



February 9, 2018

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National Association of Postal Supervisors  
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Gentlemen:

As a matter of information, the Postal Service plans to conduct a survey of Supervisor Customer Services and Supervisor Distribution Operations in several metro cites as part of a study on attracting, hiring, and retaining qualified entry level supervisors.

The survey will be distributed to EAS employees in the following cities:

- Washington DC
- Denver
- Los Angeles
- Dallas
- Chicago
- Boston
- Philadelphia
- Charlotte

This survey, named the *Front Line Supervisor Survey* takes less than five minutes to complete and the tentative date for participation is February 13-19, 2018. Employees will be given a link to the electronic survey at their USPS.gov e-mail address. Participation in the survey, administered through Qualtrics will be voluntary and confidential.

A copy of the survey questions is enclosed for your review.

Please contact Henry Bear at extension 2324 if you have questions concerning this matter.

Sincerely,

*For*

Bruce A. Nicholson  
Manager  
Labor Relations Policy Administration

Enclosures

# Front Line Supervisory Survey

This is a voluntary academic survey designed to be completed by current EAS supervisors employed by the Postal Service in major metropolitan facilities. If you agree to take this survey, your identity will be anonymous. The results of this survey will only be used in aggregate form to support further analysis of the position duties and responsibilities, compensation and benefits, for front line supervisors. The aggregate results of the survey will be available to Postal Service managers and executives, on an as needed basis. The results from individual surveys will not be made available or shared.

Q1. Please rank in order of importance, (1 being **most** important), the below listed Pay for Performance components that you believe drive your performance. Please only rank those components that apply to you; if you do not believe the component motivates your performance, please leave it blank.

- Start of Year Expectation Discussion (PES)
  - Mid-Year Performance Discussion (PES)
  - End of Year Performance Review (PES)
  - Weighted Corporate Indicators (NPA)
  - Weighted Unit Indicators (NPA)
  - 15-point measurement system for contribution (NPA 1-3, 4-6, 7-9, 12-15 for level of contribution)
  - Composite Summary for End of Year Rating (NPA)
-

Q2. On a scale of 1-9, rank the following areas/responsibilities in *order of difficulty in managing your job activity*, (1 being HIGHLY challenging, 9 being somewhat challenging) Please use each number only **once**.

- \_\_\_\_\_ Managing Injured-on-Duty Employees
- \_\_\_\_\_ Managing Rural Delivery Efficiency
- \_\_\_\_\_ Managing City Delivery Efficiency
- \_\_\_\_\_ Managing Retail operations (including all clerk activities)
- \_\_\_\_\_ Managing Difficult Employees
- \_\_\_\_\_ Managing Attendance
- \_\_\_\_\_ Managing Safety
- \_\_\_\_\_ Managing Customer Issues (complaints, requests, etc.)
- \_\_\_\_\_ Managing Administrative Tasks (email, telecoms, vehicles, etc.)



Q3. On a scale of 1-9, please rank the following areas/responsibilities in order of importance in which you believe *you need more training*, (1 being the greatest need, 9 being lowest need). Please use each number only **once**.

- \_\_\_\_\_ Managing Injured-on-Duty Employees (HR)
- \_\_\_\_\_ Delivery Efficiency Programs (Operations)
- \_\_\_\_\_ Corrective Action (Labor)
- \_\_\_\_\_ Retail Services, (Marketing)
- \_\_\_\_\_ Communication with Employees and Customers, (Engagement)
- \_\_\_\_\_ Managing Total Operating Expenses, (Finance)
- \_\_\_\_\_ Managing Attendance (Labor/HR)
- \_\_\_\_\_ Managing Safety (HR)
- \_\_\_\_\_ Managing Administrative Tasks (email, telecoms, vehicle utilization etc.) (Operations)



Q4. On a scale of 1-12, please rank the following issues/responsibilities in order of importance (1 being **most** important, 12 being **least** important) to you when seeking a new position within Postal Service management. Please use each number only **once**.

- \_\_\_\_\_ Base salary of new position
- \_\_\_\_\_ Potential for advancement
- \_\_\_\_\_ Training for new position
- \_\_\_\_\_ Compatibility with career path
- \_\_\_\_\_ Potential for salary increase based on performance
- \_\_\_\_\_ Complexity of new position

- \_\_\_\_\_ Reporting Official
  - \_\_\_\_\_ Required work hour commitment
  - \_\_\_\_\_ Work environment
  - \_\_\_\_\_ Schedule (work hours and days off)
  - \_\_\_\_\_ Location of new position
  - \_\_\_\_\_ Opportunity for personal growth and development in new position
- 



Q4. On a scale of 1-17, please rank the following issues in order of importance (1 being **most** important, 17 being **least** important) to you if you were seeking a new management position outside the Postal Service, either in the private sector or public sector. Please use each number only **once**.

- \_\_\_\_\_ Base Salary
- \_\_\_\_\_ Potential for advancement
- \_\_\_\_\_ Training
- \_\_\_\_\_ Structure for regular performance feedback
- \_\_\_\_\_ Potential for salary increase based on performance
- \_\_\_\_\_ Medical insurance plan
- \_\_\_\_\_ Dental insurance plan
- \_\_\_\_\_ Vision insurance plan
- \_\_\_\_\_ Schedule (Hours of work, days off)
- \_\_\_\_\_ Defined contribution retirement plan
- \_\_\_\_\_ Employee assistance options (EAP, counseling programs)
- \_\_\_\_\_ Family insurance options
- \_\_\_\_\_ Commuter Assistance Plan
- \_\_\_\_\_ Flexible schedule
- \_\_\_\_\_ Cost of living (where position is located)
- \_\_\_\_\_ Work environment
- \_\_\_\_\_ Opportunity for personal growth and development in new position

Q5

In your own words, please provide feedback on what you believe the Postal Service can do to make the entry level (front line) supervisor position more appealing to prospective candidates! (250-character limit)

# Front Line Supervisory Survey

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Q2. On a scale of 1-9, rank the following areas/responsibilities in *order of difficulty in managing your job activity*, (1 being HIGHLY challenging, 9 being somewhat challenging) Please use each number only **once**.

- \_\_\_\_\_ Managing Injured-on-Duty Employees
- \_\_\_\_\_ Managing transportation issues
- \_\_\_\_\_ Managing maintenance issues
- \_\_\_\_\_ Managing clerk employee issues
- \_\_\_\_\_ Managing Difficult Employees
- \_\_\_\_\_ Managing Attendance
- \_\_\_\_\_ Managing Safety
- \_\_\_\_\_ Managing mail handler issues
- \_\_\_\_\_ Managing Administrative Tasks (email, telecoms, etc.)



Q3. On a scale of 1-9, please rank the following areas/responsibilities in order of importance in which you believe *you need more training*, (1 being the greatest need, 9 being lowest need). Please use each number only **once**.

- \_\_\_\_\_ Managing Injured-on-Duty Employees (HR)
- \_\_\_\_\_ Mail Processing Variance Efficiency Programs (Operations)
- \_\_\_\_\_ Corrective Action (Labor)
- \_\_\_\_\_ Complement management, (HR)
- \_\_\_\_\_ Communication with Employees and Customers, (Engagement)
- \_\_\_\_\_ Managing Total Operating Expenses, (Finance)
- \_\_\_\_\_ Managing Attendance (Labor/HR)
- \_\_\_\_\_ Managing Safety (HR)
- \_\_\_\_\_ Managing Administrative Tasks (email, telecoms,) (Operations)



Q4. On a scale of 1-12, please rank the following issues/responsibilities in order of importance (1 being **most** important, 12 being **least** important) to you when seeking a new position within Postal Service management. Please use each number only **once**.

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- \_\_\_\_\_ Required work hour commitment
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