39] See NAPS Exhibit 6

[40] Service Exhibit A3, p. 4

Where Our SPAC Money Goes

By Tony Dallojacono
Mideast Area Vice President

Questions come up about what SPAC is and where the money goes. Executive Vice President Ivan D. Butts always speaks about SPAC and answers the questions, but I wanted to write a little something about it, too.



The money we contribute is allocated to U.S. House and Senate members and candidates who support the Postal Service. We hear from everyone about why we can't do this and why we can't do that. Well, there are rules we must follow and regulations to which we must abide.

We are bound by *Title 39*, Code of Federal Regulations. With our SPAC contributions, we can continue to fight on Capitol Hill to change rules in *Title 39* for our benefit. Our SPAC money is contributed to politicians who the NAPS Headquarters Legislative Team feels have warranted our support.

We must keep collecting money to fight for what we believe is right. When I hear the numbers for our "Drive for 5" initiative, I wonder why those numbers are so low. The easiest way to contribute to SPAC is through direct deposit; you don't think about the money being deducted.

If every member had just $5 deducted from each paycheck, it would total approximately $135,000 per pay period—$3,510,000 a year. That amount is astonishing and could be accomplished with just $5 per paycheck from every NAPS member.

When you think about that number and what NAPS can do for its members by contributing to our representatives and senators to help change the Postal Service, it's never-ending. You can't buy a cup of coffee each day for $5 a week. For all the smokers, that is what you pay for a pack of cigarettes a day, at least.

We need to get everyone on board. Contributing to SPAC is just as important as increasing our membership. Without our SPAC funds, where would we be? The money also is allocated for members to go to local events and visit their lawmakers. For every person who visits their politicians locally, it counts as 10 votes.

Let's get out there and fight for our rights as postal employees and save our future and the future of this country. Why do you think Amazon, FedEx and UPS are taking back package delivery? Not because they think it's cheaper for them to do it, but because we continue to do a great job delivering. They now fear the Postal Service. Let's get out there and prove that "We Deliver."

Contribute to SPAC so we can have a future for those working and our future employees who can say they retired from the United States Postal Service, the most trusted government agency in another 244 years.

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NAPS Training Abounds in Big Sky Country

By Marilyn Walton
Western Region Vice President

The Northwest Area's five-state training, held in Kalispell MT, was hosted by Northwest Area Vice President Cindy McCracken and Montana State Branch 929. Montana State President Rick Kindsvatter welcomed attendees to Montana for a full two days of training.

NAPS delegates traveled from Washington, Oregon, Idaho and Montana; five first-time delegates attended. NAPS President Brian Wagner was the resident officer assigned to this event.

USPS Special Agent Brian Gill provided an informative OIG presentation. Monique Kroger, USPS engagement representative, was an outstanding motivational speaker. Dakotas District Manager Doug Stephens presented an update on the district's activities.

Several of Stephens' staff members also attended, including MPOOs Alan Serfoss and Dominic De Martino. Additional presenters from the district provided updated information on Human Resources, vacancy postings and eCareer tips and techniques.

Jack Berry, a NAPS Disciplinary Defense Fund Provider (DDF) representative, provided extensive, indepth training on how to represent and prepare adverse action cases for submission to the NAPS' DDF Fund. He said that, when being a representative, answer five key questions: Who? What? When? Where? and Why? Jack advised this is the key to starting a clear, concise DDF representation package.

Wagner reviewed training on documenting inappropriate behavior during USPS telecons as outlined on the naps.org website under "Documents." I offered a presentation on workplace bullying. The Northwest Area raised $1,361 for SPAC through its silent auction, in-kind gift donations and a 50-50 raffle.

A lot of dynamic information was presented at the two-day training. We had a great time, good food and fellowship and warm hospitality in the Big Sky country. A special thanks to Branch 929 President Rick, Vice President Dora Felicioni, Treasurer Tabitha Stephenson, Secretary Kally Permann and Second Vice President Brandi Lien.

marilynwalton@comcast.net

Dakotas District Manager Doug Stephens with Montana State Branch 929 President Rick Kindsvatter and Treasurer Tabitha Stephenson.

From left: Montana State Branch 929 Vice President Dora Felicioni, Treasurer Tabitha Stephenson, MPOO (A) Alan Serfoss, MPOO Dominic De Martino, NAPS Northwest Area Vice President Cindy McCracken and Branch 929 President Rick Kindsvatter.

First-timers, from left: Lataya Powell, Brenda Flowers, Raheim Martinez, Roger Fulps and Raomon Aragon.

Northwest Area delegates attending the Northwest Area training represented Washington, Oregon, Idaho and Montana.

Bob Levi
Director of Legislative & Political Affairs

The Path to Sustainability Must Include Breakthrough Innovation

Jim Lovell, former astronaut and commander of the star-crossed Apollo 13, once said: "There are people who make things happen, there are people who watch things happen and there are people who wonder what happened. To be successful, you need to be a person who makes things happen." His three-member crew conquered crisis with confidence, resilience, ingenuity and vision. They made things happen.

Periodically, Postal Service believers need to assess into which category they fall. Regrettably, some languish in the "what happened" category. As threats revolve around them, they are oblivious to factors that may impact their livelihood.

It is far too easy to be complacent and attend a postal watch party. This is the group with which most associate. They passively observe Congress' protracted deliberations and are in awe at stark presidential pronouncements.

NAPS members cannot afford willful ignorance or relaxed complacency; there's just too much risk. Front-line postal managers and supervisors must be engaged and outspoken in ensuring the continued viability of a universal postal operation.

Consequently, NAPS strives to anticipate legislative and regulatory action and, thereby, helps construct the architecture of the Postal Service of the future. Warmed-over and rejected proposals of yesteryear will not sustain an innovative and vibrant national, universal communications and logistics network. Furthermore, proposing politically untenable policies not only is a waste of time and effort, but undermines the much-needed political good essential to enacting constructive and meaningful postal legislation.

As of the date this issue of *The Postal Supervisor* went to press, a postal reform bill had yet to be introduced or considered by the House Oversight and Reform Committee. Some members of the committee attributed the delay, in part, to the tardiness of the Postal Service's anticipated 10-year business plan.

As mentioned in last month's issue of the magazine, Rep. Mark Meadows indicated he was led to believe the plan would have been submitted back in January. He was livid that the Postal Service was seriously considering reducing delivery frequency as part of the plan.

In late June, the Postal Service briefed a number of postal stakeholders on the principles underlying the yet-to-be-shared plan. A working draft of the plan found its way to the media; in Washington, it's hard to keep a secret. The leaked plan bears a remarkable resemblance to a postal plan fashioned by McKinsey and Company, a global consulting firm retained by the Postal Service and released by the agency in March 2010.

Among the decade-old recommendations were reductions in delivery frequency, eliminating postal-operated retail locations, cutting employee benefits, downgrading speed of delivery and expanding the use of centralized mail delivery. In addition, the 2010 McKinsey report suggested lifting the inflation cap on postage rates, modestly developing new products and services, scraping the retiree health prefunding requirement and authorizing federal appropriations to fortify the Postal Service's universal service obligation. To paraphrase Ecclesiastes, there's very little new under the sun.

What is scariest, however, is the 2010 report's prophetic projection of mail volume. In March 2010, McKinsey, with data provided by the USPS, projected total mail volume would fall from 177 billion pieces in 2009 to 150 billion pieces in 2020. In fact, mail volume hit that number prior to 2017 and, in 2018, the volume fell to 146.4 billion pieces. As a result, it is crucial that whatever legislative scheme is contemplated by Congress or the Postal Service, it must include a robust plan to expand the menu of postal products and services.

Yes, we all agree the retiree health liability must be addressed; yes, we all agree the Postal Service must have more pricing flexibility; and, yes, we all agree that affordable and accessible postal services must be available throughout the nation. However, the path to postal sustainability also must include breakthrough innovation that will generate sufficient revenue to stabilize postal finances.

The shrink-to-survive mentality is self-defeating and counterproductive. For this reason, NAPS will be

Continued on page 46

Rep. Mark Meadows

Providing Bipartisan Support for Postal Legislation

By Karen Young, NAPS editor

On June 6, NAPS Director of Legislative & Political Affairs Bob Levi conducted his weekly *NAPS Chat* with Rep. Mark Meadows (R-NC). Levi introduced Meadows by describing him as a committed conservative and astute listener to all sides of legislative debate. Meadow's partnership with Rep. Elijah Cummings (D-MD), chairman of the House Oversight and Reform Committee, and Rep. Gerry Connolly (D-VA), chairman of the Subcommittee on Operations (with jurisdiction over the Postal Service), is noteworthy regarding their work developing postal reform legislation, Levi observed.

Meadows has been a leading proponent of a viable, universal Postal Service. He represents a rural district in North Carolina that is reliant on the USPS. Levi asked Meadows what impact the Postal Service and universal service have on his district in the era of e-commerce.

"The contact most Americans have with a government or quasi-government entity is the Postal Service," Meadows responded. "They look at the USPS as not just delivering mail, packages and e-commerce; many postmasters and postal employees are part of the family. People go to their local post office to not just share the news of the day, but gather in fellowship."

Meadows said it's imperative to have a long-term postal system that's sustainable and flexible enough to meet the demands of e-commerce. "We need to put in the political capital, in a bipartisan way, so we can get legislation across the finish line," he stressed. "The great thing about Elijah Cummings and Gerry Connolly that I appreciate about them is they always are honest and represent their constituencies in a forthright way. They allow us to negotiate in an appropriate manner to hopefully get something done on behalf of the American people."

Levi asked Meadows about his role as chairman of the Freedom Caucus, which is based on a conservative agenda. Meadows explained he created the caucus when he was new to Congress to get some leverage. "Even though my Democratic colleagues may not agree with my position, what they do admire is I am willing to stand up for principles whether it's against Democrats or Republicans. When the caucus signs on to legislation, it gives it the conservative 'Good Housekeeping Seal of Approval' and allows other conservatives to sign onto legislation."

NAPS Director of Legislative & Political Affairs Bob Levi and Rep. Mark Meadows discussed the status of postal reform legislation.

Levi asked Meadows if there was any tension with him being a proponent of postal reform and members of the Freedom Caucus who may not be too keen on stabilizing a government agency. Meadows was frank in agreeing there is tension; some members support privatization of the Postal Service and some want to have it declared bankrupt.

"I've looked at this as a way we can make sure we keep it sustainable," he said. "They've given me a little bit of grace and are allowing me to try and get the most conservative bill across the finish line. Some of them will reluctantly support it even though it may not be their first priority in terms of a legislative agenda."

Regarding Meadows' and the Freedom Caucus' close relationship with President Trump, Levi asked him what the president's views might be on the Postal Service and Meadows' efforts to sustain the agency.

Meadows shared that he's had a number of conversations personally with the president about the Postal Service. "I think, from his perspective," Meadows explained, "he wants to make sure a postal system actually does survive. I can't imagine him supporting anything that would undermine the long-term ability of the Postal Service to provide services to rural America, as well as those in the cities and suburbs.

"That being said, I think he believes we've got to find a profitable margin and some of those areas are not profitable. When you look at rural America, there are areas not profitable, but just because they're not doesn't mean we can ignore those constituents. We've got to find a way to make sure we serve them. At the end of the day, I see a combination of reform and perhaps some assistance in some areas to ensure everyone can get mail delivered to their homes."

Levi referred to the report issued by the Task Force on the U.S. Postal System this past December and asked if there had been further conversations with the task force. Meadows said he has had conversations with the task force and indicated to members he doesn't see the report as something that can be implemented. "We'll try and take the best from their report," he affirmed, "and craft it into a piece of legislation that hopefully addresses the lion's share of that, but also does the American people and the president a service in terms of making sure we don't have to come back and revisit this issue."

Levi touched on remarks made at the House Oversight and Reform Committee's April 30 hearing on the financial condition of the Postal Service. Meadows had expressed frustration at the lack of a 10-year plan from the Postal Service and commented he could turn from being an advocate to being an adversary.

"I told the Postmaster General that I want a 10-year plan that makes the agency viable," he stressed. "I want our postal workers and the whole postal system not to have to worry about what Congress is doing tomorrow or the next day or the next day; let's get it done. If I'm going to take a tough vote, let's make it one tough vote—not multiple tough votes.

"I'm optimistic that, at the end of the day, we'll be able to find some common ground. It would take a lot for me not to be an advocate and go the other way. One of those things that would get me to go the other way is five-day service. The only troubling and negative tone I would give you right now is I continue to hear that the Board of Governors and the Postmaster General are considering five-day service or a trigger on five-day service. There is bipartisan opposition to that."

Levi pointed out that FedEx recently was considering going to seven-day delivery for parcels and reclaiming about 2 million addresses from the Postal Service. Meadows said he met with Connolly and Rep. Stephen Lynch (D-MA) over the past 48 hours about a bill they're trying to get out of committee. "I said I would support seven-day delivery of both parcels and mail," he said, "but I'm not going to go seven days for parcels, five-day delivery, then a trigger that, candidly, is not really well thought out.

"We're getting into a 24-hours a day, seven days a week kind of e-commerce environment. And to pull back on that is ignoring the obvious."

Levi asked Meadows if six-day delivery—at the minimum—is part of the universal service obligation. "Yes," Meadows responded. "And that puts me in conflict with some of my Republican colleagues. Universal service really is a six-day foundational principle in terms of what we need to count on. If it's not six days, what makes it five? Why not three or two? At this point, six days is where we need to be."

"And particularly with regard to rural areas," Levi added. "Yes," Meadows responded. "My district is affected the most. I say 'my district,' but districts like mine—all of rural America, where the post offices are least profitable. Getting a package to my mom, who is two miles off the beaten path, is not profitable; I get that. But there's an obligation from a federal standpoint that we have to deliver there. It's key whether you live in a city or a suburb or out in the sticks that we provide those services."

"That's the commonality among Cummings, Connolly and you," Levi affirmed. "Cummings represents an inner-city urban area, Connolly represents a suburban Washington area and you represent a rural North Carolina area. The common interest is providing accessible, affordable mail service."

"One hundred percent!" Meadows declared. "If you can make Elijah Cummings, Gerry Connolly and Mark Meadows happy, most of America will be happy with that."

"In addition to the legislative common ground you have," Levi continued, "you actually get along well with each other and people don't understand that." "They're dear friends," Meadows reiterated. "I care about them personally."

"A personal reflection here," Levi added. "Not enough people know about those types of issues—that you can fight like cats and dogs over legislation and be very strong partisans, but relationships that build friendships and help bridge gaps really are invaluable."

"They are," Meadows stressed. "I respect Elijah Cummings and Gerry Connolly. There are people who underestimate Chairman Cummings; he's wickedly smart and strategic in everything he does. But what I like the best about him is he never will lie to me. He's shot straight with me at times when it would have been easier for him to equivocate; that's what I appreciate about him the most."

Levi asked when Meadows thought a postal bill would be introduced. "I'm hopeful we can introduce something next week," he said, "and proceed quickly to markup in the next two to three weeks. Everything suggests that's where we're going to be. June is the key month."

Asked if there would be a hearing, Meadows replied they hope to go straight to markup. "We hope to take a bill very similar to the bill that had unanimous support out of committee last time," he explained, "make a few modifications and have that come in as a manager's amendment to see if we still can keep bipartisan support for that. That's the real question: What will that manager's amendment look like?"

Levi concluded the chat by saying NAPS represents the front-line postal managers. "They do," Meadows interjected, "and they do a fine job, by the way."

"What advice would you give NAPS members seeking to ensure a viable, accessible, affordable and universal Postal Service and help you secure meaningful, constructive postal reform?" Levi asked.

"There are two things they need to do," Meadows said. "Pick up the phone and personally call their member of Congress and their senators. And by picking up the phone, I mean personally calling and asking to speak to their member of Congress and telling them, 'We need help.'

"If they have a personal relationship, that's really good. Even if they don't have a personal relationship, they still should call. And share their plea for help with their fellow employees. The more phone calls the better; if Congress can't see the light, they can feel the heat.

"The second thing is when there are compromises—and both sides are going to end up compromising—applaud those compromises instead of complaining. If they complain, complain privately. I've suggested I'm willing to compromise on a few things; I think my Democratic colleagues are willing to compromise. Those things needed to be applauded.

"If they can do those two things, I think it will help."

Make Contributing to SPAC a Habit:

Contributions via USPS Payroll Deduction

To authorize your allotment online, you will need your USPS employee ID number and PIN; if you do not know your PIN, you will be able to obtain it at Step 3 below.

1. Go to https://liteblue.usps.gov to access PostalEASE.
2. Under Employee App-Quick Links, choose PostalEASE.
3. Click on "I agree."
4. Enter your employee ID number and password.
5. Click on "Allotments/Payroll NTB."
6. Click on "Continue."
7. Click on "Allotments."
8. Enter Bank Routing Number *(from worksheet below)*, enter account number *(see worksheet)*, enter account from drop-down menu as "checking" and enter the amount of your contribution.
9. Click "Validate," then "Submit." Print a copy for your records.

To authorize your allotment by phone, call PostalEASE, toll-free, at 1-877-477-3273 (1-877-4PS-EASE). You will need your USPS employee ID number and PIN.

1. When prompted, select one for PostalEASE.
2. When prompted, enter your employee ID number.
3. When prompted, please enter your USPS PIN.
4. When prompted, press "2" for payroll options.
5. When prompted, press "1" for allotments.
6. When prompted, press "2" to continue.
7. Follow prompts to add a new allotment.
8. Use the worksheet to give the appropriate information to set up an allotment for SPAC.

PostalEASE Allotments/Net to Bank Worksheet

On your next available allotment (you have three):

- Routing Number (nine digits): 121000248
- Financial Institution Name: Wells Fargo (this will appear after you enter the routing number).
- Account Number (this is a 17-digit number that starts with "772255555" and ends with your eight-digit employee ID number):

7 7 2 2 5 5 5 5 5 _ _ _ _ _ _ _ _

(Example: 77225555512345678).

- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the "$" is already included): __________.

2019 SPAC Contributors

Top 2019 SPAC Contributor		
Butts, Ivan	PA	Branch 355

President's Ultimate SPAC ($1,000+)		
Boisvert, Michael	CA	Branch 159
Walton, Marilyn	CA	Branch 77
Mullins, Kym	FL	Branch 81
Wagner, Brian	IL	Branch 255
Foley, Paul	MA	Branch 120
Wileman, Dotty	MD	Branch 923
Geter, John	NC	Branch 183
Amash, Joseph	NY	Branch 83
Gawron, Steven	NY	Branch 27
Roma, Thomas	NY	Branch 68
Warden, James	NY	Branch 100
Butts, Ivan	PA	Branch 355
Austin, Jessie	TX	Branch 122

May Contributors

President's Ultimate SPAC ($1,000+)		
Boisvert, Michael	CA	Branch 159
Wagner, Brian	IL	Branch 255
Gawron, Steven	NY	Branch 27

VP Elite ($750)		
Meana, Frances	CA	Branch 159
Wong, John	CA	Branch 497
Barone, Thomas	NY	Branch 202
Gawron, Dennis	NY	Branch 27
Aaron, Donna	TN	Branch 947
Green Jr., Richard	VA	Branch 98

Secretary's Roundtable ($500)		
Bruffett, Shawn	AZ	Branch 376
Salmon, James	AZ	Branch 246
Blythe, Stephanie	CA	Branch 127
Evans, Bridget	CA	Branch 159
Rominger, Jackie	CA	Branch 77
Swygert, Vontina	CA	Branch 127
Van Horn, Gail	FL	Branch 154
Williams, Carolyn	FL	Branch 146
Wooley, Josephine	GA	Branch 82
Lum, Chuck	HI	Branch 214
Maxwell, Sherry	IL	Branch 255
Murphy, Gregory	MA	Branch 102
Johnson, Craig	MO	Branch 36
Marriott, Beverly	NC	Branch 177
Englerth, Scott	NY	Branch 11
Mulidore, Chuck	SC	Branch 225
Green, Shri	TN	Branch 41
Cooper, Karen	TX	Branch 124
Cox, Lloyd	VA	Branch 526
Mott III, George	VA	Branch 132
McCracken, Cindy	WA	Branch 61

Chairman's Club ($250)		
Melchert, Pamela	AK	Branch 435
Carson, John	AL	Branch 901
Brown, Carl	CA	Branch 94
Cherry, Hayes	CA	Branch 466
Danzy, Marsha	CA	Branch 197
Grayson, Yolanda	CA	Branch 39
Jones, Marilyn	CA	Branch 39
Murillo, Mariel	CA	Branch 466
Randle, Carol	CA	Branch 39
Stiles, Sarah	CA	Branch 244
Trevena, April	CA	Branch 94
Kerns, John	CO	Branch 141
Vorreyer, Leslie	FL	Branch 353
Moore, Kevin	GA	Branch 281
Lum, Laurie	HI	Branch 214
Norton, Paul	IN	Branch 8
Moreno, Richard	MA	Branch 498
Krzycki Jr., Kenneth	MI	Branch 508
Mooney, Dan	MN	Branch 16
Davis, Lisa	MO	Branch 131
McKiernan, Michael	NJ	Branch 74
Santiago, Jose	NJ	Branch 538
Timothy, Pat	NJ	Branch 548
Blakney, Robert	NY	Branch 336
Morrissey, Phyllis	NY	Branch 164
Adams, Jeanine	PA	Branch 20
Holt, Brian	RI	Branch 105
Brooks, Lamarcus	TN	Branch 41
Lomba, John	TX	Branch 103
Trevino, Barbara	TX	Branch 124
Garrett, Donald	VA	Branch 98
Edwards, Calvin	WA	Branch 31
Gruetzmacher, Bjoern	WA	Branch 61

SPAC Scoreboard

Statistics reflect monies collected from Jan. 1 to May 31, 2019

National Aggregate: $110,089.95

National Per Capita: $4.03

Region Aggregate:
1. Western $27,092.10
2. Eastern $23,690.85
3. Southern $21,079.00
4. Northeast $19,972.00
5. Central $18,256.00

Region Per Capita:
1. Western $4.66
2. Northeast $4.02
3. Eastern $3.99
4. Central $3.91
5. Southern $3.57

Area Aggregate:
1. Pacific $17,415.50
2. Capitol-Atlantic $14,655.55
3. New York $12,000.00
4. Southeast $10,097.50
5. Mideast $8,154.50
6. Illini $6,651.00
7. New England $5,816.00
8. Texas $5,739.50
9. Northwest $4,944.00
10. Rocky Mountain $4,732.60
11. North Central $4,294.00
12. Michiana $3,967.00
13. MINK $3,344.00
14. Pioneer $3,026.80
15. Cotton Belt $2,743.00
16. Central Gulf $2,499.00

Area Per Capita:
1. New York $9.80
2. Pacific $8.83
3. Rocky Mountain $7.37
4. Illini $7.16
5. Capitol-Atlantic $6.08
6. Michiana $4.79
7. Southeast $4.41
8. Pioneer $3.95
9. Texas $3.90
10. New England $3.04
11. Mideast $2.95
12. North Central $2.49
13. Northwest $2.48
14. Central Gulf $2.22
15. MINK $2.21
16. Cotton Belt $2.00

State Aggregate:
1. California $16,065.50
2. New York $11,955.00
3. Florida $8,442.50
4. Illinois $6,736.00
5. Texas $6,025.00

State Per Capita:
1. Hawaii $9.35
2. Maine $9.33
3. South Dakota $8.85
4. Maryland $7.65
5. Arizona $6.14

Drive for 5

Members by Region:
1. Central 68
2. Southern 56
3. Eastern 54
4. Western 52
5. Northeast 38

Aggregate by Region:
1. Southern $9,646.00
2. Central $9,439.50
3. Western $9,350.00
4. Eastern $8,680.85
5. Northeast $5,406.00

Taylor, Georgia	WA	Branch 31
Joers, Julie	WI	Branch 72

Supporter ($100)		
Studdard, Dwight	AL	Branch 45
Amador, Leonard	CA	Branch 197
Bradley, Roxanne	CA	Branch 127
Cruz, Cheryl	CA	Branch 497
Donnelly, Linda	CA	Branch 497
Francisco, Daryel	CA	Branch 159
Gavin, Angela	CA	Branch 159
Gibson, Lelton	CA	Branch 88
Gishi, Sharon	CA	Branch 94
Graham, Mardina	CA	Branch 88
Gray, Edna	CA	Branch 127
Gray, Glenn	CA	Branch 127
Hodges, Leticeia	CA	Branch 39
Jackson-Kelley, Patricia	CA	Branch 39
Knox, Jacqueline	CA	Branch 127
Martin, Mary	CA	Branch 159
McClinton, Velma	CA	Branch 39
McCombs, James	CA	Branch 466
Merrill, Robin	CA	Branch 497
Odell, Heather	CA	Branch 159
Patterson, Charles	CA	Branch 497
Petty, Ralph	CA	Branch 77
Profit, Youvet	CA	Branch 39
Rahming, Karyn	CA	Branch 77
Robinson, Jackie	CA	Branch 39
Sutton, Catherine	CA	Branch 373
Thomas, Linda	CA	Branch 88
Thompson, Carolyn	CA	Branch 88
Walker, Robin	CA	Branch 39
Warren, Cherie	CA	Branch 466
Williams, Alma	CA	Branch 266
Annon, Cynthia	CO	Branch 141
Donegan, Margie	CT	Branch 5
Cox, Jacqueline	FL	Branch 93
Fulcher, Sandra	FL	Branch 146
McPhee-Johnson, Tayloria	FL	Branch 146
Sims, Reginald	GA	Branch 82
Alos, Kanani	HI	Branch 214

'Drive for 5' Winner

Ricky Hilliard, North Suburban Facility, IL, Branch 489, was the winner of the first quarter's "Drive for 5" SPAC drawing. He received a $200 gift card.

Iyoki, Wendy	HI	Branch 214
Parker, Laroma	HI	Branch 214
Brady, Derrick	IL	Branch 17
Cook, Carol	IL	Branch 14
Matuszak, Kevin	IL	Branch 489
Pitts, La Neda	IL	Branch 14
Warren, Susan	IL	Branch 255
Macias, Juan	KS	Branch 205
McCartney, Kelly	KS	Branch 919
Neece, Dawn	KS	Branch 205
Harmon, Rosemary	KY	Branch 920
Carter, Tonious	LA	Branch 421
Sevalia, Rosalind	LA	Branch 73
Duffy, John	MA	Branch 43
Misserville, James	MA	Branch 498
Berger, Ricky	MD	Branch 531
Brownfield, Patricia	MD	Branch 531
Campbell, Maxine	MD	Branch 42
Gramblin, Reginald	MD	Branch 531
Jones, Anthony	MD	Branch 531
Mason Jr., Garland	MD	Branch 592
Hafford, Darrell	ME	Branch 96
Burcar, Robert	MI	Branch 508
Byrum, Jimmy	MI	Branch 508
Cogar, Laurie	MI	Branch 268
Hardin, Donald	MI	Branch 142
Hurless-Byrum, Ruth	MI	Branch 508
Kuiper, Bruce	MN	Branch 16
Moore, Olin	MN	Branch 16
Moudy, John	MN	Branch 16
Newcomb-Evans, Theresa	MN	Branch 926
Brown, Latasha	MO	Branch 131
Bye, Kevin	MO	Branch 119
Dennis Jr., Edward	NJ	Branch 53
Lewis, Gillian	OH	Branch 2
Lahmann, Joseph	OR	Branch 276
Simpson, Pamela	OR	Branch 66
Lehman, Jason	PA	Branch 554
Mitchell, Denise	TN	Branch 41
Lyons, Lisa	TX	Branch 428
Nettles, Mark	TX	Branch 9
Howe, Steven	WA	Branch 61
Ware, Michael	WA	Branch 61
Williams, Arthur	WA	Branch 61
Maggioncalda, Sharon	WI	Branch 213
Sederholm Marti, Susan	WI	Branch 72
Sprewer, Victoria	WI	Branch 72
Baldwin, Craig	WV	Branch 212

SPAC Contribution Form

Aggregate contributions made in a calendar year correspond with these donor levels:

$1,000—President's Ultimate SPAC

$750—VP Elite

$500—Secretary's Roundtable

$250—Chairman's Club

$100—Supporter

Current as of February 2019

Federal regulations prohibit SPAC contributions by branch check or branch credit card.

Mail to:

SPAC
1727 KING ST STE 400
ALEXANDRIA VA 22314-2753

Contribution Amount $__________ **Branch #**__________

Name______________________________

Home Address/PO Box ______________________________

City______________________________ State__________

ZIP+4______________________________ Date __________

Employee ID Number (EIN) or
Civil Service Annuitant (CSA) Number ______________________________

Enclosed is my voluntary contribution to SPAC by one of the following methods:

❑ Check or money order made payable to SPAC; *do not send cash*

❑ Credit card *(circle one):* Visa American Express MasterCard Discover

Card number ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___

Security code (three- or four- digit number on back of card) __________

Card expiration date: ______/______

Signature (required for credit card charges) ______________________________

❑ In-Kind Donation (e.g., gift card, baseball tickets):

Describe gift ______________________________ Value __________

All contributions to the Supervisors' Political Action Committee (SPAC) are voluntary, have no bearing on NAPS membership status and are unrelated to NAPS membership dues. There is no obligation to contribute to SPAC and no penalty for choosing not to contribute. Only NAPS members and family members living in their households may contribute to SPAC. Contributions to SPAC are limited to $5,000 per individual in a calendar year. Contributions to SPAC are not tax-deductible.

Make Contributing to SPAC a Habit:

OPM Contributions to SPAC (for Retired Postal Supervisors)

Below are step-by-step instructions for making an allotment to SPAC through your OPM retirement allotment, using either OPM's telephone-based account management system or the online "Services Online" portal.

Please note: The amount you key in will be your *monthly* allotment to SPAC. The start of your allotment will depend on the time of the month it was requested. If you make your request during the first two weeks of the month, expect the withholding to take place the first of the following month. If the allotment is requested after the first two weeks of the month, the change will take place the second month after the request.

By internet:

To sign up online, go to the OPM website at www.servicesonline.opm.gov, then:

- Enter your CSA number and PIN, and log in.
- Click on "Allotments to Organizations," and then select "Start" to begin a new allotment.
- Click on "Choose an Organization."
- Select "National Association of Postal Supervisors (SPAC)."
- Enter the amount of your monthly contribution and then click "Save."

By telephone:

- Dial **1-888-767-6738**, the toll-free number for the Office of Personnel Management (OPM)'s Interactive Voice Response (IVR) telephone system.
- Have your CSA number and Personal Identification Number (PIN) on hand when you call. You may speak to an OPM customer service representative or you may use the automated system.
- Simply follow the prompts provided in the telephone system.

Tips on International Traveling

By Joe Bodary

Do you like to travel? I'd like to share an affordable way to visit places you never may have dreamed possible. This summer, my wife and I will be traveling to Athens, Greece, from Pittsburgh. Typically, a roundtrip ticket would cost about $1,152 per person.

Using our reward miles from American Airlines AAdvantage card, the one-way cost per person is $11. Using our reward miles from our United Mileage Plus Explorer card, the return trip will cost us $86 per person. For this trip to Greece, we each are using 30,000 miles on our American Airlines card and 30,000 reward miles on our United card.

Typically, mileage rewards are awarded by credit card companies when you sign up and spend $3,000 or $4,000 on the card in a three-month period. That may sound like a lot of money, but if you charge all your usual purchases and pay the balance monthly, these amounts are easily achievable.

A ticket to Europe from Pittsburgh costs 30,000 reward miles one way or 60,000 roundtrip. Each airline may charge relatively minor fees, such as those stated above, in addition to reward miles. If you do not have sufficient reward miles on one card for a roundtrip, you can use one card's miles for one leg of your journey and another for the return trip. That said, you should read the fine print for each carefully.

Another word of caution: Flying with reward miles usually requires two stopovers. If you require a direct flight, this would not be for you.

You have used your reward miles to reach the destination of your dreams. Now, where do you stay? For affordable, comfortable and convenient accommodations, try Airbnb or similar sites, such as Tripping.com, HomeToGo.com, FlipKey, HomeAway, Vacation RentalByOwner (aka VRBO), HouseTrip, VayStays, VacayHero, LuxuryRetreats or Wimdu. Our personal experience is limited to Airbnb. Using Airbnb, we have found the cost of accommodations generally have been one-third the cost of a hotel room.

Be aware that, in Europe, the first floor is what we consider the second floor. The first floor in Europe is referred to as zero. Be sure to ask on which level the accommodations are located and how many steps there are to reach it. Also, check to see if there is a working elevator. One of the benefits of using a site such as Airbnb is that the hosts usually are very helpful.

You can contact them prior to leaving on your trip for advice on what to see, how to reach your accommodations from the airport and more. Many places have a functional kitchen and washing machine. Be aware that a dryer in Europe usually refers to a rack on which to dry your clothes.

When using any of these sites, be sure to check all reviews of the properties and the ratings of the hosts. After your stay, you can write a review of the property and the host. Be advised they also will rate you based on the condition in which you leave the property.

Enjoy your travels!

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numerous diversion that face field EAS employees attempting to process and deliver America's mail.

NAPS requests the USPS creates *Form 50* FTE EAS positions for RFI coordinators in each district. NAPS proposes these positions be created one EAS employee per 3,000 district employees for proper compliance and district coverage.

The Postal Service does not agree with the need to establish full-time RFI coordinators in each district. Ad-hoc assignments for RFI coordinators (gatekeepers) have been put in place to assist some districts that were cited for violations by the NLRB for untimely responses or the complete failure to respond to RFIs. These employees will assist in coordinating and monitoring supervisor responses. In addition, in-person and WebEx training for all supervisors and managers in these locations are being conducted.

It is important to note that primary causes for the violations were supervisors' failures to respond to RFIs for up to 60 days or completely ignoring them.

It Couldn't Happen to Me, Could It?

Submitted by the USPS Employee Assistance Program

No one wakes up one morning thinking, "I want to be part of the opioid epidemic." Yet there are thousands of susceptible people who find themselves or someone they love part of this epidemic. Unbeknownst to them and others. they are on the road to becoming dependent on one of the most addictive, highly prescribed substances known to man.

How does one unwittingly become a part of this group? It can begin as simply as scheduling a routine surgery, breaking a limb, spraining the back or having painful headaches, among others. People with one of these ailments may need the help of a prescribed opioid (OxyContin, morphine, codeine, fentanyl, oxycodone) to address the extreme pain associated with it.

These opioids are an appropriate and needed treatment to address pain. How, then, can their use turn into an addiction? Let's take a look at one possible scenario that could happen to a person receiving a regular prescription for an opioid to help relieve the pain of a broken leg.

Charlie has been playing intramural soccer with his team for the past three years. He has had some injuries in the past from his rough play: a sprained ankle last year and a broken rib the year before. Each time he saw his doctor, he was prescribed 30 hydrocodone pills to help with the possible pain that could result.

Charlie got the prescriptions filled, but used just six pills out of each bottle before he could tolerate the pain with only acetaminophen. He left the bottles in the back of his medicine cabinet, forgetting they were there.

This year, Charlie's broken leg was a serious break that needed surgery. The doctor explained that he needed to take his prescribed pain killers (30 oxycodone pills, with one refill) to help him heal appropriately. The prescription stated he could take one to two pills every four to six hours for pain relief.

On the first day after surgery, Charlie felt no pain. On the second day, he took the medicine as prescribed, taking two pills every four hours, even in the middle of the night, because the pain would wake him. His pain was real and he was following the prescription parameters. His wife supported his decision to take extra pills for a short time because she hated to see him in such agony.

The refill was made on the fourth day post-surgery because Charlie was afraid he might run out of the medication. He started to rationalize his need for the extra pills per day because, after all, he had just broken his leg and was in deep pain.

At this point, Charlie did not know he was becoming dependent on the medication; many do not. Each person's pain threshold is different and each person's susceptibility to addiction is different. As well, each person's response to how the medicine makes them feel physically, emotionally and psychologically is different.

His follow-up appointment with his doctor a week later was routine. The doctor asked how he was doing. Charlie stated truthfully that the pain was continuing to persist and asked for another prescription for oxycodone. Without hesitating, the doctor wrote a prescription for 30 more Oxycodone pills and asked that he follow up with his primary care physician to have the sutures removed in another week.

Before Charlie completely ran out of pills, fear of the pain made him feel panicked. He knew he needed to try and cut back, to make the remaining few pills last until he could plead with his doctor for more. Before the week was up, he had taken all the pills in the prescription. The pain from the broken leg and surgery was there, but a new emotional/psychological agitation started to arise.

Charlie was short-tempered with his wife when she asked how he was feeling. He did not want to do anything but lay around and watch TV. He was skipping showers and not shaving.

He had prescheduled a week off from work. The second week into his surgery recovery, he asked for more time off due to lingering pain. He was complaining to his wife how bad he felt—physically and mentally—as a result of cutting back on the medication.

His wife wanted to help alleviate his pain and remembered there may be more meds tucked in the back of the medicine cabinet. Charlie could have kissed her; he didn't remember the leftover pills from his previous injuries. She saw the instant change in his mood. How could a pill make you feel like that?

He painfully hobbled over to the bathroom and dug through the cabinet and found the leftover pills. He popped the lid and dry-swallowed two out of his shaking hand. He instantly knew he would feel better. But, deep down, he also knew this behavior was not normal.

Fast forward several weeks. Charlie is spending much of his time trying to find ways to get more opioids. He went to the home of his mother, who had survived cancer, to find her leftover opioid prescription pill bottles. He developed "splitting, painful headaches," started seeing a specialist for them and was prescribed more opioids.

Charlie remembered a conversation with a friend who said he could not tolerate the hydrocodone prescription he was given. Charlie invited himself over, only to rummage through his friend's medicine cabinet until he found what he was looking for. His need and rationalizations for more pills continued to grow.

He kept missing deadlines at work. His wife grew increasingly more concerned. Trying to cut back only created more pain and suffering—emotionally and physically. He became so distraught and sick and tired of himself, he started to think about overdosing just to get away from his internal and external misery. He asked himself, "How could this happen to me?"

There are several reasons why this could happen to anyone. The start of Charlie's eventual problem was with the initial prescribing of opiates. If a thorough physical and mental history had been taken by the surgical team, it may have shown that Charlie has a fairly high pain tolerance. He had used only six out of 30 pills on two different prior occasions for fairly painful traumas to his body.

The doctor could have explained how to increase the pain meds, starting with a lower amount with additional Ibuprofen to control the pain. Instead, he was given the choice to take up to 12 pills per day from the start. When he had a follow-up appointment, the doctor could have:

- discussed how quickly he went through the first two prescriptions instead of instantly writing another,
- made a referral to a pain clinic,
- asked his wife to monitor the amount given,

• checked to see if tolerance-effect was taking place,

• spoken with his primary care physician sharing his concerns,

• joined his state's prescription drug monitoring program (PDMP) or

• given Charlie information on how opioid addiction starts and what to be aware of regarding signs and symptoms.

It is not all the doctor's responsibility to monitor the use of opiates. The public needs to be educated, as well. The opioid epidemic currently is receiving a lot of attention; an educated population is an informed one. With information, people can make wiser decisions for themselves.

Charlie may have not paid much attention to all the easily accessible information because "it couldn't happen to him." Why care more than necessary? Once he thought his behavior was not normal, he could have searched on the internet with the phrases "warning signs of opioid abuse" and "how to tell if someone is addicted to opiates." Charlie's wife also could have researched similar topics when her concerns arose, using the phrases "how do I know if someone is addicted to opiates" and "addiction to pain pills."

One great source of information is the Substance Abuse Mental Health Services Administration (SAMHSA). Doing research on a possible problem early is one way to avoid serious problems later. Catching the opioid abuse early can lead to much better outcomes than waiting for dependence to settle in.

To review Charlie's case scenario, there were several warning signs he may have been developing an addiction to his prescribed opiates:

1. He started taking the most he could take at first, as prescribed. This took away his pain, but also may have given him some euphoria and lack of concern for the pain.

2. If he took an extra pill, he felt even better. This led to higher tolerance for the medication, which meant he had to take more to get the same effect.

3. He began to fear running out of the medication well before he was out.

4. He started to rationalize his need for pain relief, yet had not tried to back off the medicine to see how much pain he would experience.

5. He went to his first follow-up appointment knowing he would plead his case for pain relief.

6. He became panicky at the thought of running out.

7. He stopped taking care of regular hygiene.

8. He had little to no motivation.

9. He was short-tempered much of the time, especially with his wife who was concerned.

10. His work product suffered.

11. He took extra pills left over from previous injuries.

12. He searched for a supply, taking other people's meds.

13. He doctor-shopped with a new diagnosis of head pain.

15. He tried to cut back and found it to be too emotionally and physically painful.

16. He became distraught and started thinking of overdose.

When concerns arise, take action. Whether it's for yourself or you're concerned about a relative, friend or co-worker, ask for help. No one can beat addiction by themselves. Catch it early and you may save a lot of pain and trouble from happening if you go down the road to dependence. The sayings, "See something, say something" and "Now, rather than later," work.

There is plenty of help available. Call your USPS EAP for more information or help if any of this sounds familiar. Visit EAP4YOU.com or call 800-327-4968.

Legislative Update

Continued from page 34

aggressive in its pursuit of meaningful, thoughtful and constructive postal reform legislation.

Also in late June, the House passed an appropriations bill that would provide $56.7 million to the Postal Service. Although the bill does not provide these taxpayer funds for postal operations, the legislation reimburses the agency for conveying mail for overseas ballots and mail for the blind.

In addition, the bill prohibits the Postal Service from reducing mail frequency and using appropriated funds to close small, rural post offices. Interestingly, the appropriations committee, in its official explanation of the bill, encouraged the Postal Service to generate additional revenue through "non-postal" products, including installing surcharge-generating ATMs in post offices.

Finally, pending on the Senate calendar are three new presidential nominations to the Postal Board of Governors approved by the Senate Homeland Security and Governmental Affairs Committee. The nominees include Ramon Martinez IV, Ron Bloom and John Barger. They all hail from the financial services sector of the U.S. economy. If they are confirmed, the Board of Governors finally will have a quorum.

It is important to note that for all the foregoing matters, NAPS will be "making things happen!"

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Notes
from the National Auxiliary

Can You Get a Second Chance?

By Jane Finley
Southeast Area Vice President

Several Super Bowls ago, the guys at my house were in disbelief at a bone-headed decision made by one of the team's coaches. In the final seconds of the game, he made a bad decision and called a play that cost his team the game. Game announcers, sports commentators and armchair quarterbacks all lamented, "What was he thinking?"

I don't know about you, but I've been there. I've zigged when I should have zagged and then thought, "What was I thinking?" Fortunately, I was able—with a good bit of extra effort—to correct my mistake. And I was not in front of a camera with a zillion viewers from all over the world watching.

We are afforded free will, which means sometimes we will make a bad choice or poor decision. There is no way to rewind the film and erase a boneheaded decision, but sometimes we get a second chance. It's a chance to get it right; how grateful we are for that opportunity.

In business, as in our personal life, there are times when circumstances prevent us from being afforded the opportunity to make the best decision. That is to push back for what we know we want, need and deserve. We have no choice but to make the best choice in those circumstances and in the situation as it is presented. Our best decision is to know "when to hold 'em and when to fold 'em."

I relate that to being part of the NAPS family. For example, the work the NAPS disciplinary defense team does in its willingness to assist others when a fellow member is facing proposed discipline is exemplary—to stand in the gap and help members through the rough spots and provide the opportunity for a second chance.

In the heat of the debate or defense, the team is there to keep their heads when you lose yours. That alone is worth the cost of NAPS membership. Every supervisor, manager and postmaster needs to know who to call in times of need; each NAPS member is deserving of that peace of mind.

So, what does that have to do with the NAPS Auxiliary? As a family member of a NAPS member, we like to be recognized as a part of the NAPS family, too. The Auxiliary's support of SPAC is a family endeavor. When we help NAPS, we are providing support in response for their dedication and the many ways NAPS assists our personal family through NAPS membership.

The National Auxiliary is welcoming new members. We want to encourage families of NAPS members to join. It's a positive way for us to partner with NAPS; together, we can increase our impact and contributions. Auxiliary President Patricia Jackson-Kelley (geekell@aol.com) and Secretary-Treasurer Bonita Atkins (latkins326@aol.com) can provide more information and an application.

Don't make a boneheaded decision: Join the NAPS Auxiliary and join the NAPS family!

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