

Developing the Front Line and Equipping Supervisors

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April 29, 2023

DELIVERING FOR AMERICA

Our Delivering for America (DFA) Plan launched on March 23, 2021, to transform the Postal Service from an organization in financial and operational crisis to one that is self-sustaining and high-performing. The transformational strategies below provide a roadmap to a more efficient, valuable, and relevant organization.

✓ **Restrain Total Cost of Labor**

Contribute to the financial stability of the organization by managing all aspects of labor costs

✓ **Equip Current and Aspiring Supervisors**

Equip our current and future front-line supervisors will further enable the business to drive a culture of performance accountability and engagement and provide more opportunities for growth, advancement and promotion into, and within, the supervisor ranks.

✓ **Expand Talent Management Strategies**

Advance a culture of diversity, inclusion and acceptance, and enhance opportunities for growth, advancement and promotion for all employees. Initiatives aim to enhance career planning, expand employee development, and strengthen succession planning to improve engagement and retention at all levels.

Goal: Restrain Total Cost of Labor

Contribute to the financial stability of the organization by managing all aspects of labor costs

OBJECTIVES

- Provide guidance on initiatives that involve APWU-represented bargaining unit employees
- Implementation of the Rural Route Evaluated Compensation System (RRECS)
- Finalization of Rural Contract Administration Manual (RCAM), including field training
- Provide guidance on NALC related initiatives.

BUSINESS OUTCOMES

- Minimizes potential liability associated with the initiatives
- Align rural carrier compensation and rural route structure to workload
- Reduction in pending grievances

Restrain Total Cost of Labor

Article 12

- **National Article 12 Training will be rolled out this FY**
- **CRDO Partnerships:**
 - Line H documentation collection & repository
 - Article 8 – City Carriers
 - Finalizing HERO Training Course
 - Area LR/Operations teams
- **OTAdmin Training & Enhancements**
 - Grievance scorecard
 - Guidance Tab

Restrain Total Cost of Labor

- Article 12 Training- Prepare for S&DC, RPDC, LPC Reassignments
 - Course design is part HERO and part in-person training
 - Target audience-District Mgrs. HR/LR, Mgrs.Workforce Planning
 - The course will be offered to select operations EAS TBD.

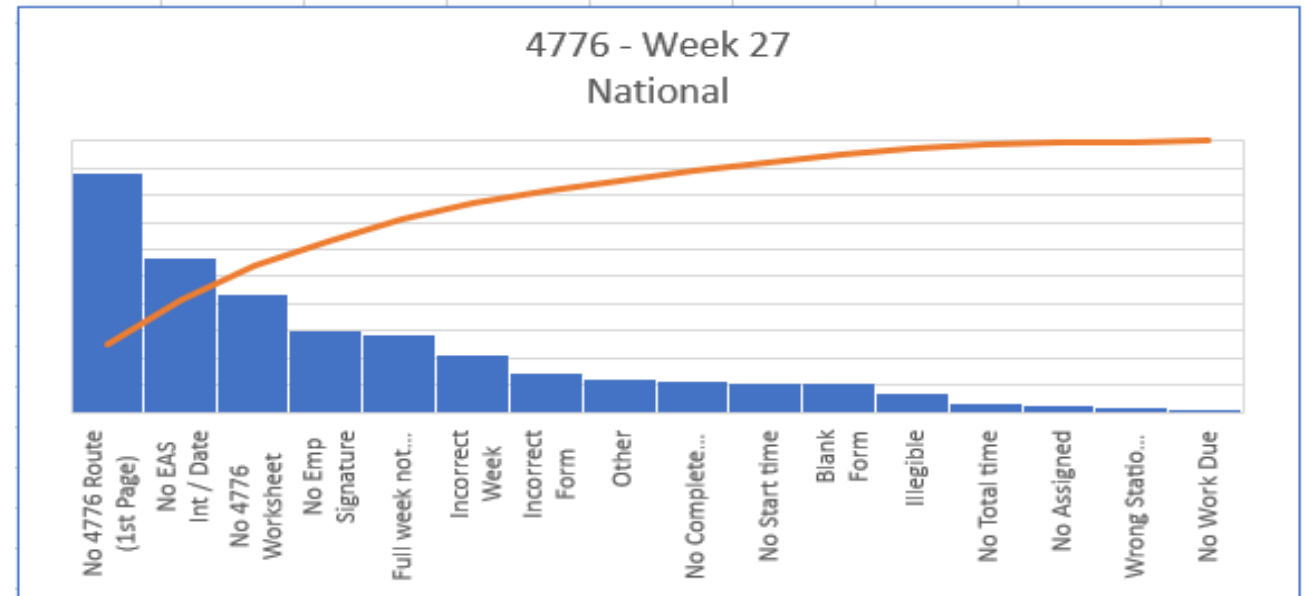
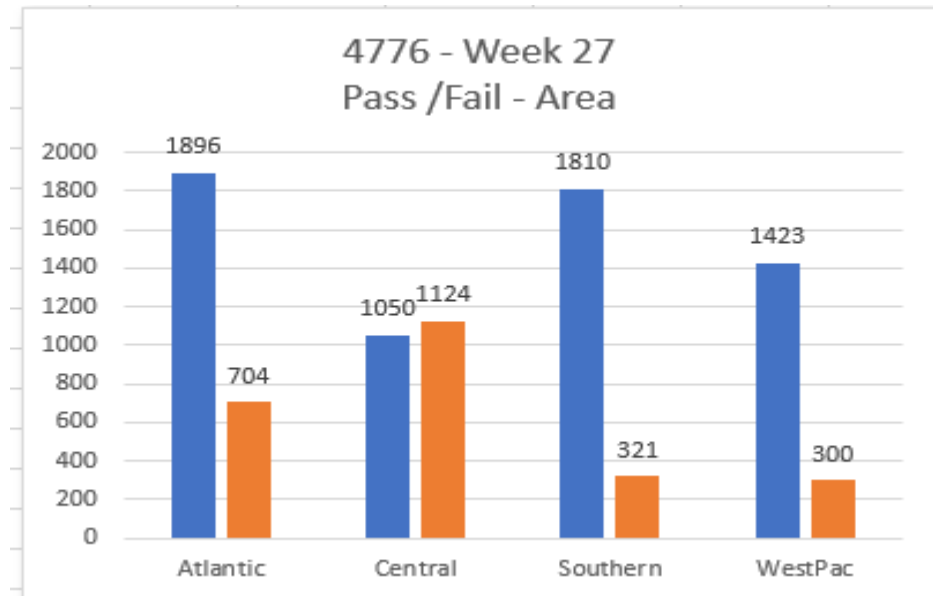
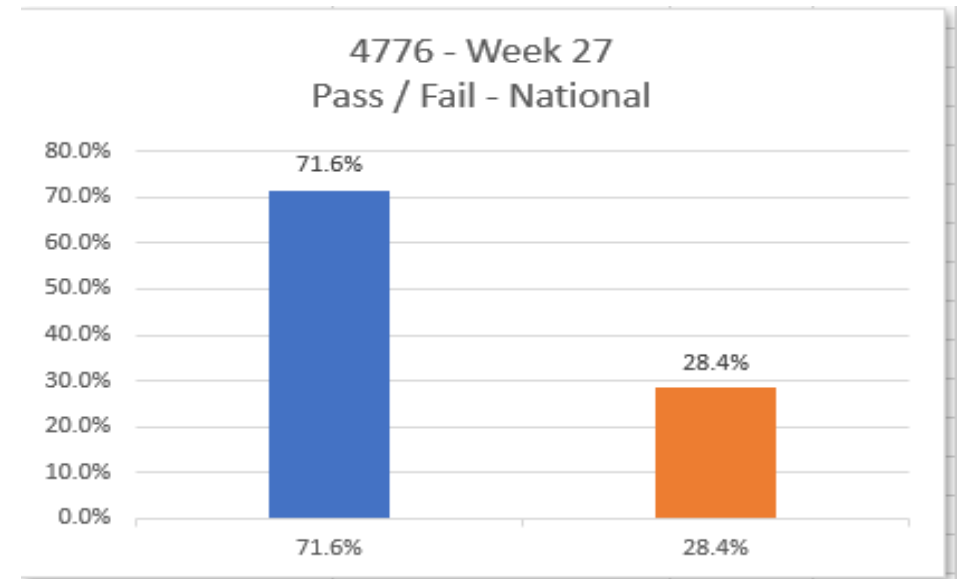
Restrain Total Cost of Labor

Line H

- HQ Field Labor Relations Support partnered with CRDO to create a process for monitoring & documenting Line H performance
- LR provided guidance regarding the documentation needed to defend management in the grievance/arbitration process.
- CRDO built a weekly workhour tracking system, containing repository of PS Forms 4776.

Restrain Total Cost of Labor

- Part of the oversight by the CRDO group includes quality reviews that are shared with CRDO Leadership & Field employees.



F2B (NALC) Grievance Payouts – Trends

Area	FY20	FY21	FY22	FY23 (Dec)
ATLANTIC RETAIL & DELIVERY	\$5,063,277	\$9,015,765	\$10,723,948	\$3,269,052
CENTRAL RETAIL & DELIVERY	\$9,914,694	\$15,254,119	\$27,275,224	\$4,995,327
SOUTHERN RETAIL & DELIVERY	\$6,827,717	\$9,498,447	\$9,831,866	\$2,491,034
WESTPAC RETAIL & DELIVERY	\$13,275,565	\$24,943,244	\$25,980,889	\$6,781,050
Total	\$35,081,253	\$58,711,575	\$73,811,927	\$17,536,464

F2B (NALC) Grievance Payouts –YTD vs SPLY

Area	FY22 SPLY	FY23 YTD	% Change
ATLANTIC RETAIL & DELIVERY	\$3,348,434	\$3,269,052	-2.37%
CENTRAL RETAIL & DELIVERY	\$6,401,938	\$4,995,327	-21.97%
SOUTHERN RETAIL & DELIVERY	\$3,149,786	\$2,491,034	-20.91%
WESTPAC RETAIL & DELIVERY	\$5,941,330	\$6,781,050	14.13%
Total	\$18,841,488	\$17,536,464	-6.93%

Article 8 (City Carrier) CRDO Overtime Partnership

- HQ Field LR and CRDO HQ Leadership met at of FY 22 to review city carrier overtime grievance payouts, which exceeded \$73 Million in FY 22.
- A team was put together, led by Contract Compliance which worked on various aspects of compliance initiatives including:
 - Article 8 Training for all CRDO field managers conducted via Zoom
 - Identification of knowledge gaps to aid in creation of upcoming HERO course for supervisors
 - HERO Article 8 training course-Target date of June 1, 2023.
 - HERO course will be automatically assigned based on occ code.
- OTAdmin enhancements and visibility initiatives

Article 8 (City Carrier) CRDO Overtime Partnership

- The parties have a team of two (2) for each Area consisting of an operations manager and a Labor Relations Specialist dedicated exclusively to reducing Function 2B Overtime payouts.

Team Members

Atlantic Area – Dave Davis & Richard Burke

Central Area – Shawn Godfrey & Ryon Knopik

Southern Area – Karen Gandy-Harris & Rene Benavidez

WestPac Area – Nick Goodwin & John LaFreniere

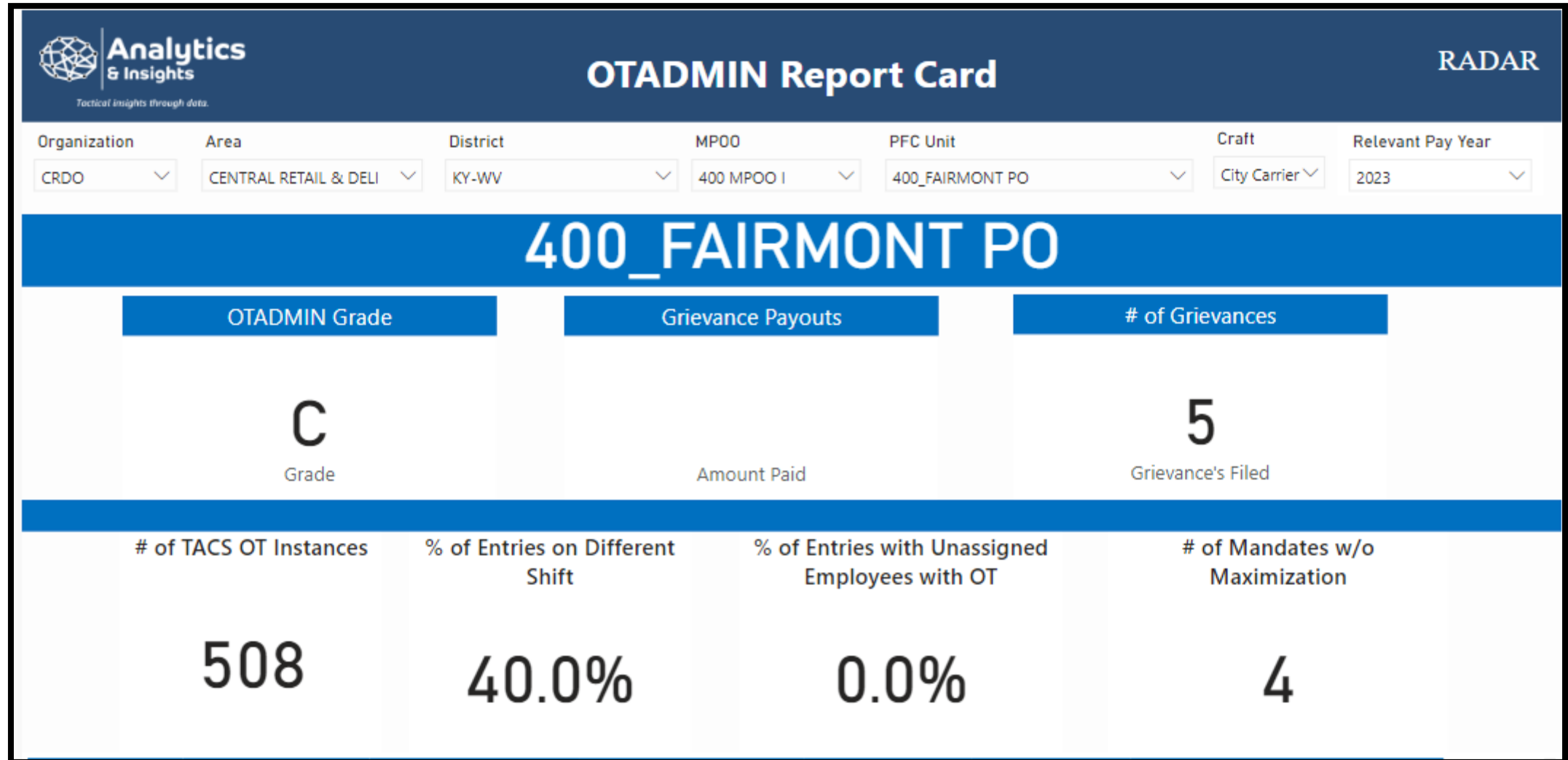
Article 8 (City Carrier) CRDO Overtime Partnership

- The teams provide the following support:
 - Site visits to high-opportunity offices – visits include root cause investigations regarding sources of grievance payouts and coaching/mentoring with front-line supervisors
 - Training – virtual and in-person – concerning Article 8, Article 15, GATS alerts, and effective use of OTAdmin
 - Monitoring of grievance payouts; intervention and one-on-one training when needed
 - Collaboration with operations officials (e.g., Postmasters, District Managers) to create strategies related to grievance payout reduction

Article 8 (City Carrier) CRDO Overtime Partnership

- OTAdmin Enhancements: Creating a “**One Stop Shop**” for all overtime issues
- OT Scorecard created in partnership with CRDO and soon to be announced
- <https://app.powerbigov.us/groups/46e76eb1-3c11-4333-b748-b6c2a5914d47/reports/af397a09-520e-40b8-94b0-fdc850b801ee/ReportSection0c42bddf79ade353907a?ctid=f9aa5788-eb33-4a49-8ad0-76101910cac3>
 - Scorecard will illustrate grievance data and OTAdmin utilization

Article 8 (City Carrier) CRDO Overtime Partnership



Article 8 (City Carrier) CRDO Overtime Partnership

- Guidance Tab will have three options;
 - Training, How To, and Contractual.
 - Training materials for OTAdmin are available in OTAdmin and accessible to all users.
 - How To illustrates specific tasks to be performed in OTAdmin.
 - Contractual tab has craft specific article 8 language and proper application, grievance support for specific article 8 type violations, checklists and language for responses, as well as scheduling strategies.
 - The primary focus of Guidance Tab was to instill contractual knowledge into those making decisions relative to Article 8.

Article 8 (City Carrier) CRDO Overtime Partnership

OTAdmin moving forward

- Calendar to be added to illustrate when training is being offered
 - User will access calendar, select date training is offered, and a link will be emailed to them.
- Chat Box to be added for frequently asked questions.
 - As questions are answered, all users can see the information provided, not solely the author of the initial message.

Article 8 (City Carrier) CRDO Overtime Partnership

The screenshot shows the OTADMIN Report Card dashboard. At the top, there are navigation tabs: Overtime, Favorites, Guidance, and Reports. Below this is a notification banner: "14 Employee Transfers are pending your approval" with a "Go to Transfers" link. The main content area is titled "OTADMIN Report Card" and includes a "Select a Unit Above" dropdown menu. Below the menu are three summary cards: "OTADMIN Grade" (D), "Grievance Payouts" (\$2M), and "# of Grievances" (7,663). A second row of metrics includes: "# of TACS OT Instances" (9M), "% of Entries on Different Shift" (68.7%), "% of Entries with Unassigned Employees with OT" (48.1%), and "# of Mandates w/o Maximization" (187K). To the right is an "Upcoming Training Calendar" for March 2023, with the 10th highlighted. Below the report card is a "Unit / Finance Search" section with two dropdown menus for "Area 15" and "District * 96". A yellow text box with the text "Text box for Q&A here" is overlaid on the right side of the dashboard. At the bottom right, the number "11" is visible.

Restrain Total Cost of Labor Grievance & Payouts

Eliminate Use of 204Bs

Goal: Equip Current and Aspiring Supervisors

Equip our current and future front-line supervisors will further enable the business to drive a culture of performance accountability and engagement and provide more opportunities for growth, advancement and promotion into, and within, the supervisor ranks

OBJECTIVES

- **Drive internal hiring efforts to recruit, hire and onboard** newly promoted supervisors to fill current operational gaps.
- **Design an apprentice program** that provides a pipeline of trained & confident supervisors prepared to step into challenging roles.
- **Create relief supervisor positions** targeted at assisting offices & plants with critical staffing needs.

BUSINESS OUTCOMES

- **Decrease** grievance payouts by eliminating 204B workhours.
- **Improve retention for pre-career workforce** by creating stability in the supervisor ranks.
- **Improve work environment by** equipping supervisors with the tools and support needed to create a more supportive workplace for our employees.
- **Increase productivity** by providing expanded, job-relevant training to enable supervisors to work more effectively.

Equip Current and Aspiring Supervisors

- Modifications to Supervisor Workload Credit (SWC) Model
 - Establishment of SCSS in Level 24 and Above
 - Decrease in 35:1 Ratio Now 15:1
 - New Credits for:
 - RCAs and ARCs
 - PMRs
 - Sunday Operations
- THANK YOU NAPS SWCS COMMITTEE
 - Work Team will continue its review

Equip Current and Aspiring Supervisors

- Establishment of Relief Supervisor Positions
 - SCS, SDO, SMO, STO
 - 1:5 Ratio at Installation Level
 - 2,500 New Positions
 - Current Schedules Should be Reviewed Now for all EAS

Goal: Expand Talent Management Strategies

Advance a culture of diversity, inclusion and acceptance, and enhance opportunities for growth, advancement and promotion for all employees. Initiatives aim to enhance career planning, expand employee development, and strengthen succession planning to improve engagement and retention at all levels.

OBJECTIVES

BUSINESS OUTCOMES

- Elevate front-line leadership capabilities
- Expand programs that support career planning, expanded training and self-development, and opportunities for growth, advancement, and promotion.

- Provide an engaging workplace that supports employee development.

Expand Talent Management Strategies

- Pilot of Supervisor Apprenticeship Program
 - 6 Month Program
 - Promoted to Level 16 then outplaced to Level 17
 - Meaningful Training with Coach and Mentor
 - Pilot in Two R&D Installations and 4 Plants

Expand Talent Management Strategies

Supervisor Apprenticeship Program Pilot Sites

Retail and Delivery:

- Brooklyn Post Office
 - Postmaster or Manager Customer Services Operations (MCSO)
- San Diego Post Office
 - Postmaster or Manager Customer Services Operations (MCSO)

Processing and Distribution:

- Brooklyn NY P&DC
 - Sr. Manager Distribution Operations
- Miami FL P&DC
 - Plant Mgr. or Manager Distribution Operations, EAS 24
- St. Paul MN P&DC
 - Plant Mgr. or Manager Distribution Operations, EAS-22
- West Valley AZ P&DC
 - Plant Mgr. or Manager Distribution Operations, EAS-22

Expand Talent Management Strategies

- ❑ Field EAS Vacancy rate below 5% prior to SWCs modifications
 - **Current rate 8%**
 - **2992 vacancies**
 - **2045 currently posted**

- ❑ Additional supervisor authorizations will significantly increase vacancy rate

Expand Talent Management Strategies

We Need Recruiters- **YOU** Career Conferences

Attend a **career conference** for a day of career exploration:

Learn about career development tools, how to apply to vacancies, and how to prepare for interviews.

Meet and pitch your best 'elevator speech' to Postal Service leaders.

Discover career paths and available positions. Network with peers and leaders across the organization.

Job Fairs

Join a **virtual career fair** and learn how to become a front-line supervisor:

1. Learn what to expect from the role of the supervisor.
2. Explore career paths.
3. Acquire tips on applying and interviewing.

Upcoming dates include March 26, May 7, July 23, and September 17.