

# the Postal Supervisor

June 2017



*Make Good Use of Your*

**'Rest and Recreation'**

**You Earned It!**

page 5



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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.*

**Submissions—**Articles submitted for publication should promote the welfare of NAPS and its members in accordance with Article II of the NAPS Constitution & Bylaws. The NAPS resident officers reserve the right to edit all articles, as well as decline to publish submitted material. Branch officer articles must be not more than 350 words. Send all articles to NAPS Secretary/Treasurer Chuck Mulidore at [naps.cm@naps.org](mailto:naps.cm@naps.org).

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

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# In This Issue

June 2017

## FEATURES

- 9** **March 9 Consultative** *Address Management renamed, request to modify eCC tool among items discussed.*
- 12** **April 12 Consultative** *Ad-hoc EAS-19 details, retroactive promotion dates for non-bargaining employees and Postal Pulse among items discussed.*
- 24** **How to Enhance Your Resilience** *Regardless of whether changes in your life are positive or negative, the level of stress experienced can be equally high. Being resilient allows you to bounce back from life's hard times relatively quickly.*

## RESIDENT OFFICERS

- 3** **How Innovative—A Chief Innovation Officer**  
*Brian J. Wagner*
- 4** **CA Provides an At-Sea Venue for the State Convention**  
*Ivan D. Butts*
- 5** **Actions Do Speak Louder Than Words**  
*Chuck Mulidore*

## COLUMNS

- 18** **Legislative Update**  
*Bruce Moyer*

## DEPARTMENTS

- 6** **NAPS of Note**
- 10** **NAPS 2017 State Conventions**
- 13** **NAPS Training Calendar**
- 14** **Thrift Savings Plan**  
*April 2017*
- 16** **Views from the Vice Presidents**  
*Richard L. Green Jr. and Myrna Pashinski*
- 17** **Vince Palladino Memorial Student Scholarships**  
*Application forms due July 31, 2017*
- 21** **2017 SPAC Contributors**
- 22** **SPAC Scoreboard**
- 27** **Notes from the National Auxiliary**  
*Elly Soukey*

# How Innovative—A Chief Innovation Officer

**M**uch of the focus at our 2017 Legislative Training Seminar (LTS) was regarding H.R. 756, the “Postal Service Reform Act of 2017.” We hit the Hill lobbying for the passage of H.R. 756, focusing on alleviating the USPS’ burden of prefunding future retiree health benefits and the integration of Medicare for eligible postal retirees. Yes, these are big-ticket items that require close attention

by Congress due to how they may “score” against the national budget.

For those of you keeping score, if H.R. 756 were to be passed right now, it also would require the Postal Service to establish and appoint a chief innovation officer (CIO). The CIO would manage the Postal Service’s development and implementation of innovative postal and non-postal products and services.

Why do we need a section in a law to require the USPS to establish a position to lead the Postal Service to be more innovative? We don’t. Innovation should occur without legislation. The Postal Service should consider establishing a CIO position or something similar before Congress gets involved. Otherwise, with congressional oversight, USPS innovation could become stagnation. Besides, the USPS already is testing innovative ideas.

Let me share with you the Postal Service’s newest innovation it is testing: Informed Delivery. Briefly, Informed Delivery provides a residential postal customer with an email message or online dashboard access of an image of letter-sized mail that will be arriving soon in the customer’s mailbox. This past summer, at the request of Postal Headquarters, I was asked to participate in the Informed Delivery test. I agreed.

Now, my “mail moment” happens each morning with electronic notification of the letter mail I will receive for the day. Sure, I see in advance that I’m receiving

a bill. However, with Informed Delivery, I also see the cards and letters I am receiving from friends and family, which makes coming home to any bill less stressful. Let’s not forget the excitement of knowing in advance of receiving that 20-percent-off coupon from Bed, Bath and Beyond. I love using this coupon for my flavored K-cup coffees.

Informed Delivery is innovative and a smart business move by the USPS. It definitely will move postal customers toward being fully informed, rather than blissfully unaware, of what the USPS is offering customers. As you may recall, this is a reference from my April article. Bottom line, besides loving my K-cup coffees, I love Informed Delivery. It is very innovative.

Amazon Fresh and Sunday Amazon delivery are other innovative ways the Postal Service is trying to compete and raise revenue. Like Informed Delivery, Amazon still is in the testing stage. With more USPS innovation, Amazon delivery may just move from the testing stage to an everlasting stage of USPS delivery.

When you look at the bigger picture, postal employees, especially EAS, already are chief innovation officers. EAS employees are innovative every day in their operations, ensuring postal customers are served in the most efficient way possible. It’s EAS employees who have used these same innovative skills when it comes time to conducting NAPS branch business.

Lets’ face it: NAPS branches also don’t have to wait for Congress to pass a law to seek innovation. I suggest branches take a page from H.R. 756, but skip Congress and appoint your own NAPS chief innovation officer (NCIO). Your branch NCIO can seek ways to increase branch participation, promote new membership, get members trained, raise funds for conventions and encourage more SPAC donations or any other outside-the-box innovative idea.

Your resident officers also must be NCIOs. We must continue to seek new and innovative ways to conduct NAPS business more efficiently and, at the same time, improve NAPS representation. This can

*Continued on page 8*



**Brian J. Wagner**  
*President*

# CA Provides an At-Sea Venue for the State Convention

Just returned from the California State Convention, which was held aboard a cruise ship. This type of convention was a first for me, as was being on a cruise ship. I am truly humbled and grateful for the opportunity to serve our association and commit to working toward this end. I now can admit that this convention being on a ship evoked some high anxiety for me.



**Ivan D. Butts**  
Executive Vice President

Despite rough seas the first two days that debilitated some cruise veterans, the body went about the business of the association in a professional manner. I am glad to say I survived the experience and look forward to going again; Laurie already is planning our family cruise. This convention was put on with some great TLC from Branch 159 President Bridget Evans and Branch 466 President Mariel Murillo and their support teams.

I had the pleasure of being with Western Region Vice President Marilyn Walton and Pacific Area Vice President Hayes Cherry. The leadership these two strong advocates have provided to California over the years continues to add to the legacies of those who blazed the NAPS trail before them—Margarete Grant and Dorothea Bradley, both of California Branch 127, to name just two.

Past President Louis Atkins and his wife Bonita also were in attendance. I always look forward to seeing Louis and being with him to learn more about the rich heritage of NAPS. We must know from where we came to better see where we are going.

I was skeptical that the necessary business of the association could get done in a cruise-ship environment. California State President Damon Leopold managed the convention agenda, committees and processes with precision and purpose. He made the necessary

adjustments, as needed, when issues arose. The conference ran smoothly; I was honored at the end to install the Branch 905 Executive Board.

I have to give kudos to Debbie Baker for creating another rousing welcome for the delegates. It reminded me of our previous national conventions when the Auxiliary would perform a welcoming skit. This was a great tradition I hope one day can be done again.

Speaking of the Auxiliary, a big thanks to Lee Leopold, Auxiliary Western Region vice president, for the great job she and her crew did with the SPAC drawings. I truly appreciate our Auxiliary and all the work they do in support of NAPS. I encourage all branches to actively support the growth of their auxiliaries by inviting and sponsoring spouses, significant others and family members to join.

Lastly, I want to thank Marsha Danzy, California State Legislative chair. Marsha does great work year-round with grass-roots efforts in a state that has 55 congressional leaders. That said, she does not work alone managing this process for NAPS. This year, Marsha set a goal for SPAC contributions. Not only was the bar set high, but she continued to encourage us to believe in the possibilities and work to achieve our goal. I am sure NAPS will see a significant SPAC contribution from the great state of California.

Thanks to all who were in attendance for making this convention on the sea a great one. Hopefully, in the near future, NAPS Headquarters will provide a way

for your NAPS group to put on this type of assembly for your state with the added benefit of supporting SPAC in the process.

In solidarity ...

[naps.ib@naps.org](mailto:naps.ib@naps.org)

## **The Postal Supervisor 2017 Production Schedule**

Issue	Copy Deadline*	Mails
JULY	MAY 19	JUNE 15
AUG	JUNE 15	JULY 13
SEPT	JULY 18	AUG 10
OCT	AUG 21	SEPT 12
NOV	SEPT 22	OCT 19
DEC	OCT 24	NOV 16
JAN 18	NOV 28	DEC 21

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

# Actions Do Speak Louder Than Words

**A**s June and summer approach, I hope each of you has planned time to spend with your family on vacation. Whether that involves a week-end getaway, a long-planned family trip or just some time at home to relax, a vacation is the best prescription for stress—work-related or otherwise.

You earn annual leave with the Postal Service as a benefit of your employment. It is recognized in the *ELM*

as time for you to rest and rejuvenate; as stated in Section 512.11, “Annual leave is provided to employees for rest, for recreation and for personal and emergency purposes.” While that is vague, to be sure, and certainly we, as EAS employees, lack the contractual guarantees of the craft collective-bargaining agreements, we are entitled, nonetheless, to use our annual leave.

EAS employees certainly need time to rest and recreate—perhaps more than any other Postal Service employees. Unfortunately, part of the ritual of summer is many EAS employees are denied leave because certain weeks of the year are blocked off or they never receive back their leave slips, *Form 3971*, from their bosses.

Why? If all EAS employees are entitled to take leave as prescribed in the *ELM*, then why does this happen so often? In the age of engagement, if engagement is to grow and have meaning, EAS employees must be allowed to request leave and have their leave approved. This is not a bargaining chip, this is not a request. This is just the right thing to do!

Whenever you have these issues, first notify your local NAPS branch president; NAPS then will follow this up the chain of command from your Executive Board member to NAPS Headquarters, if necessary. This has got to stop! The

ability to take leave is a fundamental aspect of employee engagement. To make the workplace better for all employees, but especially for our EAS employees, postal leaders must respect our desire to use the leave we have earned.

We know that, after a period of leave—time with the family or just time away from work—productivity increases. So, if the Postal Service wants to improve performance, productivity and Postal Pulse scores, stop making this basic right granted to all employees in the *ELM* so difficult for many of our EAS employees. We know this is not condoned at the highest levels of the Postal Service; therefore, that message must get down to the field. We must hold those leaders accountable locally who are not recognizing the benefit of allowing their EAS employees the time “for rest and recreation” they so desperately need.

I was watching an interview recently on a cable news show with a foreign leader. He stated, and I’m paraphrasing, “Do not listen to the words the leader of a nation tells the leader of another nation. Listen to the words he tells his own people, for that is what he truly believes in his heart.” In other words, actions speak louder than words. Leadership truly must “walk the walk” on engagement or else it is only talk.

NAPS truly wants to engage with postal leadership at all levels; I believe postal executives want the same. On the local level, engage with your district leader-

ship, ensure you meet with them regularly and bring up important issues and get answers. If you are unable to accomplish this, then push those issues up the chain of command at NAPS.

Your local NAPS leaders and Executive Board members are there to help you. At NAPS Headquarters, we support all our members in every aspect of treatment and engagement. We will get you answers—and results.

Enjoy your hard-earned leave; you deserve it.

[naps.cm@naps.org](mailto:naps.cm@naps.org)



**Chuck Mulidore**  
Secretary/Treasurer



### On the Move?

Have you moved or are planning a move? *Let NAPS know, too!*

Keeping your mailing address current at NAPS Headquarters helps us keep *The Postal Supervisor* coming to you without interruption and avoid unnecessary “Address Service Requested” charges.

Please let us know your new address and its effective date as soon as you know it. Address changes may be mailed to NAPS at 1727 King St., Suite 400, Alexandria, VA 22314-2753, or faxed to (703) 836-9665.

**OIG Hotline Acts as Whistleblower Hotline**

At the 2016 NAPS National Convention, Resolution 34 was adopted by convention delegates:

RESOLVED, That NAPS establishes a “Whistleblower Hotline” that will allow supervisors to anonymously report violations and/or their concerns, and be it further

RESOLVED, That each employee be assigned a unique number until their names are required by the OIG.

Currently, postal employees may contact the Postal Service OIG at [www.uspsoig.gov](http://www.uspsoig.gov) to report fraud and abuse. The OIG Hotline receives information from USPS employees, customers and the general public; it

is an important avenue for reporting fraud, waste and misconduct. The OIG reviews the information received to identify systemic and criminal issues and potential areas for postalwide reviews.

Per the OIG, alleged violations of the FLSA are issues primarily under the jurisdiction of the Department of Labor (DOL) to investigate (wage and overtime violations, among others). Employees, including supervisors, can file complaints with DOL, at <https://www.dol.gov/whd/howtofilecomplaint.htm>.

NAPS Headquarters reviewed the feasibility of implementing a “Whistleblower Hotline” per Resolution 34. In coordination with the OIG to reduce redundancy, ensure NAPS members’ anonymity is maintained per Resolution 34 and expedite the reporting of alleged viola-

tions of law or misconduct, this link will constitute the Whistleblower Hotline: [www.uspsoig.gov](http://www.uspsoig.gov).

In order to complete the form, take the following steps:

1. Go to [www.uspsoig.gov](http://www.uspsoig.gov); click on the red bar at the top of the page, “Report Fraud, Waste and Abuse.”
2. Under Online Forms, click “File an Online Complaint.” Do not click on “Whistleblower Complaint Form.” The whistleblower form is for filing retaliation complaints.
3. While filling out the Online Complaint form, wait until you are at the end to request to remain anonymous. If you request this at the beginning of the form, the OIG will be unable to contact and help you.

This information is posted on the NAPS Bulletin Board at [www.naps.org](http://www.naps.org).



About 50 members attended the Central Gulf Area training in Mobile, AL, over the April 1 weekend. Training topics included officer duties and responsibilities, parliamentary procedure, *ELM 650* appeal writing and case study, retirement planning and a Q&A with the NAPS resident officers. From left: past Central Gulf Area VP Roy Beaudoin, Secretary/Treasurer Chuck Muldore, President Brian Wagner; past President Louis Atkins, Southern Region VP Tim Ford and Central Gulf Area VP Cornel Rowel Sr.

USPS Pacific Area Vice President Dean Granholm announced his retirement in March and, since, has visited each district to meet with employees and thank everyone for their hard work and making his experience as Pacific Area vice president a great end to his career. From left: NAPS Western Region Vice President Marilyn Walton, Mary Fine (NAPS), Granholm, Norma Powell (NAPS), Jeff Perry (NAPS) and Angelita Daniels (UPMA).



This year's Northeast Training Seminar took place in March in San Juan, PR. The seminar was led by NAPS Northeast Region VP Tommy Roma, New York Area VP Jimmy Warden, Mideast Area VP Hans Aglidian and New England Area VP Greg Murphy.

Presentations were given by USPS Labor Relations VP Doug Tulino, Northeast Area VP Ed Phelan, Northeast Area A/HR Manager John Godlewski, Triboro District Manager Elvin Mercado, NAPS Executive Vice President Ivan D. Butts, Secretary/Treasurer Chuck Mulidore, New York Area VP Jimmy Warden and Jay Killackey, JayFKConsultants.

A Q&A with NAPS and USPS leaders was held. NAPS President Brian Wagner and Caribbean District Manager Lisa Ojeda gave warm greetings.



USPS Vice President of Labor Relations  
Doug Tulino

USPS Northeast Area Vice President  
Ed Phelan



The Caribbean District featured a career day on March 26 hosted by Caribbean District Manager Lisa Ojeda and HR Manager Juan Delgado; 168 people attended. NAPS was invited to speak at the event. Branch 216 President Antonio Cabrera talked about the mission of NAPS and the benefits of joining. Northeast Region VP Tommy Roma and New York Area VP Jimmy Warden also attended.

NAPS Northeast Region VP Tommy Roma (second from right) and New York Area VP Jimmy Warden (back row) attended the New Supervisor Program (NSP) class in the Triboro District. All six NSP attendees joined NAPS; they were given a NAPS portfolio and pen for signing as members. During its membership drive, NAPS will present a leather portfolio and pen to all EAS employees who become NAPS members at NSP and Postmaster Training classes and district career days.



The Triboro District held a New Supervisor Program class April 14. Twenty-one supervisors from Brooklyn, Flushing, Jamaica, Long Island, New York and the Bronx participated. NAPS New York Area VP Jimmy Warden, Branch 100 President Tom Hughes, Branch 100 VP Jim Puccio and Branch 68 President Jamaal Muhammad spoke to the class about the benefits of joining NAPS.



Officers of Boston Branch 43 were sworn in by New England Area VP Greg Murphy. Officers, from left: John Russell, Dominic Russo, John Paz (president) and Al Ciccone.

Members of Los Angeles Branch 39 and South Bay/Long Beach Branch 266 visited Capitol Hill during LTS in March. They met with Krystal Williams, Rep. Karen Bass' (D-CA) senior legislative counsel. From left: Branch 39 President Marilyn Jones, Branch 266 member JoAnn Davis-Compton, Branch 39 VP Sam Booth, Williams, Branch 39 Financial Secretary Velma McClinton, Branch 266 Legislative rep Evelyn Benjamin and Auxiliary President Patricia Jackson-Kelley.



The California NAPS members also met with Rep. Ted Lieu (D-CA). From left: JoAnn Davis-Compton, Velma McClinton, Sam Booth, Patricia Jackson-Kelley, Lieu, Evelyn Benjamin and Marilyn Jones.

## How Innovative—A Chief Innovation Officer

*Continued from page 3*

occur by streamlining our NAPS on-line registration process for LTS and national conventions, enhancing our website for ease of use, developing new training modules and discovering better ways to communicate through social media.

NAPS Headquarters innovations should apply to the rest of our Exec-

utive Board as the next level of NCIOs. NAPS regional and area vice presidents always should seek innovative ways to encourage NAPS membership, participation and leadership. From there, NAPS innovation must continue to spread to the state and local branch officers with innovative ways to promote the welfare of their members and build the bench for the next generation of NAPS leadership.

Never underestimate how innovative you can be when you have confidence in yourself and your ability to be successful. Don't wait for someone else to give you a chance to be innovative; be innovative by giving yourself that chance. When looking for that next NAPS chief innovation officer, don't look to the left or right. Be innovative. Look straight in the mirror.

[naps.bw@naps.org](mailto:naps.bw@naps.org)

# Address Management Renamed, Request to Modify eCC Tool Among Items Discussed

**T**he March 9 consultative meeting was held in conjunction with the spring Executive Board meeting. The entire NAPS board was present. Representing the Postal Service were Bruce Nicholson and Phong Quang, USPS Labor Relations Policy Administration.

## Agenda Item #1

NAPS has been made aware by the field that Address Management Systems (AMS) has been moved under Addressing & Geospatial Technology (AGT).

NAPS asked if AMS still will be reporting to the manager, Operations Program Support (MOPS). NAPS also asked what changes are going to be felt in the field due to this reporting structure change.

*As a result of Headquarters' reorganization and the establishment of Enterprise Analytics, Address Management was renamed Addressing & Geospatial Technology (AGT). The reporting relationship between district AMS employees and the local district is unchanged. Jim Wilson is director of AGT and is responsible for policy oversight of the AMS system.*

*The following concern resolutions adopted at the 2016 NAPS National Convention:*

**Resolution 50:** NAPS is concerned that a source of stress in Customer Service is using different factors to validate productivity in each office. It seemingly changes on a regular basis—daily, monthly, quarterly or annually—using actual-to-base, actual-to-plan, actual-to-earned,

actual to SPLY.

NAPS contends that all these factors can be successes and failures with the same actual numbers causing confusion in the field among EAS employees. The lack of unified processes creates unnecessary stress in a production environment.

NAPS requests that the USPS works to eliminate the ways various current methods are being used and determine one method to be used. NAPS is willing to solicit membership SMEs on this issue to partner with the USPS.

*The Postal Service does not adopt this resolution. One method can't be applied to productivity, performance, etc. Our own NPA indicators have SPLY as a goal; others have other productivity targets. One size fits all isn't the most effective method to track performance. Management should set the goal, educate employees about the goal and lead them toward reaching the goal.*

**Resolution 51:** NAPS is concerned that the USPS continues to increase the number of required programs and duties to manage Customer Service operations. In conjunction with the increased programs, the USPS has continued to reduce Support and Human Resource functions and incorporate programs and duties formerly performed by these eliminated positions into the management duties of Retail, Delivery and Collection operations.

NAPS contends that the USPS has no current process that accurately accounts for the actual time needed to manage and supervise Customer Service operations effectively.

Therefore, NAPS requests that, each time a new program or task is created and assigned to Customer Service operations, the USPS provides NAPS with an outline of how much time is required to efficiently perform each new program or task.

NAPS further requests that each time a new program or task is assigned to Customer Service operations, the USPS provides NAPS with an outline of how each new program or task is to be integrated into the existing workload and how each new program or task is to be prioritized with current duties.

*The Postal Service does not adopt this resolution. The Postal Service typically advises NAPS when programs are modified, changed or implemented in operations. The Postal Service is willing to discuss new tasks that are developed and are national in scope with NAPS, if asked.*

*If NAPS feels a local manager has implemented a task, report, etc., then questions should be directed to that local office for discussion. NAPS was successful in convincing the Postal Service to conduct a work study of supervisory daily duties/SWCs. Results from this study should help enhance SWCs. Chief Operating Officer David Williams has pledged to reduce tasks and reports that have no value.*

**Resolution 52:** NAPS has received concerns that the USPS continues to operate post offices, delivery units and processing plants in high-cost areas. NAPS contends that the current eCC tool used by the Postal Service is flawed and needs to be modified to become more effec-

tive. Currently, many eCC cases are not assigned to the proper office for resolution because the system assigns the complaint to the ZIP code of the complaining address—not the ZIP code where the problem occurred (i.e., delivery address or processing center).

NAPS requests that the eCC tool be modified to assign complaints to the ZIP code of where a problem occurred. NAPS further requests that the eCC tool be modified to populate postal contact information in the supervisor response screen of the eCC tool. The contact phone number and mailing address of both the delivery unit of the complaint and the phone number and mailing address of where the problem occurred should be shown.

*A modification to the eCC system was made in June 2014. That modification changed the old logic of routing eCC cases to the customer's local office. Instead, all cases now are routed to the destination office/delivery office. We provided this information to NAPS during the May 2014 consultative meeting.*

*As a result of the 2014 modifica-*

*tion, eCC routing is significantly more accurate. Offices still may experience routing inaccuracies if customers omit or provide bad information when submitting complaints.*

*It is uncommon to have issues from the originating facility, which is why eCC cases are routed to the facility where delivery issues occur. If eCCs are routed to the wrong facility, it most likely is because the customer's data input is incorrect and, therefore, the phone number and mailing address information also is incorrect. Supervisors needing assistance should use the "Assistance Request" function under "Actions" within the eCC system. The Postal Service does not see a need to modify its legacy system at this time.*

**Resolution 53:** NAPS believes that, in the spirit of the words found in Title 39 to attract and retain EAS employees, when a detail opportunity and/or a posted ad-hoc position for an EAS vacancy becomes available, a titled EAS employee should have the first opportunity for consideration to apply and qualify for the position before bargaining-unit

craft employees.

The USPS currently allows craft employees to fill these details and/or ad-hoc positions, while not allowing non-bargaining EAS employees the opportunity to gain experience, skills and knowledge; that is, the opportunity to further their career paths in other essential areas of operation.

Given the latest EAS WRIF positions in which the APWU was allowed to take positions held by EAS employees (e.g., mail flow controllers, address management specialists and, possibly, in the near future, process control assistants and retail specialists), NAPS requests that an EAS employee is given first consideration for EAS details and ad-hoc positions before bargaining-unit employees. Also, NAPS requests that all EAS detail/ad-hoc postings be stipulated "EAS consideration."

*The Postal Service does not adopt this resolution. It could result in multiple detail assignments at the same time and may affect operations. Non-bargaining employees interested in detail assignments and developmental opportunities should inform their managers of this interest prior to detail assignments being available.*

*EAS Leadership Development (ELD) was established to identify and develop future leaders for key managerial positions and is available to EAS Level-16-and-above district and area employees. This program was previously not afforded to employees in positions lower than EAS-19, but was modified at the request of NAPS. ELD participants have the opportunity to develop their managerial and functional/technical skills through virtual learning, on-the-job development (detail assignments), feedback and coaching.*

## NAPS 2017 State Conventions

Dates	State(s)	Location
May 18-20	Pioneer Area	Tropicana Casino/Hotel, Evansville, IL
May 18-20	Wisconsin	Chula Vista Resort, Wisconsin Dells
May 18-20	New York	Villa Roma, Callicoon
May 18-21	New England Area	Red Jacket Inn, Conway, NH
June 1-4	Capitol-Atlantic Area	Westin Hotel, Virginia Beach, VA
June 2-4	Minnesota	Fair Hills Resort, Detroit Lakes
June 7-11	FL/GA	Embassy Suites, Savannah Airport, Savannah, GA
June 8-10	Michigan/Indiana	Atheneum Suite and Hotel Conference Center, Detroit
June 8-11	Pennsylvania	Red Lion Hotel, Harrisburg
June 15-17	AL/LA/MS	Evangeline Downs Hotel, Opelousas, LA
June 23-25	Texas	Downtown DoubleTree, San Antonio
June 25-27	New Jersey	Resorts Hotel and Casino, Atlantic City
July 8-9	Hawaii	TBD

*Please report state convention dates to NAPS Headquarters as soon as they are known.*

**Resolution 55:** In the spirit of the words found in *Title 39* to attract and retain EAS employees, NAPS believes the USPS should change the current higher-level rule. With current Postal Service higher-level rules, many EAS employees are required to perform higher-level duties, in addition to their normal duties, on a routine and recurring basis, without appropriate compensation or recognition.

NAPS contends these EAS employees still are held accountable for the decisions they make performing higher-level duties. NAPS also affirms that the Postal Service could not effectively operate without EAS employees managing in these vital decision-making positions on a daily basis. NAPS further contends that it is not ethical or financially responsi-

ble to expect EAS employees to be placed in higher-level, decision-making positions on a daily basis without proper compensation.

NAPS requests that the current waiting period for higher-level compensation for EAS employees be abolished and a new, higher-level compensation procedure be created that will serve to acknowledge and compensate EAS employees immediately when they are required to perform higher-level duties in shift durations.

*The waiting period for higher-level detail compensation for EAS employees was changed from 30 days to five days in 2004. At the time, the Postal Service deemed it inappropriate to make an EAS employee wait 30 days to receive compensation for higher-level temporary or detail assignments. However, the Postal*

*Service also finds it inappropriate to modify the current five-day waiting period to an immediate compensation structure.*

*Higher-level details serve as beneficial developmental opportunities for EAS employees and not just a compensable benefit. The Postal Service also recognizes potential problematic situations if the policy changed from the five-day waiting period to immediate compensation.*

*A temporary assignment is defined as the placement of a career employee in another established position that is vacant or from which the incumbent is absent from duty. The career employee must be assigned the primary or core duties and be directed to assume the major responsibilities of the higher-grade position to be eligible for higher-level pay.*

## “How To” with the TSP

Planning for retirement can be a challenge, but making basic changes to your TSP account should be easy. Keep reading to learn “How To” with the TSP.

### How to Change Your TSP Investments

We offer five individual funds you can mix and match, and five Lifecycle (L) funds that are professionally designed based on when you'll need your money.

(To learn more about our core funds, see the accompanying chart.) To change which fund(s) you invest in, there are two transactions you can make. A **contribution allocation** tells us how you want to invest **new** money coming into your account. An **interfund transfer (IFT)** allows you to change the way money **already** in your account is invested. You may request a contribution allocation or an IFT by logging into My Account at [tsp.gov](http://tsp.gov) and visiting the “Online Transactions” menu on the left. You can also call the ThriftLine at 1-877-968-3778 and follow the automated prompts (you'll need your 13-digit account number and 4-digit PIN), or choose option 3 from the main menu to speak to a Participant Service Representative.

**TSP Tip:** An IFT does not affect how future deposits into your TSP account are invested – it will only affect the money that is currently in your account. For more information, watch our video, “Contribution Allocations and Interfund Transfers,” at [youtube.com/tsp1gov](http://youtube.com/tsp1gov)

### How to Interpret Your Investments' Performance

Our core funds are designed to match the performance of certain benchmark indexes<sup>1</sup> and, for the past 10 years, thanks to our low fees and expenses, our funds have outperformed these benchmarks.

	G Fund	F Fund	C Fund	S Fund	I Fund
<b>Description of Investments</b>	Government securities (specially issued to the TSP)	Government, corporate and mortgage-backed bonds	Stocks of large- and medium-sized U.S. companies	Stocks of small- to medium-sized U.S. companies not included in the C Fund	International stocks from more than 20 developed countries
<b>Objective of Fund</b>	Interest income without risk of loss of principle	To match the performance of the Bloomberg Barclays U.S. Aggregate Bond Index	To match the performance of the Standard & Poor's 500 (S&P 500) Stock Index	To match the performance of the Dow Jones U.S. Completion TSM Index	To match the performance of the MSCI EAFE (Europe, Australasia, Far East) Index

<sup>1</sup> Most of our core funds have a benchmark that they track. For example: Our C Fund, which contains stocks of large- and medium-sized U.S. companies, aims to match the performance of the Standard & Poor's 500 Stock Index.

# Ad-Hoc EAS-19 Details, Retroactive Promotion Dates for Non-Bargaining Employees and Postal Pulse Among Items Discussed

**P**resident Brian J. Wagner, Executive Vice President Ivan D. Butts and Secretary/Treasurer Chuck Mulidore were present for the April 12 consultative meeting with the Postal Service. Executive Board Chair Tim Ford attended via telecon. Representing the Postal Service were Bruce Nicholson and Phong Quang, USPS Labor Relations Policy Administration.

## Agenda Item #1

NAPS would like to better understand the reporting relationships of the work groups that made up the increases in scoring results in the 2016 Postal Pulse; that is, AVPs to direct reports, DMs to direct reports.

NAPS asked what mechanisms within this stated 60 percent increase in Postal Pulse scoring would be transferable to more front-line workgroups, such as SDO/SCS to craft. NAPS does not believe the USPS will see 60 percent increases with these workgroups and would like to know what the USPS' expectation is as a result of the voluntary CEW training.

*Loretta Tolliver, manager of Engagement Programs, responded. She said the reporting relationships among the workgroups were across the board. The 60 percent improvement in the grand mean applies to those workgroups that actually have taken the training. So far, over 21,000 employees have received the engagement training, to include Level-17 and above, with the goal being set at approximately 41,000 total employees to*

*receive the training, including craft employees who have been invited to attend.*

## Agenda Item #2

NAPS has been made aware of the settlement in Case No. Q10C-Q-C14011344 that awarded the posting of career clerk jobs in the Sales Retention Centers around the country.

NAPS also has received notices from the field that career EAS positions are not being created to manage the employees assigned to these units and the USPS is posting ad-hoc NTE two-year EAS-19 details in these facilities as supervision.

NAPS contends that, by not providing dedicated career EAS employees to correctly manage this unit, the SRC process no longer will have the value benefits expressed in the letter to outgoing clerks who were working in the Sales Retention Centers.

NAPS requested that all ad-hoc NTE two-year EAS-19 details be reposted as career EAS-19 positions with a higher-level manager also assigned to ensure the continuity of operations at the Sales Retention Centers.

*The Sales Retention Centers were not staffed with career supervisors during the pilot test; therefore, it is questionable how adding supervisor ad-hoc positions could result in a decline in value to the Postal Service. The Postal Service needs to evaluate the Sales Retention Centers and does not want to establish permanent supervisor positions until this evaluation is complete.*

*The agency does not want to put any supervisor at risk of a reduction-in-force if it is determined that a supervisor position no longer is needed at the Sales Retention Centers. The Postal Service does not understand how the continuity of operations would not be met by establishing ad-hoc supervisor positions.*

NAPS asked if non-bargaining employees selected for the EAS-19 SRT ad-hoc positions retain their Form 50 jobs. Are non-bargaining employees selected for the EAS-19 SRT ad-hoc positions eligible for additional hours?

*The EAS-19 SRT ad-hoc position is a temporary assignment; therefore, employees detailed to the position will not vacate their Form 50 assignments.*

*The Postal Service will follow policies outlined in the ELM, Section 417.2, Assigning FLSA Status, when applying classification for FLSA pay purposes of employees temporarily assigned to the EAS-19 SRT ad-hoc position.*

## Agenda Item #3

NAPS received correspondence dated March 3, 2017, "Retroactive Promotion Dates for Non-bargaining Employees." The memo stated that HRSSC will not process retroactive promotion dates. The notice mentions significant additional costs associated with retroactive payments in 2016.

NAPS is concerned that the USPS is punishing promoted EAS employees because of the inactions of other USPS leaders. NAPS long has contended that EAS employees should

immediately be released and moved when awarded new positions.

NAPS also has had a long-standing problem with EAS employees being held by leaders who fail to take the process forward and hold back EAS employees' advancement or agitate the process for EAS employees.

NAPS finds no value in the next-higher-level concurrence process; it plays no part in the application, review board and interview process and gives no input to the selection of the successful candidate. The next-higher-level process has served as an aggravating factor in filling EAS positions.

NAPS requested that, when a selecting official makes and notifies the successful candidate of the awarded position, the effective date of the selection is processed based on the selecting official's final award and the EAS employee be released within 30 days of the award.

*NAPS submitted resolutions for the November 2014, December 2014 and January 2015 consultative meetings regarding establishing time limits for placing non-bargaining employees selected for new jobs. The Postal Service is not willing to prescribe deadline dates because circumstances vary. There could be operating circumstances under which it could take less or more time to complete the process. As NAPS knows, Handbook EL-312, Section 744.1, addresses the placement concern regarding implementation of selections:*

#### **744.1—Effective Dates**

*“The gaining and losing organizations must coordinate effective dates to ensure appropriate coverage.”*

*The principle that decision-making authorities should coordinate effective dates to ensure business interests are covered is relevant in responding to the instant item from NAPS. If NAPS perceives locally that determinations concerning whether a vacancy selection de-*

*cision appears to be delayed unduly, NAPS members in the field should contact management through local Human Resources (the district, then, if necessary, area manager of Human Resources) to discuss their concerns.*

*The Postal Service disagrees with*

*NAPS' claim that there is no value to having concurrence by the next higher-level authority in the selection process. How has the NHL process served as an aggravating factor to an applicant who is recommended for selection?*

*Continued on next page*

## **NAPS Training Calendar**

### **Pioneer Area Training**

**May 18-20, 2017**

*In conjunction with the Pioneer Area Convention*

**Conducted by:** Pioneer Area VP Tim Needham

**Location:** Tropicana Evansville Hotel, 421 NW Riverside Dr., Evansville, IN 47708; (812) 433-4000

**Hotel Rate:** \$99 plus tax

**Training Topic:** Leadership

**Instructor:** Former Capitol-Atlantic Area VP John Geter

**Training Topics:** Managing NAPS Headquarters reports, NAPS *Officer Training Manual*, membership recruitment, presidents training, legislative efforts at home and more.

### **Michiana Area Training**

**June 8-10, 2017**

*In conjunction with the Michigan/Indiana Convention*

**Conducted by:** Michiana Area VP Kevin Trayner

**Location:** Atheneum Suite Hotel, 1000 Brush St., Detroit, MI 48226; (313) 962-2323

### **New England Area Training**

**May 18-21, 2017**

*In conjunction with the New England Convention*

**Conducted by:** New England Area VP Greg Murphy

**Location:** Red Jacket Mountain View Resort, 2251 White Mountain Highway North, Conway, NH 03860; (603) 356-7816, ext. 504

**Hotel Rate:** \$571/single, \$688/double; includes breakfast buffet each morning and lunch and dinner buffets on Friday.

**Registration Fee:** \$75

**Training Topics:** Mediation hearings, Medicare integration and district breakouts

**Instructors:** Paul Chabot and Jay Killackey. Direct questions to Greg Murphy, newenga-reavp@gmail.com.

### **Mideast Area Training**

**June 8-10, 2017**

*In conjunction with the Pennsylvania State Convention*

**Conducted by:** Hans Aglidian; (610) 521-2625

**Location:** Red Lion Hotel, 4751 Lindle Rd., Harrisburg, PA 17111; (717) 939-7841

**Hotel Rate:** \$99 plus tax

**Training Topics:** Adverse action and medication

**Instructors:** Jack Schofield, federal mediator

### **Mideast Area Training**

**June 25-27, 2017**

*In conjunction with the New Jersey State Convention*

**Conducted by:** Hans Aglidian; (610) 521-2625

**Location:** Resorts Casino Hotel, 1133 Boardwalk, Atlantic City, NJ 08401; (844) 517-9481

**Hotel Rate:** \$62/\$72 plus tax

**Topic:** Adverse Action

**Instructor:** Charlie Scialla, Scialla Associates

**Agenda Item #4**

NAPS received a copy of a recent posting—number 10089493—from the Mid-Carolinas District. NAPS is concerned with the following statement in the posting: “Current career postal employees are not eligible to apply.”

NAPS recently was advised that the USPS is using the full-time equivalent (FTE) of 5,000 EAS employees in 204-B workhours. With this extreme number of 204-B workhours, NAPS asked why initial-level EAS positions are being posted nationwide for which none of these employees can apply.

NAPS has periodically received complaints from the field and has raised them in prior consultations regarding EAS employees being instructed to “find your replacement” before being afforded the use of their earned benefit of annual leave. NAPS members have—to the tune of 5,000 FTE—not only found, but also trained and developed, future EAS employees, but the USPS is posting jobs for which these employees cannot apply.

NAPS contends if these jobs are being posted excluding career USPS employees due to these employees not applying for initial postings, these employees no longer should be allowed to work as acting EAS employees. They obviously have demonstrated a lack of desire to be a leader in the USPS.

NAPS also questions whether the “current career postal employees are not eligible to apply” statement is discriminatory toward career versus non-career USPS employees. NAPS cannot identify a reason for the USPS to not fill any EAS position in the category of the Supervisor Selection Process in agreement with USPS Handbook EL-312, Section 741.131.c. NAPS requested that this provision fills all initial-level supervisory positions.

<b>Thrift Savings Plan</b>					
<b>Fund</b>	<b>G</b>	<b>F</b>	<b>C</b>	<b>S</b>	<b>I</b>
<b>April 2017</b>	<b>0.20%</b>	<b>0.81%</b>	<b>1.03%</b>	<b>1.15%</b>	<b>2.62%</b>
<b>Past 12 Months*</b>	<b>1.98%</b>	<b>1.12%</b>	<b>17.95%</b>	<b>21.83%</b>	<b>12.91%</b>
<small>The G, F, C, S, and I Fund returns for the last 12 months assume unchanging balances (time-weighting) from month to month, and assume that earnings are compounded on a monthly basis.</small>					
<b>Fund</b>	<b>L Income</b>	<b>L 2020</b>	<b>L 2030</b>	<b>L 2040</b>	<b>L 2050</b>
<b>April 2017</b>	<b>0.50%</b>	<b>0.76%</b>	<b>1.07%</b>	<b>1.21%</b>	<b>1.34%</b>
<b>Past 12 Months*</b>	<b>4.89%</b>	<b>8.23%</b>	<b>11.41%</b>	<b>13.07%</b>	<b>14.65%</b>
<small>These returns are net of the effect of accrued administrative expenses and investment expenses/costs. The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so that investors' shares, when sold, may be worth more or less than their original cost. The L 2010 Fund was retired on Dec. 31, 2010.</small>					
Visit the TSP website at <a href="http://www.tsp.gov">www.tsp.gov</a>					

*NAPS' contention of the Mid-Carolinas District posting does not identify whether the supervisor job was initially posted for all eligible career employees. If that opportunity was provided to career employees and the Postal Service was unsuccessful in identifying a qualified applicant, then the area of consideration can be extended in accordance with Handbook EL-312, Section 743.132.*

NAPS asked if there is a review process before jobs are posted externally.

*The Postal Service complies with EL-312, Section 743, Selection Process, when recruiting internal and/or external applicants. Furthermore, EL-312, Section 12, Responsibility, outlines the roles of district leadership up to the vice president, Employee Resource Management, in regard to employment and placement policies.*

*The following concern resolutions adopted at the 2016 NAPS National Convention:*

**Resolution 63:** NAPS is submitting this adopted resolution in conjunction with pending Agenda Item #6 from July 2016 concerning staffing at Local Operating Centers (LOCs).

The Postal Service has created LOCs, but neglected to establish permanent positions to cover LOCs.

NAPS requests that the USPS creates supervisory positions to cover LOCs, which are mandated to be covered seven days a week, 10 to 12 hours daily. NAPS also requests that LOCs be closed until the Postal Service creates these new positions.

*The Postal Service does not adopt this recommendation. The Postal Service sees value in using the LOCs. Postal Headquarters' Delivery Strategy and Planning is finalizing the roles and responsibilities for LOCs and will provide a briefing to the resident officers once it is complete.*

**Resolution 64:** The Postal Service is not well-served when vacant EAS positions are not filled promptly. The Postal Service often manipulates EAS postings to avoid timely filling of these positions.

NAPS requested that, at the district level, the USPS consults with local NAPS representatives before vacant EAS positions are held for more than 75 days.

*The Postal Service is striving to fill*

*Continued on page 19*

# NAPS Executive Board Directory

## Resident Officers

The resident officers may be contacted at 1727 King St., Suite 400, Alexandria, VA 22314-2753; (703) 836-9660; (703) 836-9665 (fax)



**Brian J. Wagner**  
President  
naps.bw@naps.org



**Ivan Butts**  
Executive Vice President  
naps.ib@naps.org



**Chuck Mulidore**  
Secretary/Treasurer  
naps.cm@naps.org

## Regional Vice Presidents

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



**Thomas Roma**  
385 Colon Ave., Staten Island, NY 10308-1417; (718) 605-0357 (H) (917) 685-8282 (cell)  
troma927@cs.com

*Eastern Region* (Areas 3—DE, PA and NJ Branch 74—4 and 5)



**Richard L. Green Jr.**  
7734 Leyland Cypress Lane, Quinton, VA 23141-1377 (804) 928-8261 (cell)  
rgreen151929@aol.com

*Central Region* (Areas 6, 7, 8 and 9)



**Craig O. Johnson**  
6703 N. Saint Clair Ave., Kansas City, MO 64151-2399; (816) 741-6064 (H) (816) 914-6061 (cell)  
craigj23@sbcglobal.net

*Southern Region* (Areas 10, 11, 12 and 13)



**Tim Ford**  
6214 Klondike Dr., Port Orange, FL 32127-6783; (386) 767-FORD (H) (386) 679-3774 (cell)  
seareavp@aol.com

*Western Region* (Areas 14, 15 and 16)



**Marilyn Walton**  
PO Box 103, Vacaville, CA 95696-0103 (707) 449-8223 (H)  
marilynwalton@comcast.net

## Area Vice Presidents

*1—New England Area* (CT, ME, MA, NH, RI, VT)



**Gregory Murphy**  
31 Hudson Lane, Windsor, CT 06095 (860) 687-9757 (H) (413) 244-6810 (cell)  
newengareavp@gmail.com

*2—New York Area* (NY/PR/VI)



**James "Jimmy" Warden**  
137 Evergreen Court, Freehold, NJ 07728-4122 (917) 968-5222 (cell)  
nyareavp@aol.com

*3—Midwest Area* (DE/NJ/PA)



**Hans P. Aglidian**  
5 W. Chester Pike, Apt. D, Ridley Park, PA 19078-2005 (610) 659-0905 (cell)  
hпасoccer@comcast.net

*4—Capitol-Atlantic Area* (DC/MD/NC/SC/VA)



**Troy Griffin**  
1122 Rosanda Ct., Middle River, MD 21220-3025 (443) 506-6999 (H) (410) 892-6491 (cell)  
troy1970@live.com

*5—Pioneer Area* (KY/OH/WV/Evansville, IN, Branch 55)



**Timothy Needham**  
PO Box 21, Niles, OH 44446-0021 (330) 550-9960 (cell)  
napspioavp@gmail.com

*6—Michiana Area* (IN/MI)



**Kevin Trayer**  
8943 E. DE Ave., Richland, MI 49083-9639 (269) 366-9810 (cell)  
kevintrayer@att.net

*7—Illini Area* (IL)



**Luz Moreno**  
625 Alhambra Ln., Hoffman Estates, IL 60169-1907; (847) 884-7875 (H) (773) 726-4357 (cell)  
luznaps@yahoo.com

*8—North Central Area* (MN/ND/SD/WI)



**Dan Mooney**  
10105 47th Ave. N, Plymouth, MN 55442-2536 (612) 242-3133 (cell)  
dan\_9999@msn.com

*9—MINK Area* (IA/KS/MO/NE)



**Richard "Bart" Green**  
7919 N Flintlock Rd., #K, Kansas City, MO 64158 (913) 205-8912 (cell)  
minkareavp@yahoo.com

*10—Southeast Area* (FL/GA)



**Bob Quinlan**  
PO Box 490363, Leesburg, FL 34749-0363; (352) 217-7473 (cell) (352) 728-5992 (fax)  
bjq@aol.com

*11—Central Gulf Area* (AL/LA/MS)



**Cornel Rowel Sr.**  
808 N Sabine Dr., Baton Rouge, LA 70810-2471 (504) 450-1993 (cell)  
lenroc10@bellsouth.net

*12—Cotton Belt Area* (AR/OK/TN)



**Shri L. Green**  
4072 Royalcrest Dr., Memphis, TN 38115-6438 (901) 362-5436 (H)  
slbg@comcast.net

*13—Texas Area* (TX)



**Jaime Elizondo Jr.**  
PO Box 1357, Houston, TX 77251-1357 (832) 722-3737 (cell)  
jaimenapstx@aol.com

*14—Northwest Area* (AK/ID/MT/OR/WA)



**Cindy McCracken**  
3247 109th Ave. S.E. #A, Bellevue, WA 98004-7532 (206) 465-8689 (cell)  
nwareavp@comcast.net

*15—Rocky Mountain Area* (AZ/CO/NV/NM/UT/WY)



**Myrna Pashinski**  
21593 E. Layton Dr., Aurora, CO 80015-6781 (303) 931-1748 (cell)  
vprma6state@aol.com

*16—Pacific Area* (CA, HI, Guam, American Samoa)



**Hayes Cherry**  
PO Box 7455, Moreno Valley, CA 92552-7455 (951) 533-0241 (cell)  
hcherry242@aol.com

**Immediate Past President**



**Louis M. Atkins**  
PO Box 80181, Baton Rouge, LA 70898-0181 (703) 380-9458 (cell)  
lmatkins326@gmail.com

## Integrity, Honesty and the Workplace

By **Richard L. Green Jr.**  
Eastern Region Vice President

**A**s I ponder the words integrity and honesty and how they impact the lives of members each day, I become very conflicted. The day-to-day pressure put on supervisors and managers and how success is measured—especially in Customer Service—bring these two entities in view every day.

Let's look at the definitions. Integrity is the quality of being honest and fair; honesty is defined as uprightness and fairness. These words actually are synonyms of each other. They should be the cornerstone of the Postal Service; we have been recognized as the most trusted federal government agency for years.



However, I wonder: When the tough decisions have to be made, do our senior leaders truly understand the conflict our supervisors go through on the workroom floor every day?

We say, "Let the data drive performance." However, when the data indicates something we don't like, we

ignore the data. We say we need to engage our employees and be fair and honest to gain their trust to move the agency forward. But when performance targets are not being met, engagement with EAS employees leaves a

bad taste in the mouths of managers and supervisors across the country.

As a NAPS national officer and postmaster, these two words—integrity and honesty—are an integral part of what I do and how I go about in-

teracting with the people with whom I come in touch every day. These two words never should be in conflict with the goals of the Postal Service.

Let's move forward and work to achieve the objective in Article II of the NAPS *Constitution*: "The object 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."

I know—together—we can find that balance where NAPS members know integrity and honesty mean the same for everyone.

[rgreen15192@aol.com](mailto:rgreen15192@aol.com)

## Engaging Your Team—'The Why' at Work

By **Myrna Pashinski**  
Rocky Mountain Area Vice President

**S**ummer is here; the kids are out of school. You have yard work and gardening to do. At the Postal Service, we hit peak vacation time. Oh, let's not forget about planning for your next vacation, too. Preplanning your activities inside and outside of work is important to everyone.

Planning for success during peak vacation time also is critical, but may be the time to start the engagement process in your unit.



Begin taking small steps in mentoring your team during this time of year; it's very possible you could improve your unit's overall performance and increase employee engagement.

I know that may sound impossible because you have full leave

boards and a jam-packed slate of projects to complete every day. Take a few minutes and really think about what preplanning and proper scheduling can help you do. How you prepare for the success of your operation

before taking a much-needed

break from the daily grind gives you an opportunity to engage members of your staff and possibly discover who is ready to take the next step and cover for you.

Taking even a few minutes a week to coach, mentor and develop your supervisor, a 204-B or craft employee about the different tasks you do each day could lead to more interest in how your unit operates and encourage members of your team to step up and cover your job while you are on much-needed annual leave. How would it feel if you came back to work after a wonderful vacation all rested and find all you had

*Continued on page 26*

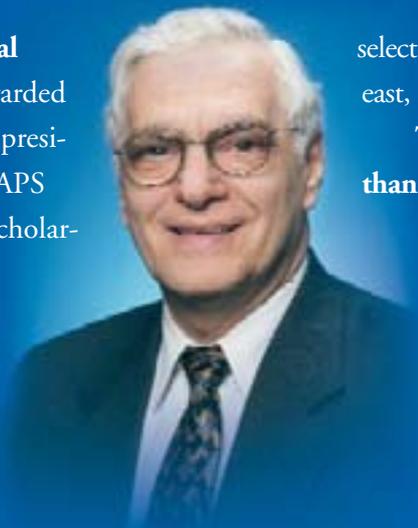
# National Association of Postal Supervisors Vince Palladino Memorial Student Scholarships

## 2017 Official Application Form

**T**he **Vince Palladino Memorial Student Scholarships** are awarded in memory of the late NAPS president and honor his 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 10 \$1,000 **Vince Palladino Memorial Student Scholarships**. Two winners will be randomly



selected from each of the NAPS regional areas (North-east, Eastern, Central, Southern and Western).

**This application must be received no later than July 31, 2017, at the address provided below.**

Scholarship winners will be announced in August. In addition, the scholarship winners will be listed in the October 2017 issue of *The Postal Supervisor*.

Members whose child or grandchild have been awarded a **Vince Palladino Memorial Student Scholarship** will receive a check, payable to the college or university listed in the application, in October 2017. Scholarships may be used to pay expenses in the student's current or following semester.

## deadline: July 31, 2017

\_\_\_\_\_  
Student's name (please PRINT legibly)

\_\_\_\_\_  
Major course of study

\_\_\_\_\_  
Name of accredited two- or four-year college or university attended or will be attending

\_\_\_\_\_  
City and state of the college or university

\_\_\_\_\_  
NAPS member's name

\_\_\_\_\_  
NAPS member's branch number

\_\_\_\_\_  
Student's relationship to NAPS member (son, granddaughter, etc.)

\_\_\_\_\_  
NAPS member's PO box/street address

\_\_\_\_\_  
City

\_\_\_\_\_  
State

\_\_\_\_\_  
ZIP+4

**Applications must  
be received at  
NAPS Headquarters  
no later than  
July 31, 2017**

Please mail completed application to **NAPS Scholarships, Attn: Chuck Mulidore, Secretary/Treasurer, 1727 King St., Suite 400, Alexandria, VA 22314-2753**. Thank you.

**Bruce Moyer**

NAPS Legislative Counsel



Approval by the House Ways and Means Committee represents the next step in the legislative process on Capitol Hill to pass H.R. 756, the bipartisan

Committee in mid-March, but the Medicare integration provision requires approval by the Ways and Means and Energy and Commerce committees before the measure can be brought to the House floor. Both panels have legislative jurisdiction over laws gov-

erning Medicare and any changes to the program. offices during LTS to urge approval of the postal measure. Those meetings had a noticeable, positive impact in clearing the path of the bill toward mark-up in the HOCR Committee less than two weeks later.

During the two-week congressional recess in mid-April, NAPS members scheduled meetings with their House lawmakers back home and attended town hall meetings to press for the bill. These meetings were quite helpful; members should schedule more such meetings during the upcoming Memorial Day recess week in early June.

The ongoing wait for Ways and Means Committee approval does not necessarily suggest opposition by the committee's leaders to the House

## Postal Bill Awaits Approval by Ways and Means Panel

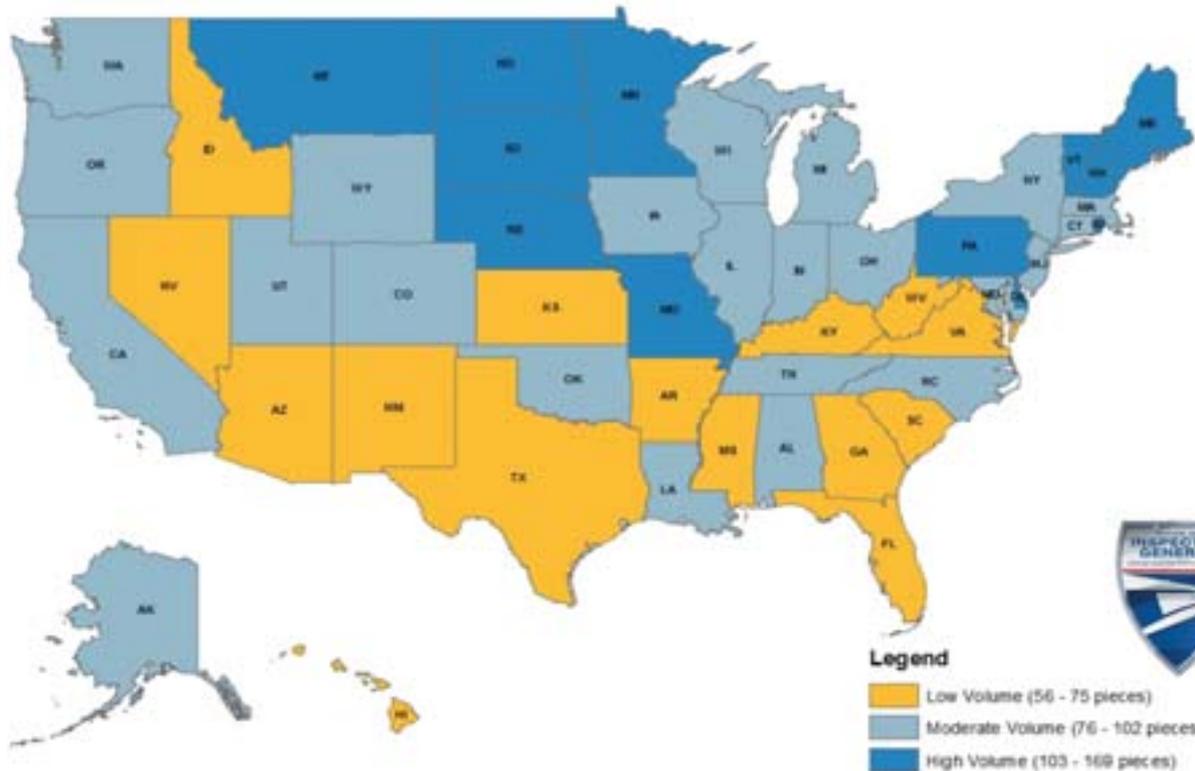
postal reform bill supported by NAPS and other postal groups.

The measure was approved by a voice vote in the House Oversight and Government Reform (HOCR)

erning Medicare and any changes to the program.

NAPS continues to push for passage of H.R. 756. In early March, 600 NAPS delegates visited congressional

### Individuals in the Upper Midwest and Northeast Send More Mail



Source: OIG Analysis of ODIS Data on 2015 First-Class Mail Single-Piece Volume and U.S. Census Bureau American FactFinder, 2015 Population Age 18+.

postal reform bill. It's more a matter of insufficient attention, given the committee's jurisdiction over health care and tax reform legislative proposals, as well, and the national spotlight focusing on those issues. Despite those forces, proponents of H.R. 756 need to seal the deal in Ways and Means and move the bill forward.

### Does Lake Wobegon Represent Mail's Future?

While the popular narrative contends that mail will continue its decline, there are encouraging signs of a different future, as portrayed in a recent report from the Office of the Inspector General (OIG) of the Postal Service. The report analyzed how and where Americans are sending and receiving mail. It found that, while national trends in mail volume tell a clear story of recent decline, that drop is slowing down and Americans are using the mail differently, depending on where they live.

Where are Americans using mail the greatest? The OIG report found that the Upper Plains and Northeast states recorded the highest per-capita volume of First-Class Mail in the nation.

As the chart on the opposite page reflects, two high-volume clusters of states in the upper Midwest and Northeast sent significantly more single-piece First-Class Mail in 2015 than those who live in other parts of the nation. Conversely, residents of Southern and Southwestern states sent fewer mail pieces.

[brumoyer@moyergroup.net](mailto:brumoyer@moyergroup.net)

### April 12 Consultative

*Continued from page 14*

*vacant EAS positions; this initiative already has been shared with area leaders. Postal Headquarters encourages authorized EAS vacancies to be posted in a timely manner and monitors the number of days these jobs are vacant and shares this information with the areas. Undue delays in making determinations concerning whether vacant assignments will be posted for application should not happen. Neither the Postal Service nor our employees benefit when these circumstances languish unduly without determinations being made.*

*This resolution is not adopted. If NAPS perceives locally that determinations concerning whether a vacancy EAS assignment is unduly delayed and not posted, NAPS members in the field should contact management through local Human Resources (the district, then, if necessary, area manager of Human Resources) to discuss their concerns.*

**Resolution 65:** NAPS has noted that it has become increasingly common for the USPS to hire directly from the outside for some EAS positions. NAPS contends that this diminishes incentives; NAPS was created to enhance promotional opportunities for EAS employees. NAPS further contends there are many EAS employees with the knowledge, skills and ability to fill many of these positions.

NAPS requested that the USPS provide a monthly accounting of each EAS position it fills from outside the ranks of the USPS and the specific reason it was deemed necessary.

*The Postal Service has no interest in providing a monthly report to NAPS regarding the filling of EAS positions posted externally. We have responded to NAPS in the past that EAS jobs will be posted internally before making them available to external applicants. We also have informed NAPS that positions*

*with complex requirements may be posted to external applicants. The USPS follows Handbook EL-312, Section 743.2, when posting EAS positions externally (this is not limited only to 743.21):*

#### **743.21 Recruiting for Additional Applicants**

*"Generally, non-bargaining positions are filled from within the Postal Service."*

*Management is not required, however, to select postal applicants over significantly better-qualified external applicants. Every effort must be made to select the individual who best meets the requirements of the position. The following procedures apply:*

*a. The selecting official initiates recruitment from an external source to fill a vacancy only after exhausting the internal selection process (with or without expanded area of consideration per 743.13).*

*b. The selecting official may choose either a noncompetitive or a competitive recruitment source. For example, the official may:*

*(1) Reinstate a qualified, former non-bargaining postal employee separated due to a reduction-in-force who has been placed on a Reinstatement List under the conditions described in ELM Section 354.27.*

*(2) Use one of the external recruitment sources described in 233.*

*(3) Initiate a competitive process by having the vacancy posted on [www.usps.com](http://www.usps.com).*

*c. If an external posting attracts qualified applicants, but does not result in a job offer being extended, the vacancy may be reposted internally (or filled non-competitively with an internal employee) no sooner than 180 days from the closing date of the last external posting.*

*d. External applicants must complete PS Form 2591, Application for Employment.*

# 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.

## 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 \_\_\_\_\_  
(Example: 77225555512345678).
- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the "\$" is already included): \_\_\_\_\_.



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.

# 2017 SPAC Contributors



## President's Ultimate SPAC (\$1,000+)

Johnson, Conrad	FL	Branch 81
Mullins, Kym	FL	Branch 81
Foley, Paul	MA	Branch 120
Geter, John	NC	Branch 183
Amash, Joseph	NY	Branch 83
Konish, Ann	NY	Branch 11
Roma, Thomas	NY	Branch 68
Warden, James	NY	Branch 100
Butts, Ivan	PA	Branch 355

## VP Elite (\$750)

Gawron, Dennis	NY	Branch 27
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## Secretary/Treasurer's Roundtable (\$500)

Burkhard, Mary	CA	Branch 244
Green Jr., Richard	VA	Branch 98
Reedy, James	WA	Branch 61

## Chairman's Club (\$250)

Campbell, Stephnia	CA	Branch 159
Patterson, Charles	CA	Branch 497
Moreno, Luz	IL	Branch 489
Perteet, Cynthia	IL	Branch 541
Smith, Mecki	IL	Branch 369
O'Neill, Shawn	ME	Branch 96
Anderson, Sharen	MI	Branch 23
Bunch, Kenneth	MI	Branch 23
Miegl, Cynthia	OH	Branch 2

## April Contributors

### President's Ultimate SPAC (\$1,000+)

Mullins, Kym	FL	Branch 81
Roma, Thomas	NY	Branch 68
Warden, James	NY	Branch 100

# 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 2017

*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.*

# SPAC Scoreboard

Statistics reflect money collected from Jan. 1 to April 30, 2017

## National Aggregate:

\$82,206.99

## National Per Capita:

\$3.17

## Region Aggregate:

1. Southern .....	\$18,596.04
2. Western .....	\$16,685.18
3. Northeast .....	\$16,335.28
4. Eastern .....	\$15,633.99
5. Central .....	\$14,956.50

## Region Per Capita:

1. Central .....	\$3.40
2. Northeast .....	\$3.26
3. Southern .....	\$3.24
4. Western .....	\$3.08
5. Eastern .....	\$2.92

## Area Aggregate:

1. New York .....	\$9,527.28
2. Southeast .....	\$8,752.50
3. Pacific .....	\$7,506.00
4. Capitol-Atlantic .....	\$7,378.40
5. Mideast .....	\$6,848.49
6. New England .....	\$5,227.00
7. Texas .....	\$5,119.75
8. Illini .....	\$4,951.00
9. Rocky Mountain .....	\$4,910.99
10. Michiana .....	\$4,479.50
11. Northwest .....	\$4,268.19
12. MINK .....	\$3,090.00
13. Pioneer .....	\$3,018.10
14. Central Gulf .....	\$2,723.80
15. North Central .....	\$2,436.0
16. Cotton Belt .....	\$2,000.00

## Area Per Capita:

1. Michiana .....	\$4.23
2. Northwest .....	\$4.14
3. New York .....	\$3.90
4. Illini .....	\$3.88
5. Southeast .....	\$3.78
6. Central Gulf .....	\$3.54
7. Rocky Mountain .....	\$3.25
8. New England .....	\$3.08
9. Mideast .....	\$3.05
10. Texas .....	\$2.90
11. Capitol-Atlantic .....	\$2.84
12. North Central .....	\$2.75
13. MINK .....	\$2.62
14. Pacific .....	\$2.62
15. Cotton Belt .....	\$2.23
16. Pioneer .....	\$2.18

## State Aggregate:

1. New York .....	\$9,207.28
2. Florida .....	\$7,415.50
3. California .....	\$6,666.00
4. Texas .....	\$5,119.74
5. Illinois .....	\$4,951.00

## State Per Capita:

1. Maine .....	\$7.02
2. Utah .....	\$6.88
3. Washington .....	\$6.18
4. North Dakota .....	\$5.93
5. Louisiana .....	\$5.67

## Drive for Five

### Members by Region:

1. Central .....	80
2. Southern .....	77
3. Western .....	70
4. Eastern .....	60
5. Northeast .....	50

### Aggregate by Region:

1. Central .....	\$8,792.00
2. Western .....	\$8,784.00
3. Southern .....	\$8,409.50
4. Eastern .....	\$6,694.50
5. Northeast .....	\$4,831.00

Mulidore, Chuck	OH	Branch 133
Fearrington, Melvin	OK	Branch 80
Croswell, Darnel	SC	Branch 225
Green, Shri	TN	Branch 41
Butler, Phillip	VA	Branch 98
Johnson, Stanley	WA	Branch 60

### Supporter (\$100)

Melchert, Pamela	AK	Branch 435
Carson, John	AL	Branch 901
Acevedo-Dominguez, Sylvia	CA	Branch 373
Benjamin, Evelyn	CA	Branch 198
Florentin, Diana	CA	Branch 244
Maginnis, Gary	CA	Branch 466
Wong, John	CA	Branch 497
Jackson, Rebecca	CO	Branch 141
Collen, Helen	CT	Branch 3
Brock, Tammy	FL	Branch 81
Sims, Reginald	GA	Branch 82
Parker, Laroma	HI	Branch 214
Wesley, Nancy	IL	Branch 493
Carter, Tonious	LA	Branch 421
Duffy, John	MA	Branch 43
Jones, Marcia	MD	Branch 42
Amergian, Raymond	ME	Branch 96
Baker, Neil	MN	Branch 104
Vasquez Elms, Valerie	MN	Branch 16
Leingang, Michael	ND	Branch 937
Barrett, George	NJ	Branch 74
Phillips, Austin	NJ	Branch 224
Waters-Holmes, Edna	NJ	Branch 548
Barone, Thomas	NY	Branch 202
Chen, Dong	NY	Branch 68
Dedomenico, Diana	NY	Branch 202
Dispensa, Joseph	NY	Branch 110
Hughes, Thomas	NY	Branch 100
Muhammad, Jamaal	NY	Branch 68
Skjelstad, Aric	OR	Branch 276
Yut, Rachelle	OR	Branch 66

Continued on page 26

**Did you know** NAPS appreciates every SPAC donation it receives from NAPS members and honors the biggest donors every year during the Legislative Training Seminar? If you have questions about your giving level or how to donate to SPAC, please contact SPAC Manager Katie Maddocks at (703) 836-9660 or at [naps.km@naps.org](mailto:naps.km@naps.org).

# OPM Contributions to SPAC (for Retired Postal Supervisors)

**B**elow 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.

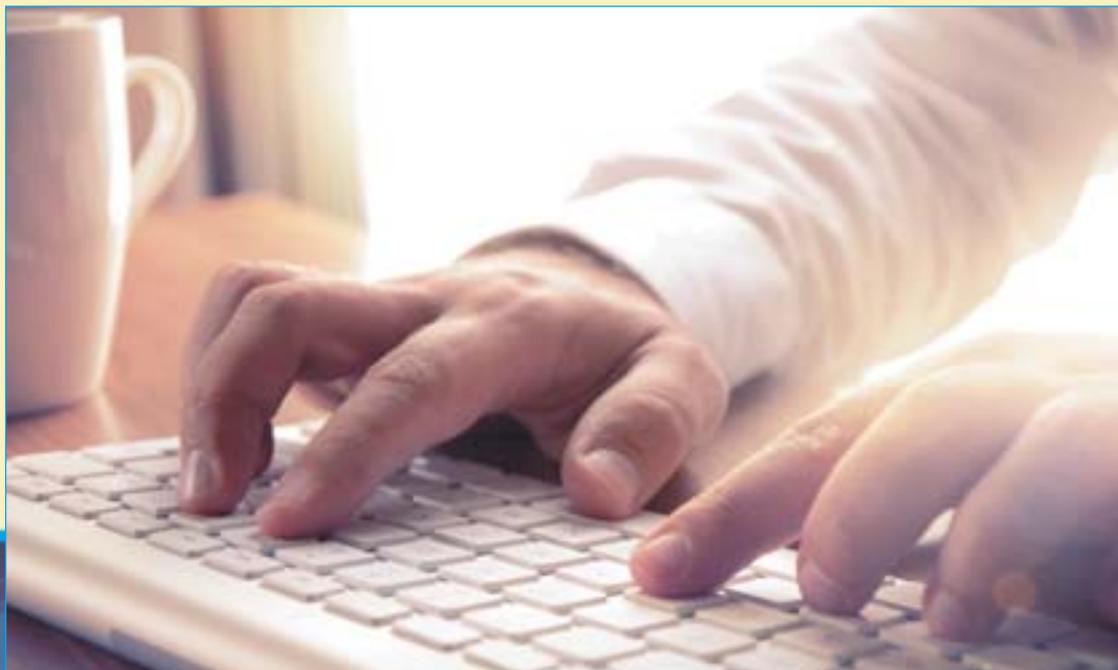
## By Internet:

To sign up online, go to the OPM website at [www.servicesonline.opm.gov](http://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.



A person stands in the center of a bamboo forest path, arms raised in a gesture of triumph or joy. The sun is shining brightly through the trees, creating a lens flare effect. The bamboo stalks are tall and thin, creating a dense canopy.

# How to Enhance *Your Resilience*

Submitted by the USPS Employee Assistance Program

**S**ometimes it doesn't pay to get too comfortable. Now, more than ever, things change at a dizzying pace. The familiar soon becomes a memory and, suddenly, we are challenged to keep up with new circumstances across many areas of life—whether we're ready or not.

We may see changes as good, such as a marriage, a new child or a new job or home. Or we may see changes as negative, such as the end of a relationship, the loss of a loved one, an illness or disaster. Regardless of whether changes are positive or negative, the level of stress we experience can be equally high. Plus, when multiple changes occur at once, the stress can further impact our health and well-being. In response, some people might become anxious or feel disoriented or dis-

couraged, while others are more resilient; they seem to bounce back from life's hard times relatively quickly.

What is resilience? Resilience means being able to adapt to life's hardships, misfortunes and setbacks. When you're able to bounce back in the face of challenges, you're being resilient. Although it's not always easy to process the "curves" that life throws you, the good news is you can take practical steps to learn how to build your inner strength and be more resilient in the future.

#### Resilience-Building Tips

- Remind yourself of your strengths and successes. Thinking about how you got through past trials will help you today.
- Work at staying positive. Keeping an upbeat,

hopeful attitude during difficult times can be hard, but steering yourself toward being positive is a key part of resiliency.

- Apply your problem-solving skills. When facing a difficult time, make a list of some of the possible ways you could solve the problem. This will help you in the future as you move forward and shift your focus from the impact of the problem to what you will do next.

- Look to others for help. Sharing your struggles with trusted family members and friends can help you get through a crisis. The ability to seek and accept help from others actually strengthens resilience. Share problem-solving ideas with others. Many people find they become more resilient by helping others.

- See the light at the end of the tunnel. No matter how bad things might be now, remember that they will not last forever.

Having or developing resilience doesn't mean your problems will go away, but it does mean you will have the skills to see beyond them and better handle the stress you may feel. Everyone has the capacity for resilience; you always can learn more effective ways to respond to adversity.

### Steps to Building Resilience

*Follow healthy habits:* In times of stress, you might forget to take care of yourself. But no matter how much time and energy you're spending on problems, be sure to get enough sleep, eat a healthy diet, take your medications and get vigorous exercise. This can help you stay strong through tough times.

*Practice stress management:* Try activities such as yoga, meditation, deep breathing, prayer or progressive muscle relaxation. Using these techniques can help you stay more balanced.

### Continue with valued activities:

Remember that the current situation or problem is not the only thing in your life. Carve out some time for being with your family, pursuing your hobbies and doing the things that bring meaning to your life.

*Build your knowledge:* Learning to cope with and bounce back from adversity is a wise decision. Explore your local bookstore, community groups and your EAP to find relevant and actionable education and resources.

### Tap Into Your EAP

Your EAP offers a variety of options from which to choose, including:

*Educational resources*—Your EAP website, [www.EAP4YOU.com](http://www.EAP4YOU.com), offers a library of curated, educational articles on a vast array of topics, including resiliency, mindfulness, grief, illness, special needs and much more.

*Coaching*—Coaches are available in-person or by phone to provide confidential, unbiased support to create an action plan to achieve your objective. They can assist with problem-solving, follow-up, accountability and also provide helpful resources and education along the way.

*Counseling*—Licensed, experienced counselors are available to meet with you by phone or in person to help you develop an appropriate strategy for moving forward when you've had a crisis, traumatic event or other stressful life experience.

### Measuring Your Own Resilience

Perhaps you wonder if you have the ability to be resilient—bounce back—when serious challenges come your way. If so, take a few minutes to

answer these questions:

1. Do you feel like you've gotten stronger after having faced tough times?

2. In situations of crisis or chaos, do you manage to calm yourself and start problem-solving and/or planning for useful actions you could take?

3. Do you talk about your experiences with friends, family members

or work colleagues when hard times hit?

4. When you're surprised by a sudden change or problem, do you manage to see the challenge as temporary and believe you can overcome it?

5. Have there been times when you have transformed misfortune and, over time, found benefits from or lessons in the bad experiences?

6. Have you ever found humor in situations that seem mostly disastrous; have you said to yourself, "This calamity will make a great story someday?"

7. Instead of feeling discouraged or angry for a long period, are you able to fairly quickly get past an uncomfortable situation that at first may have put you in a bad mood?

8. Are you comfortable asking others for help when you can't figure out how to handle a perplexing challenge?

9. When confronted with a stressful situation, do you remember to take care of yourself in ways that help you stay healthy?

10. Are you good at helping when other people come to you with their problems?

If you had more "yes" than "no" responses, then you probably possess a good range of coping skills that

---

**"If you don't like something, change it. If you can't change it, change your attitude."**

—*Maya Angelou*

---

can help you deal with adversity. If the majority of your responses were “no,” then you have the opportunity to build your resilience skills by:

- Learning to see challenges in a positive light even though they may at first seem overwhelming.
- Sharing your feelings with other people without worrying about “toughing it out” alone.
- Learning to be more flexible when challenges arrive rather than insisting on a single solution.
- Taking care of yourself by get-

ting enough rest, eating a balanced diet and using relaxation techniques.

- Expecting change to constantly occur in life and viewing change as a way to learn and grow.

As noted earlier, the EAP is a great resource to assist you in building your resiliency skills. EAP coaching not only can help you assess your resiliency strengths, but also can help you identify areas where you can improve and then work with you on exercises to help you increase your resiliency. Available 24 hours a day,

seven days a week and completely free, the EAP may be just what you need. Call today at 800-327-4968 (TTY: 877-492-7341) or visit [www.EAP4YOU.com](http://www.EAP4YOU.com) to learn more.

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## Vice Presidents

*Continued from page 16*

to do was hit the floor running? I’m guessing you’re thinking that will never happen; I’m suggesting it can.

We all know how busy the work-day is; finding even a few minutes to train someone seems like a daunting task. Consider taking five or 10 minutes to explain to an EAS member of your team or craft employee just one task you do and the “why” it’s done. This could be the most productive time of your day.

While you are getting ready to do a report, have an employee come over and walk them through “the why” of the report and explain why it matters in your unit. If you did the same thing with another report and a different employee the next day, you may find your team starts taking an interest in what it takes to make

the unit run.

Over time, you will have coached, mentored and helped develop several members of your team. It may even encourage your stronger team members to ask you if they could cover you when you are away from the office. If you plan for success, you’ll achieve success.

If your team understands “the why” of a task, it has to help drive better performance. That one-on-one interaction engaging your team encourages involvement in the entire unit. Communicating takes time, but it is time well-spent. We all need coaching, mentoring and development. Many of us feel we don’t receive any coaching, mentoring or development from our managers, so why should we take the time to coach, mentor or develop our subordinate team?

If you are the one who takes just a few minutes each day, you might see a huge shift in your unit’s overall performance. If engaging your employees helps them see more of the big picture of the entire operation—even just a little at a time—you may find those five or 10 minutes of your day you took to communicate were the most productive minutes you worked all day.

Be the one to start explaining “the whys” and watch your unit thrive. Whether your subordinate employees are EAS team members or your craft employees, you are one team that will succeed together if you put in the time to engage your team.

Let the process of engagement begin with you!

[vprma6state@aol.com](mailto:vprma6state@aol.com)

## 2017 SPAC Contributors

*Continued from page 22*

Kolecki, Michele	PA	Branch 941
Halm, Frank	RI	Branch 105
Blakely, Kathy	TN	Branch 41
Jones, Charleen	TX	Branch 122
Trevino, Manuel	TX	Branch 124
Tresner, Kristen	UT	Branch 139

Moore, Michael	VA	Branch 22
Jennings, Aaron	WA	Branch 61

## Drive for Five Earned in April

Smith, Mecki	IL	Branch 369
Wickline, Earl	NH	Branch 935
Keen, Kevin	PA	Branch 35

# Notes

from the National Auxiliary

## So Many Options

By **Elly Soukey**

Central Region Vice President

It is my pleasure as a NAPS Auxiliary Executive Board member to write an article for *The Postal Supervisor*. I can choose my topic, but, with so many options, I'm not sure where to start.

I could write about the recent Legislative Training Seminar in March. More than 500 NAPS delegates attended this annual event. The Auxiliary members worked very hard staffing several tables and helping raise more than \$21,700 for SPAC. We sold raffle tickets for gifts and gift cards and sold SPAC pins and Jo Geter's delicious homemade fudge.

There were many wonderful gifts that included some very sought-after beverages and home-team pride sports memorabilia. Be sure to mark your calendar for next year's LTS: March 11-14.

I also could write about the NAPS National Auxiliary. The Auxiliary was organized Sept. 20, 1933, to assist NAPS in its legislative objectives, as well as promote a greater interest in the association and Auxiliary work. Membership is open to one additional person over the age of 16 for every active or associate NAPS member in good standing. This person can be a spouse, immediate family member or designated representative.

Another option could be writing about the importance of inviting others to attend local branch meetings and state conventions. When my husband was invited to



attend his first NAPS branch meeting, he was told to bring his wife. I was five months' pregnant and had no desire to add anything to my already overflowing plate. As a brand-new supervisor, my husband insisted. Now, I'm very thankful he did.

My very first meeting was a Branch 16 steak fry. I was all in for anything that involved getting a babysitter and going out every other month. This was as close to a "date night" as I could hope for at that time. It took several more years before I attended my first state convention and many more years before I started attending national conventions and the LTS. I was a busy, working mom, with two small children and many other things vying for my time and attention.

If I had more space, I could write about how my husband and I have become active members and more informed about postal issues and concerns. Even though I didn't have a clear idea of what to write about this time, I already am thinking about my next article. Maybe it should be titled, "It's Great To Be an Active NAPS Couple!"

**ellysoukey@gmail.com**

Correction: On p. 22 in the May issue of *The Postal Supervisor*, Rep. Will Hurd was erroneously identified as a Republican from Tennessee. He represents the 23rd District in Texas.

## National Auxiliary Executive Board

### National Officers

**Patricia Jackson-Kelley**

President

(323) 752-6252; geekell@aol.com

**Bonita R. Atkins**

Secretary

(225) 933-9190; latkins326@aol.com

**Rick Hall**

Treasurer

(804) 621-3843; rhall43247@aol.com

**Sharon Mathews**

Immediate Past President

(765) 642-7142; sharonmathews4504@comcast.net

### Regional Vice Presidents

**Laurie D. Butts**

Eastern Region

(484) 988-0933; laurie.d.butts@comcast.net

**Christine Szyphulska**

Northeast Region

(732) 310-3391; cszpyhulsk@aol.com

**Elly Soukey**

Central Region

(612) 715-3559; elly@charter.net

**Beverly Austin**

Southern Region

(832) 326-1330; baroadrunner@att.net

**Lee Leopold**

Western Region

(303) 808-7071; lleopold1@yahoo.com

### Area Vice Presidents

**Elsie Vazquez**

New York Area

(718) 727-8652; frankels58@hotmail.com

**Cathy Towns**

Mideast Area

(732) 247-8811

**Skip Corley**

Capitol-Atlantic Area

(336) 908-1859; skicor@ymail.com

**Linda Rendleman**

Illini Area

(618) 893-4349; danrendleman@gmail.com

**Mary Caruso**

MINK Area

(402) 891-1310; carusorj@aol.com

**Jane Finley**

Southeast Area

(404) 403-3969; mjfarms100@aol.com

**Willie Carter**

Central Gulf Area

(205) 919-5645; wewolf65@yahoo.com

**Felecia Hill**

Texas Area

(281) 880-9856; fah91@sbcglobal.net

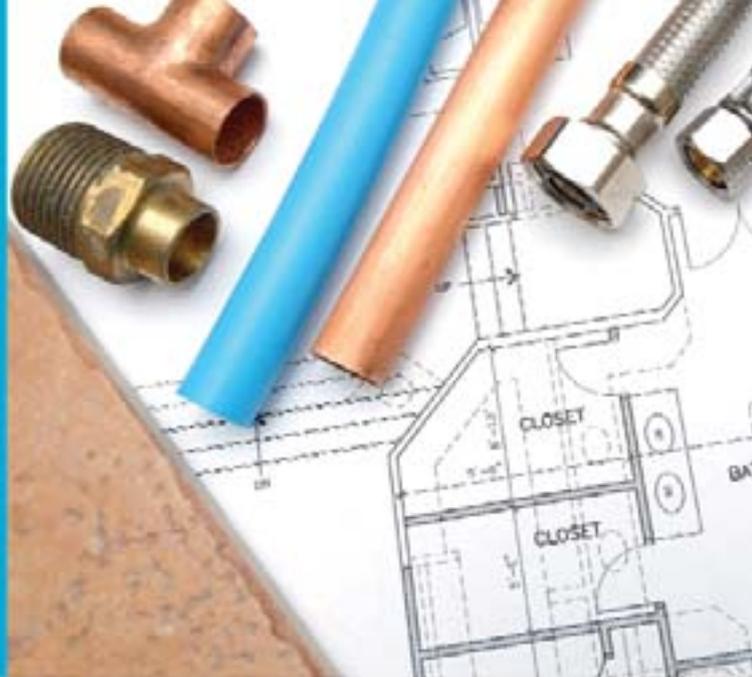
**May Nazareno**

Pacific Area

(415) 312-5813; mayumibarrion@gmail.com

Areas vacant: New England, Pioneer, Michiana, North Central, Cotton Belt, Northwest, Rocky Mountain.

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**Emergencies happen - be prepared for whatever life throws at you. Use your LOC for medical and dental services as well as emergencies for yourself, your family, and even your pets.**



**School expenses can add up over the course of a year. Use your LOC to help pay for tuition, books, supplies, school clothes, and even all those graduation expenses.**



**Weddings are a beautiful expression of love, but they can also be one of the most expensive things you will pay for. Use your LOC for everything from the dress to the cake so you can focus on what's really important on the big day.**



**That dream vacation is within your grasp. Use your LOC to purchase your airline tickets, book your hotel, and to schedule your tours. You can even use it for spending money.**



**If you don't have the equity in your home to upgrade that out of style bathroom or kitchen, or to get your yard ready for summer gatherings, this LOC loan will help you get those projects completed.**

You can even use your LOC to pay off those high rate credit cards and other bills. The Line of Credit promotion ends on August 31<sup>st</sup>, 2017, so take advantage of this opportunity today. Visit [SignatureFCU.org/Personal-Loans](http://SignatureFCU.org/Personal-Loans), or call us at (800) 336.0284 for more details and to apply.

\* APR - Annual percentage rate. Your actual APR will be determined at the time of application and will be based on your application and credit information. Not all applicants will qualify for the lowest rate. Rates quoted assume excellent borrower credit history. Rates are set by the Board of Directors, and may change without notice.

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curnall@signaturefcu.org  
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