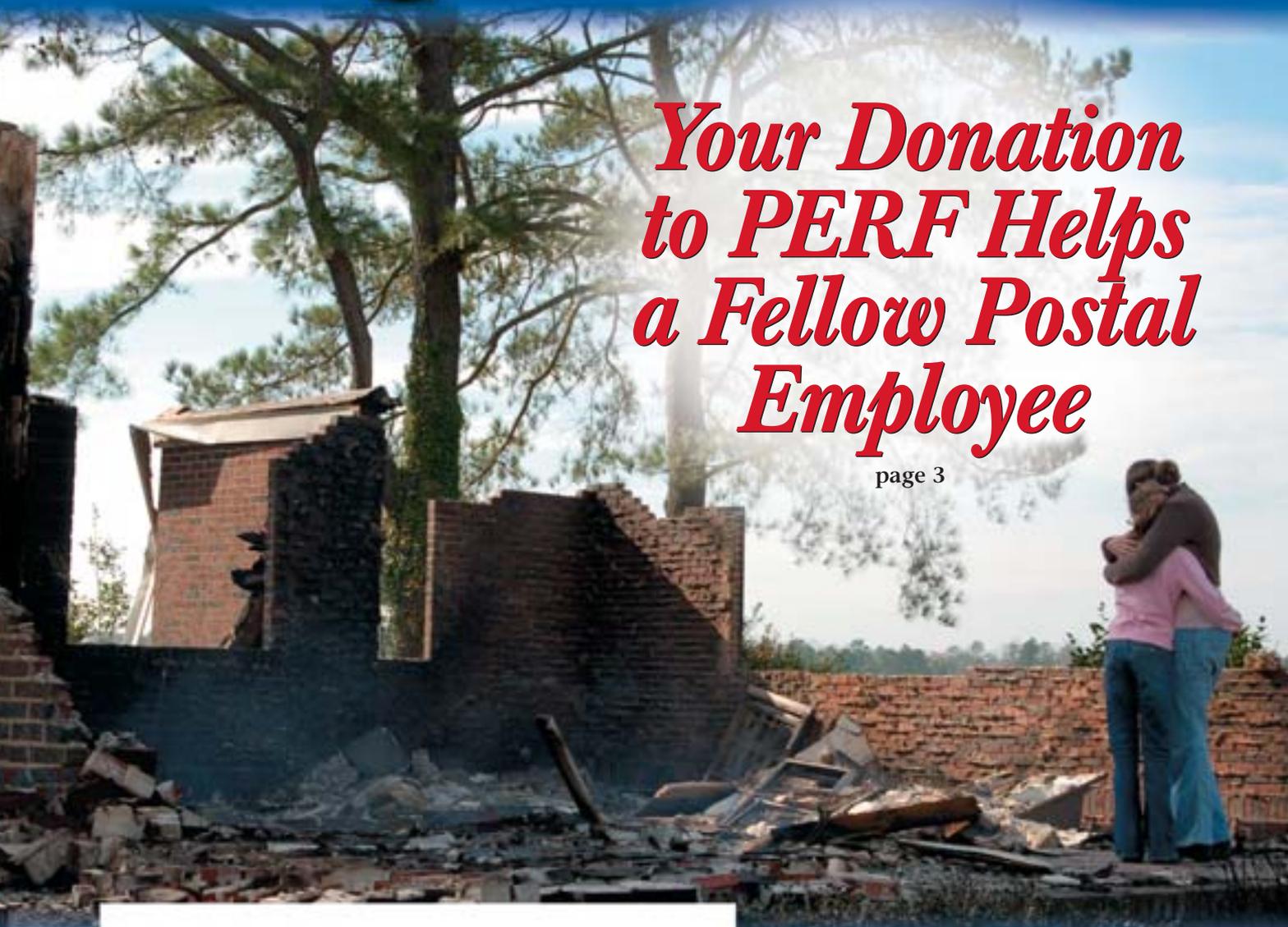


# the Postal Supervisor

July 2017

*Your Donation  
to PERF Helps  
a Fellow Postal  
Employee*

page 3



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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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# A Passion for PERF

It's no secret that people are passionate about various personal issues in their lives, such as saving the whales, collecting green ceramic frogs or stamps, politics, volunteering, "Grey's Anatomy," "Scandal" or "The Bachelor" television shows and definitely sport teams, to name just a few. I know one person who is very passionate about ice cream. It's true: People with passions exist.



**Brian J. Wagner**  
President

As a postal employee, do you have a postal passion besides looking forward to retirement? How about a passion for PERF? Yes, PERF—the Postal Employees' Relief Fund.

What is PERF? Briefly, the Postal Employees' Relief Fund is a humanitarian effort administered jointly by the Postal Service and the postal unions and management associations. PERF is financially supported by employees,

mainly through payroll deductions to the Combined Federal Campaign (CFC). PERF exists to help active and retired postal employees, both management and craft, whose homes are completely destroyed or left uninhabitable as a result of a major natural disaster or as the result of a house fire. To learn more about PERF, visit [www.postalrelief.com](http://www.postalrelief.com).

In April, I learned a lot more when I attended my first PERF grantor's meeting at USPS Headquarters. I could tell from the discussion at the meeting that the grantors and PERF Executive Board members representing postal leadership, union representatives and management associations have a passion for PERF. They truly believe in the good work PERF does and continues to do every day for our fellow postal employees.

Did you know NAPS is proudly represented on the PERF Executive Board? Executive Vice President Ivan D. Butts is a member of the PERF board. He and the other PERF board members work diligently to review PERF applications. In addition, they always are seeking innovative ways to promote PERF and the need to increase PERF donations to ensure sufficient funds are available to help postal employees in need.

Case in point: At our spring 2017 NAPS Executive Board meeting, the board unanimously approved a motion to make an endowment donation of \$1,000 a month to PERF starting in June 1, 2017, and continuing for the next three years. What a PERF-ect motion to show our NAPS passion!

I can tell you firsthand, as a PERF grantor representing NAPS, I, along with Postmaster General Megan Brennan, sign PERF checks for those NAPS members who qualify for PERF funds. Disasters and home fires neither discriminate nor are planned. When a member of our postal family has experienced a disaster, not only does it impact their day-to-day living, but it can impact their mental well-being, as well.

Fortunately for such families, the Postal Employees' Relief Fund is available to financially assist fellow postal employees in need. When I sign a PERF check to be mailed to a NAPS member, I trust it will provide that person with some peace of mind and reassurance that the postal family cares about them and their family.

I understand there are many wonderful and deserving charitable organizations to which postal employees have an opportunity to donate throughout the year, especially during the CFC season. With a PERF donation, you can be assured you are helping a fellow postal employee—possibly a NAPS member or even a co-worker in your office.

As you consider the various passions you have in life and at work, I hope you will consider a passion for PERF during each Combined Federal Campaign season; PERF's CFC number is 10268. By the way, PERF accepts financial donations all year long by mail or credit card. I hope you will be encouraged to promote and pass on your passion for PERF with a donation.

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

Issue	Copy Deadline*	Mails
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.

# The ‘Wind of Change’

The “Wind of Change” speech was a historically significant address by British Prime Minister Harold Macmillan to the Parliament of South Africa on Feb. 3, 1960, in Cape Town. He had spent a month in Africa visiting British colonies. The speech clearly signaled that the Conservative-led British government intended to grant independence to many of these territories, which, indeed, subsequently happened.

The title, “Wind of Change,” refers to the now-famous line in Macmillan’s speech: “The wind of change is blowing through this continent. Whether we like it or not, this growth of national consciousness is a political fact.”

As EAS employees, we have felt the wind of change blow through the USPS. I have seen the effects of and was personally impacted by the 1992 reorganization, the Lan-

caster District RIF, Philadelphia AMC RIF, plant OSS RIF, field financial specialist RIF and the Southeastern P&DC RIF. The traumatic nature of these events gave those of us affected a clear understanding of the vulnerability our commitment to leadership brings.

However, the wind of change has blown even stronger for USPS EAS employees. For some in the field, these winds blow in multiple directions, with EAS employees in the middle of a perfect storm; the frailty of EAS positions in this agency often is not realized. However, could there be a wind of change for EAS employees?

We have conflicting directives from leadership to get all mail delivered. Also, we’re told, do not use any ODL employees to cover open routes and get all carriers back by 1800. These are just some of the daily “or-else” conflicting directives placed on EAS employees. Our leadership is left standing shocked and appalled when EAS employees make poor integrity decisions—placing their livelihoods in jeopardy—in their attempts to fulfill conflicting mandates.

Even when EAS employees make decisions that do not impact their integrity, the issue of contractual vio-

lations still is present. Most often, this involves using employees at work who are not on the ODL, which leads to Article 8 grievances.

USPS Headquarters has assured NAPS Headquarters they are looking at these types of conflicting directives and the resulting costs added to the agency’s bottom line. We welcome this examination by Postal Service Headquarters.

On April 21, 2017, arbitrator Stephen Goldberg ruled the USPS must again open the windows of finance to employees when he determined, in part:

“The Postal Service shall, as soon as reasonably possible, comply with its Clerk Craft Jobs MOU commitment to provide the bargaining unit with 800 administrative and technical positions... . The Postal Service shall make whole all employees affected by its violation of the MOU by providing each with all pay and benefits lost as a result of that violation.”

This decision comes as EAS employees stand as agents of the USPS who continue to seek crumbs of justice from this table at which others feast. I’ve questioned the application of the Lockheed Martin decision that led the USPS to agree to the MOU to review EAS jobs.

The Lockheed Martin decision is based on craft employees at one time doing work before it was transferred to managers. However, this clearly was not the case in addressing the EAS employees who managed the computer control units within the NDC network. NAPS is hopeful that any future reviews of EAS positions will be more focused on the full history of the function.

Then there is the ongoing issue of the application of the “Joint Statement on Violence and Behavior in the Workplace” and how it applies to EAS employees. NAPS Headquarters recently received a document one postal union uses that instructs how to keep

track of EAS leadership activities. This is used as a tool to document EAS applications of the basic management rights under Article 3 as violations of the Joint Statement under the collective bargaining agreement (CBA).

In my November 2015 column titled “Enough,” I explored some ways that EAS employees can validate leadership interactions in executing management



**Ivan D. Butts**  
*Executive Vice President*

On behalf of the Butts family, I would like to thank my NAPS family for your thoughts, prayers, flowers, phone calls and emails during our time of sorrow with the passing of my mother, Marian C. Butts. God bless you, NAPS family.

# Knowledge Is Powerful—Part 2

In the January 2017 issue of *The Postal Supervisor*, my column talked about the importance of reading the minutes of meetings, particularly the minutes of the Executive Board's twice-yearly board meetings at NAPS Headquarters each spring and fall. As I explained then, one of my duties as your NAPS secretary/treasurer is to take the minutes of meetings, whether they are NAPS Executive Board meetings or meetings with postal officials.



**Chuck Mulidore**  
Secretary/Treasurer

You may ask, "Okay, Chuck, why are we talking about this again?" Well, in this month's *Postal Supervisor*, you will find the minutes of the spring 2017 NAPS Executive Board meeting held in March at NAPS Headquarters. It's important that you read the minutes; hopefully, this will lead you to not only better understand the decisions made by your Executive Board members, but direct you to

ask questions, perhaps, or show a non-member what NAPS can do for them.

The minutes record how your organization conducts business—not only the business of NAPS, but also representing you in discussions with postal leadership. For example, at the spring board meeting, we met with Postmaster General Megan Brennan to hear her perspective on a host of issues, as well as to interact and engage with her. Other members of the Executive Leadership Team—Chief Operating Officer David Williams and Vice President of Labor Relations Doug Tulino—also addressed the board. We were able to engage in constructive dialogue to present and, hopeful-

---

rights with the CBA. NAPS Headquarters has received correspondence from USPS Headquarters with further clarification on processing issues regarding the Joint Statement.

NAPS Headquarters is appreciative of the efforts by USPS Headquarters to address these issues impacting EAS employees. We remain hopeful that we will see and be able to report on more meaningful changes in the future.

In solidarity ...

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

ly, help resolve issues from the field. A synopsis of those discussions are recorded in the official board minutes that begin on page 14.

Also by reading the minutes, you will see instances where board members made decisions that directly affect you as a NAPS member, including decisions on vendor contracts with NAPS, such as relate to the search for a new Disciplinary Defense Fund provider (DDF). Financial and budgeting decisions also were made; I presented the board with a budget that will govern NAPS Headquarters' operations for the fiscal year that began on June 1 of this year. You'll find, as well, board votes on key issues documented in the official minutes.

Moreover, as I stated earlier, disseminating the minutes of meetings can help you in our ongoing quest to sign up new members. Remember the old saying, knowledge is power? Well, indeed it is. And, by learning as much as you can about your NAPS organization, you gain the power to make better-informed decisions. And the better informed we are about NAPS, the easier for us to document the multiple reasons why non-members should join.

We have made excellent progress in signing new members just this year alone. From Jan. 1 to May 25, we have signed 1,318 new members! That is a tremendous credit to your efforts; we all are proud of the work in getting new members. These are folks who need us to mentor them, provide leadership and help them in times of need. Some EAS employees very new to the Postal Service may not even know they need NAPS.

If we don't help them, who will? Would any of us want to work for the Postal Service without NAPS? Let us redouble our efforts to sign non-members by talking to them and being present at NSP classes, graduations and Postmaster Essentials training. We know NAPS is the best postal management association; let's go out and show them why.

There are many resources at your disposal to gain the information you need—from our NAPS website to local branch meetings, to attending NAPS-sponsored training events to conventions to reading *The Postal Supervisor* and, yes, reading the minutes of meetings! There is an old saying, "Repetition is the mother of all learning." I hope that, by some repetition this month, I have reminded you why meeting minutes are so important!

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**USPS Recognized as 2017 Top Agency for Supplier Diversity**

The Postal Service is being honored as the nation’s best among the top-25 government agencies for promoting diversity and inclusiveness in business opportunities in America. More than two million businesses voted, ranking the USPS number one for engaging in supplier diversity by providing opportunities to diverse enterprise owners. The agency will accept the top award for the sixth year in a row; this is the 16th consecutive year the agency has ranked among top agencies for this honor.

“As an essential part of our procurement strategy,” said USPS Supply Management Vice President Susan

M. Brownell, “supplier diversity continues to strengthen the Postal Service’s competitiveness in the marketplace.” The Postal Service hosts workshops, facilitates one-on-one business meetings and posts materials online to guide business owners with marketing their supplies and services.

**PMG Brennan Advances Digital Strategies at Postal Forum**

At the opening session of the 2017 National Postal Forum May 21 in Baltimore, MD, Postmaster General Megan Brennan announced Informed Delivery has attracted more than 2 million users. The new feature lets registered residential customers see emailed images of their incoming physical mail. This offering is available in nearly every ZIP Code; more than 10,000 new people are signing up every day.

Brennan said Informed Delivery brings mail into the daily digital and mobile lives of consumers, builds anticipation of the physical mail piece and provides mail senders with a new mobile platform from which to attach digital messages. Delivering the keynote address to more than 3,000 people attending the forum, the PMG outlined key Postal Service investments and initiatives that are benefitting the mailing and shipping industry, emphasizing the important role data and digital integration are playing.

“The growth of the mailing and shipping industry relies on our unrivaled network and rich data platform,” she said. “We are at the convergence of physical and digital; there never has been a bigger opportunity for mail.”



NAPS President Brian Wagner swore in the officers of New York State Branch 935 at the New York State Convention. From left: Vice President John Yuen, President Dennis Gawron, Secretary/Treasurer Phyllis Morrissey, Wagner and New York Area Vice President Jimmy Warden.

Mideast Area Vice President Hans Aglidian (seated left) and New Jersey State President Tony Dallojacono (seated right) conducted a training session covering the adverse action process and other advocacy issues.





Executive Vice President Ivan D. Butts addressed members of Charlotte, NC, Branch 183 at their May 25 meeting.



Executive Vice President Ivan D. Butts and Branch 183 President Michael Belger



NAPS members had a productive meeting with Rep. Dan Donovan (R-NY) at his Staten Island office to discuss H.R. 756 and other legislation pertinent to the Postal Service. From left: New York Area Vice President Jimmy Warden, Brooklyn Branch 68 President Jamaal Muhammad, Donovan and Northeast Region Vice President Tommy Roma.



Southern Region Vice President Tim Ford (left) and Southeast Area Vice President Bob Quinlan (seventh from left) attended the Atlanta Branch 82 meeting in May.



Miami Branch 146 Legislative Chair Stanley Gold (left) and Florida State Legislative Chair Ann Strickland continue their legislative activism, meeting with Rep. Alcee Hastings (D-FL) at an event in Hallandale, FL, and Rep. Debbie Wasserman Schultz (D-FL) (bottom).



South Jersey Branch 74 members with Rep. Donald Norcross (D-NJ). From left: Gary Rutter, James Fisher, Norcross, Russell Carmody and George Barrett.





Greensboro, NC, Branch 157 held its annual Spring Affair and Scholarship Gala in May. Brent O. Norfleet II, grandson of Branch 157 President Rodney Charles and a senior headed to Greensboro College, received the \$500 scholarship. From left: Eastern Region Vice President Richard L. Green Jr., Rodney Charles, Brent Norfleet, Dr. Lajuana Norfleet (Brent's mother), National Secretary/Treasurer Chuck Muldore and Capitol-Atlantic Area Vice President Troy Griffin.

During the Great Lakes Area Management Association meeting in May, NAPS members show their Postal Pride. From left: North Central Area Vice President Dan Mooney, Illini Area Vice President Luz Moreno, Great Lakes Area HR Manager Pam Cunningham, Great Lakes Area (A) MOS Mike Melendre, Michiana Area Vice President Kevin Trayer, Central Region Vice President Craig Johnson, MINK Area Vice President Bart Green and Great Lakes Area Controller Mark Rosenwinkel.



## New England Training Seminar



From left: Joanne Keeling, Roger Johnson, Brian Holt, Cy Dumas, Susan Evans, Tommy Roma, Jay Killackey and Victor Giorgio.

Enjoying the festivities at the New England Training Seminar were, from left, State President Linda Wagner, Northeast Region Vice President Tommy Roma, Helen Kelly and Jay Killackey, JFK3 Consulting.



From left: New England Area Vice President Greg Murphy (his first successful New England Training Seminar), Northeast Region Vice President Tommy Roma and Springfield, MA, Branch 102 officer Kevin Ringie.



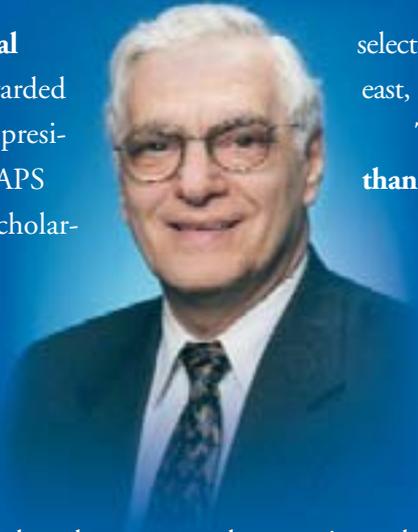
# National Association of Postal Supervisors Vince Palladino Memorial Student Scholarships

## 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.

## You Can Make a Difference

By **Tim Ford**

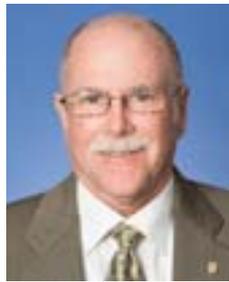
*Southern Region Vice President*

**Y**ou may have heard the story of the starfish, but, in case you missed it, here goes. There was a terrible storm along the coast that lasted two days. After the storm passed, a man took his son to look over the damage. The storm had washed debris up on the shore; mixed in with the debris were hundreds of starfish. As they walked along the beach, the young boy was picking up starfish, one at a time, and tossing them back into the ocean.

After awhile, the man told his son, "There are so many starfish,

what you are doing will not make any difference." The young boy looked at his father as he tossed another starfish into the ocean and replied, "I made a difference to that one."

We encounter people every day who have weathered storms, even if



we cannot see it. And each of you has to decide if you want to make a difference to that person. As an EAS employee, you interact with people and make decisions impacting their lives every day. I hope you realize the effects of your

decisions and the positive impact you can have on someone just by reaching out to them.

You can't save the whole world

in a day, but you just might make a difference for somebody today. Become engaged with your employees. Offer to assist a co-worker; mentor someone and share your experience. Sometimes you are the starfish and sometimes you are the little boy.

I intend to honor those who have made a difference to someone with a starfish pin. So, if you see someone wearing a pin with a starfish that says "One person can make a difference," you'll know. You'll know they made a difference to at least one person. And I know you can make a difference for someone today. They will remember you and thank you for your efforts.

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

## Cruising With NAPS

By **Marilyn Walton**

*Western Region Vice President*

**O**n April 23, California State Convention delegates sailed from the Port of Long Beach, CA, on the *Carnival Imagination*. Special NAPS guests were Executive Vice President Ivan D. Butts, his wife Laurie and Past President Louis Atkins and his wife Bonita.

Also attending were Pacific Area Vice President Hayes Cherry, former Western Region Vice President Dorothea Bradley, Chuck Lum and the Hawaii state delegation and me. The cruise began with a welcome reception so atten-



dees could meet and greet one another while reviewing the agenda. Ivan came prepared, wearing his captain's hat. And so the fun began!

The opening ceremony was called to order by Host Branch 466, San Bernardino, President Mariel Murrillo. San Diego Branch 159, led by Brid-

get Evans, was co-host. Murrillo asked attending veterans to perform the presentation of the colors. Lisa Lloyd, Branch 159 Auxiliary, sang the national anthem. Auxiliary Western Vice President Lee Leopold and Califor-

nia State Branch Vice President Debra Baker conducted the memorial Service for NAPS members.

Greetings were conveyed by current and past national NAPS and Auxiliary officers attending. Once Murrillo turned over the gavel to President Damon Leopold, a quorum was established and the NAPS and Auxiliary conventions convened.

Convention attendees heard from the Rules and Audit committees, as well as officers' reports, committee assignments and the daily attendance report. Fourteen branches attended, with 85 delegates, 32 associate members, 13 guests and 15 Auxiliary members, including Auxiliary Eastern Region Vice President Laurie Butts and Southern Region Vice President Bonita Atkins.

Over one full and two half days, regular convention business was



Ready to sail for the California State Convention were, from left: Marilyn Jones, Roxanne Bradley, Joe Tualla, Marsha Danzy, "Captain" Ivan Butts, Laurie Butts, Damon Leopold and Debra Baker.



Business was conducted on day two of the convention.

conducted. Reports were given by convention committees. More than 20 resolutions were presented for first and second readings, including meeting with objectors and then being voted on by the body. The Postmaster Committee presented several recommendations.

During our convention days at sea, I must commend members of the Sergeant-at-Arms Committee for their hard work, particularly on the first day at sea, which was, indeed, rocky. They passed out "green apples," good for motion sickness, motion sickness bags and soda water. After the first day, the seas settled and it was smooth sailing from then on.

We had training, information sharing and a Q&A from NAPS Headquarters. Butts shared that postal reform legislation is moving through congressional committees and, hopefully, we will have a positive outcome this year. He also said the resident officers are looking forward to starting pay talks once the NALC wraps up its negotiations. Atkins shared some words of wisdom, saying, "I was born at night, but not last night!" The moral of the story is to trust information, but verify! We need to be alert on the job



Executive Vice President Ivan D. Butts installed California State Executive Board members.

and do the right thing, he said.

This being an election year, on day two of the convention, the campaigning began. Running unopposed was Damon Leopold, president; Debra Baker, vice president; Bridget Evans, secretary; Sally Sim-pao, treasurer; and Marsha Danzy, legislative consultant. There were five nominations for four area vice president positions, which

resulted in an election. Delegates voted for Marilyn Jones, LA Area; Tom Wong, Napa Area; John Wong, North Coast Area; and newly elected Vontina Swygert, East Bay (Oakland) Area.

Of course, it could not have been a California convention without a Debra Baker Greeting Committee production! This year's theme was "Old School NAPS Representation"

#### Los Angeles Branch 39



set to music themes of the '90s. We had a lot of laughs and great time; thanks to Ivan and Louis for being stars in this production.

The 2018 California State Convention will be in San Rafael, CA; the 2019 convention will be a bi-state convention in Honolulu, HI. The 2020 California State Convention will be in San Francisco.

Ivan, Hayes and I were pleased to

install the California State Board of officers. Once the convention adjourned, everyone disembarked to see lovely Ensenada, Mexico. There were two days on land; the first stop was Catalina Island, CA.

The California State Branch and Auxiliary had a very productive convention. The Auxiliary conducted two 50-50 raffles and welcomed several new members. Marsha Danzy's

goal of raising \$5,000 for SPAC was met and exceeded! She coordinated a raffle of more than 45 gift cards donated by NAPS members.

Special thanks to the members of San Bernardino Branch 466, San Diego Branch 159 and their committees. We had five business- and fun-filled days of meetings, tours, fine dining and cruising!

[marilynwalton@comcast.net](mailto:marilynwalton@comcast.net)

## Stuck in the Middle

**By Myrna Pashinski**

*Rocky Mountain Area Vice President*

I recently read an article in the newspaper about angry managers stuck in the middle. The article described how, when managers are overwhelmed, it transfers to employee levels and destroys engagement. These managers may not just be stuck in the middle; they may be unhappy with their jobs and don't know how to get out of them. The perception of managers being bullies and spouting unrealistic expectations to their staff may not be true. The boss may be just as unhappy as you are.

Could a lack of communication and dignity and respect be more the reason why they are barking orders? The boss is getting pulled by senior management while trying to get the work done they believe has to be accomplished for the day. How the management team communicates may be a first step in dealing with angry managers stuck in the middle. It also may be the way to make positive change for the entire unit and create mutual dignity and respect within the management team.

While we sit and talk about why our managers aren't helping, coach-

ing, mentoring or developing us, it may be because they don't know *how* to help us. Too often in today's Postal Service, it's harder and harder to get qualified people to apply for mid-level management positions. The reality is these jobs have gotten so stressful and thankless. Long hours and demands to pull miracles out of their hats simply aren't acceptable to a lot of EAS employees.

We've always been told that being a front-line supervisor is the most stressful job in the Postal Service. Yet, how many of us take the next step to be the next higher-level manager? Most of us don't want the headache; we just want to do our jobs and go home. We want to have a good balance between work and home life; our bosses need the same.

We're torn every day between the crisis of the day, completing our expectations for the day and how to finish the work left on our plates from yesterday. The expectations and workload just don't get the reality check that is needed every day. Managing our day now takes more communication and planning. It may sound crazy, but we are in the same boat as our managers. We all need to have some sort of balance in our day

so we can get more accomplished.

A beginning step to consider might be having a few, quick meetings throughout the day to review with the entire management team. Talk about what needs done that day, who is going to do what tasks, who is going to back up whom and get the day going. If your operation has other team members who come in throughout the shift, check in with them and go over what was discussed in the morning meeting. Before your last hour, have a conversation again with your manager to advise where you are on your tasks for the day. Communicate with your manager what tasks still need to be completed and let your manager decide what happens next.

If you need to stay and complete something, let your manager make that decision. Let your boss decide who will be delegated what tasks still need to be done or if any tasks will be carried over to the next day. Lastly, at the end of the day, let your entire team know you are leaving for the day. If you are closing the unit, send a quick email to the rest of the team about how the day ended and if there was something left unfinished. Communication takes time, but if you don't communicate, the entire team struggles.

*Continued on page 24*



## Bruce Moyer

NAPS Legislative Counsel



The Fiscal Year 2018 budget sent to Congress by President Trump proposes legislative changes that would impose dramatic cuts in federal retirement benefits for current and future retirees and po-

not cut Social Security or Medicare benefits, fulfilling the President's campaign promise not to hurt those retirement programs.

### Postal Service "Reforms"

In addition, the Trump budget proposes a series of "reforms" for the Postal Service, many of which coincide with the key elements of H.R. 756, the fore-

most postal reform measure pending in Congress, but without reliance on the integration of Medicare health benefits to achieve savings. Instead, the Trump budget seeks savings through proposed service reductions and greater flexibility in USPS rate-setting authority.

Overall, the Trump budget claims to achieve \$46 billion in Postal Service and general Treasury savings over the next 10 years. More than half of that amount (\$27 billion) would result from hikes in postal employee contributions toward pension and health benefits, as well as cuts in retiree pension benefits themselves, consistent with government-wide proposals for all federal employees.

For postal employees and the USPS, the Trump budget specifically proposes:

- the same cuts in retirement benefits, COLAs and increases in employee contributions for USPS employees proposed for civil servants, which would save the USPS \$33 billion over 10 years;
- increasing USPS employees' contributions toward their health and life insurance, achieving \$1 billion in savings;

- increasing USPS innovation collaboration with state and local governments;
- reducing door delivery "where appropriate;"
- changing the Postal Board of Governors structure;
- using postal-specific assumptions about the demographics of the USPS workforce to prevent possible overpayment into the agency's FERS account; and
- allow the USPS more flexibility in setting its prices.

### Long, Complicated Process Lies Ahead

Some congressional lawmakers on both sides of the aisle characterized the Trump budget as "dead on arrival." They pointed to Republican intra-party differences on federal spending that are likely to complicate the budget picture and the final outcome.

Observers also expressed concern that congressionally imposed budget reductions in "mandatory" government spending, including cuts in federal retirement benefits, could occur through the legislative "budget reconciliation" process, requiring only a bare-majority of approval in both chambers.

"One thing is clear," NAPS President Brian Wagner said. "Throughout the months ahead, NAPS will vigorously resist attempts by Congress to adopt measures proposed by the Trump budget that unfairly target the Postal Service, its employees and its retirees."

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

## Budget Targets Postal Pay, Retiree Benefits

tentially erode the current size of postal employee paychecks. It also would provide a modest set of reforms to the Postal Service, but rely chiefly on employee compensation cuts to restore financial solvency.

### Cuts in Benefits, Increases in Contributions

For all postal and federal employees and retirees, the Trump budget proposals would:

- use a high-5 average salary, instead of a high-3, in computing new Federal Employees Retirement System (FERS) annuities;
- eliminate the Social Security supplement for all future FERS retirees; the Social Security supplement covers the gap for FERS workers who retire before they qualify for Social Security benefits at age 62;
- eliminate the cost-of-living adjustment (COLA) for all new FERS retirees and reduce the COLA for Civil Service Retirement System (CSRS) retirees by 0.5 percent; and
- equalize the employee and government employer share of the FERS contribution rate to a 50/50 split through a phased-in approach spanning six years.

The Trump budget proposal does

# USPS Leaders Address NAPS Executive Board at Spring Meeting

The spring 2017 Executive Board meeting was called to order at 8 a.m. on March 8 by Chairman of the Board Tim Ford. Rocky Mountain Area VP Myrna Pashinski gave the invocation; the Pledge of Allegiance was led by New England Area VP Greg Murphy. Capitol-Atlantic Area VP Troy Griffin and Northwest Area VP Cindy McCracken were selected by President Brian Wagner as sergeant-at-arms. Secretary/Treasurer Chuck Mulidore conducted the roll call of officers; all 25 board members were present.

Welcome remarks were made by President Brian Wagner, Executive Vice President D. Ivan Butts and Secretary/Treasurer Chuck Mulidore. Wagner welcomed the Executive Board to Alexandria for the board meeting. He complimented Butts and the NAPS Headquarters staff for a successful and informative 2017 Legislative Training Seminar (LTS).

Butts also welcomed board members to the meeting and thanked them for supporting NAPS' efforts, as well as all the delegates for their legislative activism on Capitol Hill. That said, more work needs to be done to pass NAPS' legislative agenda. Mulidore then welcomed the board and said challenging times are ahead for NAPS. He also thanked Butts and the board for an outstanding LTS.

Central Region VP Craig Johnson moved, seconded by Northeast Region VP Tommy Roma, to adopt the board agenda and program, which previously had been distributed to the board. The motion passed on a voice vote.

Texas Area VP Jaime Elizondo moved to suspend the reading of the previous board meeting minutes. This motion was seconded by Eastern Region VP Richard Green and passed on a voice vote. A motion was made by Michigan Area VP Kevin Trayer, seconded by Southeast Area VP Bob Quinlan, to accept the minutes of the previous board meeting as presented; the motion passed on a voice vote.

Ford welcomed the board and explained the rules and protocol of the meeting. Mulidore gave his report. As of March 1, 2017, he said, NAPS' investments totaled \$13,764,363. This is a 2017 calendar-year-to-date increase of approximately \$570,766 or 4.33 percent. Total assets at the end of NAPS Quarter 2 (Nov. 30, 2016) were \$18,042,672.91. Quarter 2 "revenues less expenses" were (\$421,772.62).

This was reflected in the secretary/treasurer's financial report published in the March 2017 issue of *The Postal Supervisor*. As of March 1, 2017, the NAPS General Fund, consisting of the PNC checking and money market accounts, was \$415,024.02 and \$320,239.82, respectively, totaling \$735,263.84.

On Oct. 11, 2016, Mulidore participated in an overall insurance review of NAPS Headquarters with Erie Insurance and NAPS insurance broker Standland/Katz. The adequacy of coverage, deductibles and liability were discussed. As follow-up, the insurance audit/review has been completed with revised coverages and deductibles. The new flood insurance policy is reflected in the NAPS Property Inc. (NPI) bud-

get, as the coverages would affect the King Street Metroplace Owners Association (KSMPOA) and adjoining 1729-1733 King St. properties.

NAPS filed with the U.S. Patent and Trademark Office on Feb. 20, 2017, to register two NAPS logos: the most recognized red/white circle logo, as well as the modern-looking logo used at LTS. This is an effort by NAPS to control who or what entities use the logos. Part of this process was to update NPI registration in the state of Delaware, which had lapsed, and to register NAPS as an entity in the state of Virginia, which had not occurred previously. This process should be completed shortly.

On Feb. 21, 2017, Wagner, Butts and Mulidore attended the annual NPI Board of Directors meeting with Stoladi Property Group to discuss and approve the NPI budget and discuss tenant leases and issues related to maintenance, updates and necessary tenant improvements to the NAPS building. As of Feb. 1, 2017, the NAPS building was 89 percent leased. The former Ladas and Parry space on the lobby level currently is vacant. NAPS had been receiving regular owner distributions through February 2017. The last three months of NAPS FY 2016/2017 will not yield any owner distributions, nor will FY 2017/2018, due to maintenance and tenant improvements.

As of March 1, 2017, 4,326 NAPS members have registered on the [www.naps.org](http://www.naps.org) website. NAPS continues to send out monthly *NAPSHQ2U* e-newsletter issues, but will provide

special issues when necessary. The NAPS Facebook page is being regularly updated and “tweets” continue to be made on NAPS’ Twitter account. As of March 1, 2017, NAPS Headquarters social media results were as follows:

- *NAPSHQ2U* goes to 6,449 members, with an average “open rate” of 32 percent. Approximately 38 percent of those opening *NAPSHQ2U* view the issues on their computers; the remaining 62 percent view *NAPSHQ2U* on their mobile devices.

- The NAPS Facebook page has 1,562 “likes.”
- NAPS has 451 Twitter followers.

As of the February 2017 DCO (reflecting DCO membership through PP1 and PP2), NAPS had 26,659

members (25,295 active and 1,364 associate; 95 percent and 5 percent, respectively). Total membership from one year ago (PP1 and PP2 2016) was 26,237 (24,868 active and 1,369 associate)—an overall total SPLY increase of 422 members or 1.6 percent.

As of the February 2017 DCO, the total number of active EAS non-members was 9,533. This number is based on the USPS payroll files of non-member EAS employees coded non-postmasters. Based on current membership totals, there are approximately 26 percent non-members. To date, the NAPS September 2015 membership drive has generated 369 new members. NAPS continues to encourage membership growth by giv-

ing \$25 NAPS checks to sponsors of new members. These 369 new members will generate \$33,579 in new annual per-capita dues.

The latest NAPS Headquarters membership drive launched in mid-January 2017 has generated, as of March 1, 165 new members, resulting in \$15,015 in new annual per-capita dues. There is no sponsorship award. Local and state branches continue to receive their NAPS Non-Member and Change Summary reports, along with their DCO and Mail reports on a monthly basis.

Mulidore presented the NAPS FY 2018 budget, which begins June 1, 2017, and goes through May 31, 2018. A motion to accept the prelim-

## “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 Address

How you change your address with us depends on whether you still work for the federal government.

**If you’re still a federal employee,** you must report your correct address to your agency or service. Since your agency or service is responsible for maintaining information about you and submitting it to us if you’re still employed, we cannot accept address changes directly from you.

**If you’re no longer a federal employee,** you can log into the My Account section of [tsp.gov](http://tsp.gov), visit “Profile Settings,” and review the address listed there. If you need to update it, simply make any necessary changes while you’re logged in to My Account. Or you can fill out Form TSP-9, *Change in Address for Separated Participants*, and fax or mail it to us.

**TSP Tip:** If you submit an Official Mail Forwarding Change of Address Order to the United States Postal Service, it will have no effect on the address in your TSP account. You must follow one of the previously mentioned steps to update your address with the TSP.

### 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.

inary financial report was made by Illini Area VP Luz Moreno and seconded by Trayer; the motion passed on a voice vote.

Discussion took place regarding the Disciplinary Defense Fund (DDF), including the need to have a signed DDF form with each case. Scialla Associates does not validate membership; branches must do their due diligence and ensure cases submitted to Scialla Associates for DDF representation are for NAPS members only. There followed a general conversation about the DDF among board members and Scialla.

NAPS also must have properly completed Merit Systems Protection Board (MSPB) *Forms 185*, which often are not submitted with case files to Scialla Associates. Members are encouraged *not* to efile. Sexual harassment cases are serious; supervisors must be aware of their responsibilities. There are 33 DDF cases awaiting scheduling at the MSPB; 16 cases are awaiting decisions. There was further discussion about DDF cases, including

the process to file and hear cases. There are 650 hearings vs. MSPB cases. It was pointed out that the number of TACS and sexual harassment cases is troublesome.

An update on SPAC was given by Butts, Legislative Counsel Bruce Moyer and SPAC Manager Katie Madocks. At LTS, 16 new members signed up for “Drive for Five,” generating approximately \$8,500 per year in additional payroll contributions to SPAC. Capitol Hill visits during LTS were very positive. H.R. 756, H.R. 760 and H.R. 942—legislation affecting postal and federal employees—were the chief bills supported by NAPS. There also was discussion on Medicare integration, LTS and postal reform legislation in response to Moyer’s presentation.

Sheri Davies, ConferenceDirect, gave an update on LTS. There were excellent room pickup totals. Also, NAPS collected \$10,000 in vendor sponsorship money to help offset LTS costs.

There was no old business. Under new business, the board heard from

four potential providers of DDF services. On Dec. 31, 2017, NAPS’ current vendor, Charlie Scialla of Scialla Associates, will retire. The board narrowed the choice down to two potential successors. NAPS Headquarters will review additional information from these two potential DDF providers and submit it to the board. A final decision is planned for the fall 2017 Executive Board meeting in October.

Moyer gave an update on the current state of pay talks. Howard Risher, part of NAPS’ pay-talks team and an expert on federal-sector pay, joined the discussion and talked about the pay consultation process.

Auxiliary President Patricia Jackson-Kelley and Southern Region VP Bonita Atkins reported that the Auxiliary collected \$21,740.50 during the three days of LTS. Some additional funds were deposited after LTS, raising the LTS SPAC total to \$23,841.50.

USPS Chief Operating Officer David Williams addressed the board. He said the Postal Service currently has 48,000 strong leaders; the agency wants them all to be successful. In Quarter 1, 30 of 31 service indicators improved. The best Quarter 1 indicator was Marketing Mail/Periodicals Composite. Building on service performance from last year, the USPS needs to improve motor vehicle safety and First-Class Mail service as it is not meeting the target. Also, First-Class and Standard Mail need to advance.

The biggest costs were on the financial side with soft revenue and volume. Volume is down in plants 5.4 percent to SPLY. Williams said they must bend the cost side to avoid a \$500 million loss and work to earned hours in all functions. An additional challenge is using 5,000 FTE supervi-

## Thrift Savings Plan

Fund	G	F	C	S	I
<b>May 2017</b>	<b>0.19%</b>	<b>0.81%</b>	<b>0.41%</b>	<b>(0.77%)</b>	<b>3.76%</b>
<b>Past 12 Months*</b>	<b>2.02%</b>	<b>1.86%</b>	<b>17.49%</b>	<b>18.74%</b>	<b>16.84%</b>
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.					
Fund	L Income	L 2020	L 2030	L 2040	L 2050
<b>May 2017</b>	<b>0.55%</b>	<b>0.86%</b>	<b>1.22%</b>	<b>1.38%</b>	<b>1.51%</b>
<b>Past 12 Months*</b>	<b>5.07%</b>	<b>8.41%</b>	<b>11.75%</b>	<b>13.45%</b>	<b>15.05%</b>
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.					
Visit the TSP website at <a href="http://www.tsp.gov">www.tsp.gov</a>					

sors above what is authorized; he wants to at least keep EAS employees in Cell 6 of NPA. The question of plant closures was raised; 65 Phase 2 consolidations are not complete, but no decisions have been made.

Also discussed were scheduling changes of EAS employees, voluntary or paid. The USPS does not want EAS employees working seven continuous days or more. There is pressure to reduce EAS hours and not force schedule changes on EAS employees.

There has been an increase in HRM claims. Williams said they need to take hazards out of the workplace, protect service, follow contracts and maintain integrity. The HRM workload has increased. HR is reviewing criteria that determine district staffing. A vehicle survey was conducted and revealed that poor vehicle conditions impact the postal brand, as well as lobby and building conditions.

Williams said he has eliminated all telecons at Headquarters, except one that he has with the area vice presidents. Also, the focus of the Lean Six Sigma program is to move NPA into Cell 6 or higher for all EAS employees. There have been better NPA results for EAS employees through January 2017 than January 2016. Overtime, currently at 12.4 percent, needs to be reduced to 7.6 percent to be successful.

USPS Vice President of Labor Relations Doug Tulino reported that the USPS is trying to finalize the NALC agreement, which, hopefully, will occur soon. Additional areas of focus include the 10-year price review by the Postal Regulatory Commission—required by the 2006 “Postal Accountability and Enhancement Act”—and H.R. 756. He said Medicare integration, as proposed by

H.R. 756, should not be impacted in terms of insurance price reductions with the potential repeal of the “Affordable Care Act” by Congress.

Tulino also talked about Article 8. The overtime (OT) admin tool is used to track OT and eliminate OT grievances. The USPS cannot afford to pay \$32 million in OT grievance violations, he said.

Bruce Nicholson and Phong Quang, USPS Labor Relations and Policy Administration, represented the USPS at the consultative meeting. Minutes of the consultative meeting were printed in the June issue of *The Postal Supervisor*.

Executive Board Committee reports were presented:

- SWCs—Pilot sites in the Northeast Area are testing SWCs proposals.
- Training—They will be developing standard work for training.
- Legislative—There was an update on legislative priorities and goals.
- Ethics—No report was given.
- Postmaster—Recognize new membership opportunities and make postmaster recruitment an ongoing process
- Membership—It is the responsibility of all board members to attend career conferences, new supervisor training and Postmaster Essentials classes and engage daily with non-members.
- PFP Advisory—There was a review of NAPS proposals to improve NPA for FY 2017.

• Duties and Responsibilities—The committee presented the board with a revised *Duties and Responsibilities Guide* for FY 2018.

Postmaster General Megan Brennan addressed the board. She discussed several high-profile stamp unveilings she attended recently. She

## NAPS Training Calendar

### 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

### Western Region Training

Aug. 10-13, 2017

**Conducted by:** Western Region VP Marilyn Walton, Rocky Mountain Area VP Myrna Pashinski, Pacific Area VP Hayes Cherry and Northwest Area VP Cindy McCracken

**Location:** Sheraton Denver Downtown, 1550 Court Pl., Denver, CO 80202; (303) 893-3333

**Hotel Rate:** \$159 plus tax; call reservations at (888) 627-8405 or by using the Star group link: [www.starwood-meeting.com/Book/NAPS2017](http://www.starwood-meeting.com/Book/NAPS2017)

**Registration Fee:** \$185 if staying at the Sheraton Denver Downtown and registering by July 14; after July 14 or staying at another hotel, \$225. Every attendee must be registered or have a meal ticket. Extra lunch tickets are \$50/day. Make checks payable to NAPS Headquarters and send to Myrna Pashinski, 21593 E. Layton Dr., Aurora, CO 80015. No refunds after July 14; minimum stay of Friday and Saturday nights.

**Training Topics:** Informational speakers, NAPS representative training and panel discussion/Q&A session

**Special guests:** President Brian Wagner, Executive Vice President Ivan D. Butts and Secretary/Treasurer Chuck Mulidore

said there is growth in package volumes in lower-revenue product lines. FedEx, UPS and Amazon generate 88 percent of that product line.

UPS and FedEx are working to drive more parcel volume back into their businesses; thus, Brennan predicted, parcel growth for the USPS will slow. Priority volume is relatively flat, which is a concern. Single-piece First-Class Mail has declined 5 percent, commercial mail is down 2 percent. Standard (Marketing) Mail is stable and Periodicals are down slightly.

The workload continues to shift, she pointed out, adding the USPS must continue to match earned hours and complement. There is no exigent price increase this year, which is worth \$2 billion—\$700,000 in the 1st quarter of FY 2017 in lost revenue.

Absent legislative change, Brennan said, the USPS could be out of money by fall 2018 as a result of the \$10 billion payment due this year. The Postal Service strongly supports H.R. 756. Regarding Medicare integration in H.R. 756, she said 78 percent of postal retirees already are enrolled in Medicare, indicating it is a positive. Consequently, there should not be opposition to this proposal.

She referred to the 10-year price review required by the 2006 "Postal Accountability and Enhancement Act." The intent was to see if the price cap is working and enough revenue is being generated to cover expenses. Brennan surmised that a price cap tied to the rate of inflation is fundamentally unsuited to the Postal Service's current business model. The agency has competition in every product line, she said, so let the market dictate pricing.

Brennan said the USPS is striving to keep mailers in the mail. Standard

Mail makes up 53 percent of the mail volume, which is one of the reasons the name was changed to Marketing Mail.

She summarized the challenges for the organization, including pushing legislation, regulatory reform and USPS efforts to control costs. As for Employee Engagement, Brennan is concerned with employee response rates; the survey is one instrument to measure the employee work environment. Brennan stressed the USPS needs to invest in training and communication; there certainly is more work to be done, she said.

NAPS accountant Jack Wallace updated the board on accounting policies relative to board and NAPS Headquarters expenses.

Jim Stokes, Stoladi Management, updated the board on the NAPS Headquarters building. He said 89 percent of space is leased, with several additional tenant renewals coming in FY 2018. This will drive tenant improvement costs up, he explained, even as normal maintenance is ongoing. The vacancy rate in Alexandria is 17.9 percent, up from 17.2 percent. Construction costs are up; tenant improvements average \$35 per square foot. Stoladi has an on-site property manager for NAPS Headquarters, plus a senior engineer.

Phil Brown, PNC Investments, updated the board on NAPS' investments, portfolio and investment strategies.

**Motion 1**—Richard Green, seconded by Tommy Roma, that  
*"To ensure the financial stability of NAPS, be it resolved that NAPS Headquarters creates a 'rainy day' fund by setting aside in an interest-bearing money market account all funds above \$12 million in the NAPS investment*

*portfolio. Be it also resolved that quarterly withdrawals for the investment portfolio be set up to ensure compliance with the motion."*

**Discussion:** Is there a need to set up such a fund with the investment account performing well? The motion was tabled March 9 at 2:15 p.m.

**Motion 2**—Cornel Rowel, seconded by Tommy Roma:

*"Motion to accept the FY 2018 budget as presented."*

The motion passed unanimously.

**Motion 3**—Craig Johnson, seconded by Kevin Trayer, that

*"NAPS makes a \$1,000 donation to PERF each month beginning June 2017 for the next three years."*

**Discussion:** Executive VP Butts indicated funds are low. Some board members felt NAPS should provide funds to help PERF rebuild its funds.

The motion passed unanimously.

**Motion 4**—Richard Green, seconded by Tommy Roma, that

*"The NAPS Executive Board adopts a committee recommendation relative to changes in the Executive Board Duties & Responsibilities Guide."*

Voting "yes" were Butts, Mulidore, Roma, R. Green, Walton, Warden, Aglidian, Griffin, Needham, Trayer, B. Green, Rowel, Quinlan, S. Green, Elizondo, McCracken, Cherry and Atkins. Voting "no" were Wagner, Johnson, Murphy, Moreno, Mooney and Pashinski. As board chair, Ford does not vote. The motion passed.

**Motion 5**—Richard Green, seconded by Cornel Rowel, that

*"The NAPS resident officers contact Wheeler Upham and Al Lum to resubmit bids based on the RFP that specifically provides DDF services required per the NAPS Constitution and Bylaws."*

**Discussion:** This motion was not necessary because the board narrowed

NAPS Secretary/Treasurer's  
**Financial Report** Chuck Mulidore

the field to two presenters based on presentations. Other members felt a new RFP was necessary after the board cut two of the four presenters.

Voting "yes" were Roma, R. Green, Warden, Murphy, Aglidian, Griffin, Needham, Rowel and S. Green. Voting "no" were Wagner, Butts, Mulidore, Johnson, Walton, Trayer, Moreno, Mooney, B. Green, Elizondo, Pashinski, McCracken, Cherry and Atkins. Ford abstained. The motion failed.

**Recommendation 1**—Bart Green, that

*"Whereas the Executive Board Duties & Responsibilities states electronics are allowed to be purchased every four years, recommend that electronics be allowed to be purchased every two years. On purchasing new equipment, board members must turn in the old equipment to the resident officers within 30 days of purchasing new equipment. This would be effective with a new election term."*

The recommendation was withdrawn.

**Recommendation 2**—Craig Johnson, seconded by Louis Atkins, that

*"The Executive Board selects two DDF providers to review and begins the process of researching to determine who will be the best DDF provider for NAPS."*

Recommendation passed on a voice vote.

The fall 2017 Executive Board Meeting will be Oct. 22-26 at NAPS Headquarters.

President Brian Wagner asked that we pray for our members and each other. Tommy Roma moved, seconded by Richard Green, to adjourn; the motion passed on a voice vote.

*Respectfully submitted by Chuck Mulidore, NAPS national secretary/ treasurer.*

Article XIV of the NAPS Constitution requires the secretary/treasurer to "furnish financial reports quarterly and publish same in *The Postal Supervisor*."

**Balance Sheet**—Feb. 28, 2017

**Assets:**

Cash and Investments	\$14,866,731.62
Dues Withholding Receivable	189,599.30
Prepaid Expenses and Other Assets	500,177.89
Total Current Assets	15,556,508.81
Building and Equipment, Net of Accumulated Depreciation	2,853,375.34
Total Assets	\$18,409,884.15

**Liabilities and Fund Balances:**

Accounts Payable	\$ 118,358.34
Accrued Expenses	140,677.90
Deferred Revenues	131,892.35
Dues to be Remitted to Branches	481,689.90
Total Liabilities	872,618.49
General and Designated Fund Balances	17,537,265.66
Total Liabilities and Fund Balances	\$18,409,884.15

**Statement of Revenues and Expenses**

(For the period Dec. 1, 2016, through Feb. 28, 2017)

**Revenues:**

Dues and Assessments	\$ 1,749,131.19
Less: Dues Remitted to Branches	1,167,560.74
Net Dues and Assessment Revenue	581,570.45
Investment Income	641,917.93
NAPS Property, Inc. Net Income Before Depreciation	\$87,291.43
Less Depreciation	(62,149.95)
NAPS Property, Inc. Net Income	25,141.48
Royalties	50.00
National Convention	-
Training Fees	24,960.00
Other	4,627.75
Total Revenues	1,278,267.61

**Expenses:**

National Headquarters	360,875.10
Executive Board	179,517.37
National Convention	153,073.04
<i>The Postal Supervisor</i>	81,710.30
Legal and/or Fact Finding	104,236.79
Legislative Counsel	15,417.00
Legislative Expenses	22,060.83
Education and Training	4,667.26
Training Registration Expense	8,050.00
Disciplinary Defense	107,952.34
Total Expenses	1,037,560.03

**Revenues Less Expenses** \$ 240,707.58

Substantially all disclosures required by GAAP are omitted. The financial statements do not include a statement of cash flows. The financial statements do not include the financial position and operations of the SPAC. No assurance is provided on these financial statements.

# 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

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

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

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



**Tim Ford**  
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(386) 679-3774 (cell)  
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## Area Vice Presidents

3—Midwest Area (DE/NJ/PA)



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lenroc10@bellsouth.net

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**Louis M. Atkins**  
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(703) 380-9458 (cell)  
lmatkins326@gmail.com

# Introducing the 2017 SPAC Pins

This year offers new SPAC designations  
with corresponding pins:



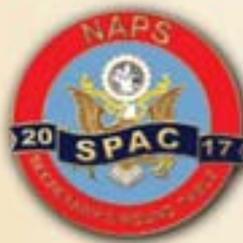
## **President's Ultimate SPAC**

*\$1,000 level includes LTS SPAC reception for donor plus one guest*



## **VP Elite**

*\$750 level includes LTS SPAC reception  
for donor plus one guest*



## **Secretary's Roundtable**

*\$500 level includes LTS SPAC reception for donor plus one guest*



## **Chairman's Club**

*\$250 level*



## **Supporter**

*\$100 level*

**Support SPAC to  
support the lawmakers who  
fight for what matters most  
to NAPS members.**

# 2017 SPAC Contributors



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

Boisvert, Michael	CA	Branch 159
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
Gawron, Dennis	NY	Branch 27
Konish, Ann	NY	Branch 11
Roma, Thomas	NY	Branch 68
Warden, James	NY	Branch 100
Butts, Ivan	PA	Branch 355
Bradford, Robert	TX	Branch 203

Gawron, Dennis	NY	Branch 27
Bradford, Robert	TX	Branch 203

## VP Elite (\$750)

Gilbert, Belinda	FL	Branch 425
Wagner, Brian	IL	Branch 255
Winters, Michael	IL	Branch 255

## Secretary/Treasurer's Roundtable (\$500)

Bruffett, Shawn	AZ	Branch 376
Hernandez, George	AZ	Branch 246
Salmon, James	AZ	Branch 246
Ayon, Celia	CA	Branch 88
Goodman, James	CA	Branch 39
Meana, Frances	CA	Branch 159
Rodriguez, William	FL	Branch 146
Sebastian, Gerald	FL	Branch 386
Strickland, Ann	FL	Branch 146

## May Contributors

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

Boisvert, Michael	CA	Branch 159
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# 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.*

Moore, Kevin	GA	Branch 281
Maxwell, Sherry	IL	Branch 255
Trayer, Kevin	MI	Branch 142
Weilep, Laurie	MN	Branch 104
Williams, Darryl	PA	Branch 554
Cooper, Karen	TX	Branch 124

**Chairman's Club (\$250)**

Gishi, Sharon	CA	Branch 94
Phillips, Daniel	CA	Branch 373
Rominger, Jackie	CA	Branch 77
Sutton, Catherine	CA	Branch 373
Swygert, Vontina	CA	Branch 127
Trevena, April	CA	Branch 94
Douglas, Lisa	CT	Branch 5
Franco, Cheryl Ann	FL	Branch 296
Gonzalez, Ernesto	FL	Branch 406
Lynn, Patti	FL	Branch 296
Grayson, Yolanda	LA	Branch 170
Russo, Dominic	MA	Branch 43
Walter, Richard	MA	Branch 120
Amergian, Raymond	ME	Branch 96
Van Norman, Gerald	MI	Branch 130
Vance, Julianne	MN	Branch 104
Carmody, Russell	NJ	Branch 74
Dallojacono, Anthony	NJ	Branch 568
Timothy, Pat	NJ	Branch 548
Englerth, Scott	NY	Branch 11
Evans, Darius	NY	Branch 85
Puccio, James	NY	Branch 100
Paige, Lillie	OH	Branch 46
Holt, Brian	RI	Branch 105
Brooks, Lamarcus	TN	Branch 41
Mott III, George	VA	Branch 132

**Supporter Earned (\$100)**

Studdard, Dwight	AL	Branch 45
Anderson, Frances	CA	Branch 466
Baker, Debra	CA	Branch 197
Brown, Carl	CA	Branch 94
Cruz, Cheryl	CA	Branch 497
Danzy, Marsha	CA	Branch 197
Delamora, Annette	CA	Branch 39
Derden, Margaret	CA	Branch 39
Donnelly, Linda	CA	Branch 497
Francisco, Daryel	CA	Branch 159
Gavin, Angela	CA	Branch 159
Hodges, Tessa	CA	Branch 39
Marting, Robert	CA	Branch 127
Merrill, Robin	CA	Branch 497
Profit, Youvet	CA	Branch 39

# SPAC Scoreboard

Statistics reflect money collected from Jan. 1 to May 31, 2017

**National Aggregate:**

\$104,028.29

**National Per Capita:**

\$4.01

**Region Aggregate"**

- 1. Western .....\$24,436.18
- 2. Southern .....\$24,296.34
- 3. Northeast .....\$19,501.28
- 4. Central .....\$18,304.50
- 5. Eastern .....\$17,489.99

**Region Per Capita:**

- 1. Western .....\$4.52
- 2. Southern .....\$4.23
- 3. Central .....\$4.16
- 4. Northeast .....\$3.90
- 5. Eastern .....\$3.26

**Area Aggregate:**

- 1. Pacific .....\$13,766.00
- 2. Southeast .....\$12,250.50
- 3. New York .....\$11,340.00
- 4. Capitol-Atlantic .....\$8,319.50
- 5. Mideast .....\$7,695.49
- 6. Illini .....\$6,350.00
- 7. Texas .....\$6,293.24
- 8. New England .....\$6,228.00
- 9. Rocky Mountain .....\$5,600.99
- 10. Northwest .....\$5,069.19
- 11. Michiana .....\$5,050.50
- 12. MINK .....\$3,659.00
- 13. Pioneer .....\$3,408.00
- 14. North Central .....\$3,245.00
- 15. Central Gulf .....\$3,093.80
- 16. Cotton Belt .....\$2,658.80

**Area Per Capita:**

- 1. Southeast .....\$5.29
- 2. Illini .....\$4.97
- 3. Northwest .....\$4.91
- 4. Pacific .....\$4.80
- 5. Michiana .....\$4.76
- 6. New York .....\$4.65
- 7. Central Gulf .....\$4.02
- 8. Rocky Mountain .....\$3.71
- 9. New England .....\$3.67
- 10. North Central .....\$3.67
- 11. Texas .....\$3.57
- 12. Mideast .....\$3.43
- 13. Capitol-Atlantic .....\$3.20
- 14. MINK .....\$3.11
- 15. Cotton Belt .....\$2.96
- 16. Pioneer .....\$2.47

**State Aggregate:**

- 1. California .....\$12,806.00
- 2. New York .....\$10,980.28
- 3. Florida .....\$10,767.50
- 4. Illinois .....\$6,350.00
- 5. Texas .....\$6,293.24

**State Per Capita:**

- 1. North Dakota .....\$15.93
- 2. Maine .....\$8.60
- 3. Washington .....\$7.42
- 4. Utah .....\$6.88
- 5. Louisiana .....\$6.37

**Drive for Five**

**Members by Region:**

- 1. Central .....79
- 2. Southern .....75
- 3. Western .....71
- 4. Eastern .....60
- 5. Northeast .....50

**Aggregate by Region:**

- 1. Western .....\$11,335.00
- 2. Central .....\$11,010.00
- 3. Southern .....\$10,741.00
- 4. Eastern .....\$8,380.50
- 5. Northeast .....\$6,091.00

Salus, Ernest	CA	Branch 159
Simpao, Sally	CA	Branch 88
Thomas, Linda	CA	Branch 88
Annon, Cynthia	CO	Branch 141
Cool Jr., Harold	CO	Branch 141
Love, Valerie	CO	Branch 65
Loyd, Albert	CO	Branch 561
Hoerner, Thomas	FL	Branch 420
Lupo, Frances	FL	Branch 420
Murray, Donald	FL	Branch 93
Riley, Kenneth	FL	Branch 478
Rose, Nancy	FL	Branch 420
Roundtree, Edith	FL	Branch 154
Schulz, Mark	FL	Branch 577
Vorreyer, Leslie	FL	Branch 353
Alos, Kanani	HI	Branch 214
Baines-Albert, Pamela	IL	Branch 493
Brady, Derrick	IL	Branch 17
Cook, Carol	IL	Branch 14
Matuszak, Kevin	IL	Branch 489
Mendoza, Esther	IL	Branch 14
Warren, Susan	IL	Branch 255
Hardin, Donald	IN	Branch 55
Malone, Tammy	IN	Branch 8
Aguilera, Patricia	KS	Branch 205
Alexander, Stephanie	KS	Branch 52
Macias, Juan	KS	Branch 205
Duplessis, Tomica	LA	Branch 73
Keating, Ted	MA	Branch 498
Misserville, James	MA	Branch 498
Berger, Ricky	MD	Branch 531
Rosario, Tamara	ME	Branch 96
Burcar, Robert	MI	Branch 508
Perkins, Ethel	MI	Branch 140
Kuiper, Bruce	MN	Branch 16
Mooney, Dan	MN	Branch 16
Brown, Latasha	MO	Branch 131
Jackson, Abner	NC	Branch 299
Robinson, Theresa	NC	Branch 299
Michaud, Russell	NH	Branch 932
Parson, Corina	NY	Branch 164
Yuen, John	NY	Branch 100
Lewis, Gillian	OH	Branch 2
Lahmann, Joseph	OR	Branch 276
McNulty, Linda	OR	Branch 66
Adams, Jeanine	PA	Branch 20
Benford, Debra	PA	Branch 50
Ferguson, Donald	PA	Branch 48
London, Geneva	TN	Branch 32
Mitchell, Denise	TN	Branch 41
Proctor, Kevin	TN	Branch 32

**Did you know** NAPS decides which congressional candidates to support with SPAC funds by identifying those who support postal issues and are on committees of jurisdiction? Also, those with whom NAPS could benefit by cultivating and enhancing relationships. If you have questions about candidates NAPS supports with SPAC, please contact SPAC Manager Katie Madocks at (703) 836-9660 or naps.km@naps.org.

Breault, Denis	TX	Branch 265
McGuire Jr., Robert	TX	Branch 229
Nettles, Mark	TX	Branch 9
Brown, Lorraine	VA	Branch 98
Hughes, Thomas	VA	Branch 526
Baldwin, Dexter	WA	Branch 31
Howe, Steven	WA	Branch 61
Taylor, Georgia	WA	Branch 31
Ware, Michael	WA	Branch 61
Williams, Arthur	WA	Branch 61
Simmons, Brandi	WI	Branch 213
Baldwin, Craig	WV	Branch 212

## Drive for Five Earned in May

Phillips, Daniel	CA	Branch 373
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## Stuck in the Middle

*Continued from page 12*

Communication is, after all, a team thing. The boss isn't the only one who needs to communicate. Communication, to me, is the start of demonstrating dignity and respect in your work unit for the entire management team.

Communicating early about what your needs are with your manager is one way of treating your manager with dignity and respect. If we communicate only at the last minute, why should we expect to be treated with any dignity and respect in return? Surprises are nice when it's a reason to celebrate something, but not when it puts more on someone else's plate to adjust to or finish.

Remember: The boss has a boss to whom they have to communicate, as well. Giving your manager enough time to adjust and juggle the required work for the day is just the right thing to do.

vprma6state@aol.com

## Make Contributing to SPAC a Habit:

# Contributions via USPS Payroll Deduction



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

- 1 Go to <https://liteblue.usps.gov> to access PostalEASE.
- 2 Under Employee App-Quick Links, choose PostalEASE.
- 3 Click on "I agree."
- 4 Enter your employee ID number and password.
- 5 Click on "Allotments/Payroll NTB."
- 6 Click on "Continue."

- 7 Click on "Allotments."
- 8 Enter Bank Routing Number (*from worksheet below*), enter account number (*see worksheet*), enter account from drop-down menu as "checking" and enter the amount of your contribution.
- 9 Click "Validate," then "Submit." Print a copy for your records.

## PostalEASE Allotments/Net to Bank Worksheet

On your next available allotment (you have three):

- Routing Number (nine digits): 121000248
- Financial Institution Name: Wells Fargo (this will appear after you enter the routing number).
- Account Number (this is a 17-digit number that starts with "772255555" and ends with your eight-digit employee ID number):  
7 7 2 2 5 5 5 5 5 \_\_\_\_\_  
(Example: 77225555512345678).
- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the "\$" is already included): \_\_\_\_\_.



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.

# 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.

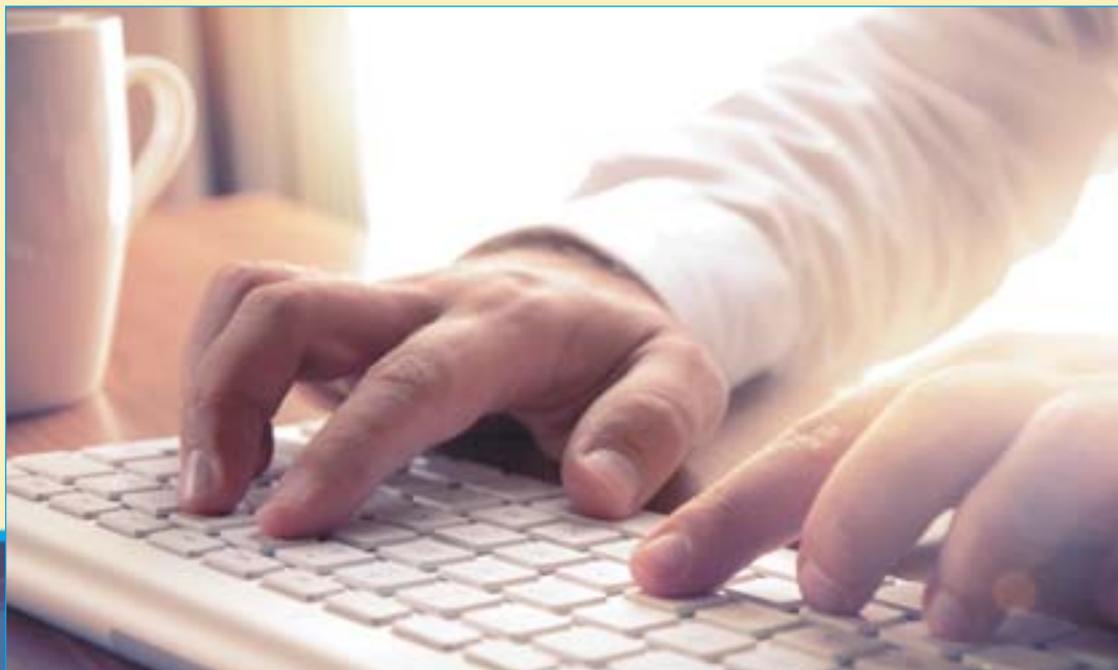
## By Internet:

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.



# The Leader in All of Us

Submitted by the USPS Employee Assistance Program

**W**hen we think of a leader, we usually imagine someone who has some sort of authority over others—a supervisor or manager, for example. However, we all have the ability to exhibit leadership by setting a good example in our interactions with others, whether they are co-workers, family members or friends. In fact, there are certain skills and qualities almost all of us can learn in order to understand ourselves better and, thereby, relate better to others.

Studies have shown that empathy or the ability to understand the emotional makeup of other people is an important quality that almost all successful leaders exhibit. Think about some people who have had a positive impact on your life. You'll probably imagine the times when you felt they really listened to you, understood what you were saying and where you were coming from and responded with supportiveness, even when they disagreed.

You also might realize they almost always stayed calm, avoided yelling or acting belittling and certainly didn't bully or try to intimidate you to get their point across. Most likely, those people made an impact on your life not just because of what they told you, but be-

cause they were able to listen and understand your feelings.

It's important to realize that exhibiting empathy does not always mean agreeing with the other person, telling them what you think they want to hear or trying to please people all the time. These approaches rarely achieve any long-lasting, positive effects. On the contrary, we are most effective as leaders when we are able to make reasonable decisions based on our understanding of others and ourselves.

For example, disciplining a child who is acting out can be done in a harsh, critical manner, making them feel they are "bad," unloved and never will do anything good. A much more useful

way is to first listen to and acknowledge the child's feelings and concerns, then calmly explain the need (when necessary) to impose limits for everyone's well-being.

What else can we do to exhibit effective leadership and respond positively to others? Think of the old saying, "It's not what you say, but how you say it." Research has shown that only about



10 percent of our communication comes from actual words. The rest derives from non-verbal cues, such as tone, facial expression and body language.

In other words, when we say something with an aggressive, angry tone and menacing expression and posture, what the other person really hears and responds to is the emotion being expressed. When we stay calm and control our delivery, as well as our words, we have a much better chance of getting our point across.

Most effective leaders either have learned to or intuitively use a type of communication called the “I-message” in order to help control themselves and respond more positively to others. This is simply a statement that starts with the word “I” rather than “you.”

How does this help? Consider a time when someone did something of which you didn’t approve or was hurtful and made you angry. If you respond by saying, “You shouldn’t have done that,” “Why did you do that?” or, worse, “You’re really a bad person for saying that,” you immediately put the focus on the other person and risk escalating the situation by attacking them in return and causing them to respond with defensiveness and/or more anger.

A good leader can defuse this type of situation by using an “I-message,” such as, “I feel upset about the comment you made because I don’t feel it’s accurate” or “I’m concerned this behavior is not appropriate because... .” Here, the other person is less likely to get angry or defensive because they are not the focus of the statement; rather, your feelings are. “I-messages” are less blameful of the other person and allow us to demonstrate leadership by taking responsibility for and communicating our own feelings.

Active listening is another skill

often used by good leaders. In this approach, we start by listening carefully to the other person’s communication, including paying attention to the non-verbal cues mentioned before. Then, rather than assume we’re sure about what’s being said, we can ask questions or paraphrase what we’ve heard and check it with the other person.

“It sounds like you’re upset because...” or “So, are you saying that...” are good ways to make sure that we really understand what the other person is trying to say. This technique is particularly useful when talking to someone with whom we’ve had a lot of contact with because our tendency is to think that we’ve heard it all before. Therefore, we assume we know what’s being said before we actually hear it.

All these techniques, skills and approaches have at least one thing in common: In order to use them effectively, we need to have a certain amount of self-regulation. We need the ability to control, rather than be controlled by, our feelings and responses to them. Everyone gets angry, sad or has a bad day from time to time. What distinguishes a good leader from others is the ability to control or even channel these reactions in positive ways.

If I’m angry at someone for a legitimate reason, I can yell, throw something, become violent or exhibit other destructive, inappropriate behaviors. Or I can take a few moments to try and understand the situation and my feelings to them and consider how to proceed. Perhaps I need to get more information about the situation.

Maybe the other person involved did not intend to cause harm. And even if they did, will my becoming explosive help the situation in any way? Why am I reacting so strongly in the first place? Taking the time to

examine these types of factors can help us approach situations more calmly and effectively.

So, how can we learn to improve our leadership skills by using these types of approaches? First, we have to realize that change is difficult and will require some effort. Habits and behavior patterns can become strongly ingrained in our lives, so it helps to be patient with ourselves as we learn. No one makes these types of changes overnight.

We also need to make sure we have the motivation and commitment to proceed with this process. We need to recognize there will be obstacles along the way, such as our tendencies to fall back on old habits and usual ways of reacting (however dysfunctional), particularly when we are stressed. Setting reasonable goals and defining steps to achieve those goals can help with maintaining our motivation.

The first step in achieving change is to examine and become more aware of our reactions and behaviors so we can decide how we want to proceed. Taking time to reflect on our behavior, maybe keeping a journal and getting feedback from others all are good ways to get more information and decide on what we might want to change.

Another good tool for increasing awareness is called the “emotional self-check.” A few times during the course of the day, take a few, brief seconds to be mindful of what emotions and reactions you are having at the moment. Are you stressed? Sad? Annoyed? Happy? Try not to judge your reactions or assume what feelings you should or should not be having. Just pay attention, be aware and try to accept you have the right to have these reactions, even if you’re not sure what’s causing them or how to respond.

*Continued on page 30*

# PERF Offers a Helping Hand



**F**rom tornadoes to floods and winter storms, many parts of the nation are experiencing extreme weather. The Postal Service is reminding employees they can turn to the Postal Employees Relief Fund (PERF). The fund helps postal employees and retirees whose homes were significantly damaged by natural disasters or house fires.

PERF is not an emergency relief or immediate needs replacement agency, such as the Federal Emergency Management Agency (FEMA) or the Red Cross or insurance companies that are paid to replace property. Rather, PERF (part of the Combined Federal Campaign) provides relief grants to help qualifying individuals get

re-established after a loss, based on an application process.

To help employees and family members cope with a variety of situations—whether a life-altering disaster or changes at work and other more routine issues—the Employee Assistance Program (EAP) is available 24 hours a day, seven days a week, online or by phone: [www.EAP4YOU.com](http://www.EAP4YOU.com); 800-327-4968 (TTY: 877-492-7341).

As winter continues, employees may visit the National Preparedness site on Blue for information on emergency plans for work and home. There also are tips to prepare for severe winter weather at [ready.gov](http://ready.gov).

## 'A Tale of Two Cities'

By **Toni A. Coleman-Scruggs**

**C**harles Dickens wrote, "It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of light, it was the season of darkness, it was the spring of hope, it was the winter of despair."



It was a time the founders of this organization faced on Sept. 7, 1908, as 50 postal supervisors from post offices in 13 states met in Louisville, KY. Their objective was to establish an association composed of supervisors dedicated to the welfare of supervisors and the improvement of the United States Post Office Department.

Poor working conditions and an unfair salary system were among the challenges facing these pioneers, all of whom risked their livelihoods to participate in these early organizational activities. In the early 1900s, no standard workdays or workweeks existed for postal workers. The eight-hour workday was not a reality for postal supervisors.

The workday began at a specified time, but ended only when all mail on hand had been processed. Saturdays and Sundays were regular workdays; there was no overtime or compensatory time. The sick leave benefit was years away and, on completion of a "career" in the service, there was no retirement annuity.

As our *NAPS Historical Sketch* states: "These were bleak years made bleaker because no cooperative rela-

tionship existed between postal supervisors and postal managers in Washington, DC." The phrase "management team" had not been coined, but the National Association of Supervisory Post Office Employees (later renamed the National Association of Postal Supervisors) was emerging as a force to influence a change.

It is 2017 and we are living in "A Tale of Two Cities." Many of my fellow EAS employees still feel there is no "best of times," but, rather, it is the "worst of times." Just as in the 1900s, morale is down, but workload is up. Just look at the latest Postal Pulse survey results.

In other cases, EAS employees applying for promotions no longer receive letters for interviews or letters of non-selection; they may receive an email. What happened to the process of receiving a letter in advance instead of an email that may get lost in the hundreds of daily emails that fill up your inbox? Let's bring back this type of communication.

I always have been a firm believer in documentation. I continually stress the importance of documenting everything. I tell members to complete a *Form 3971* for vacation or other leave requests. Don't use your personal car to take out splits, perform street supervision or deliver Priority Express Mail. Also, your representative has a right to information to represent you.

We must continue to push back on the number of 204-Bs being used to backfill EAS jobs. Please continue

to ask why EAS vacancies are not being filled in a timely fashion.

The goal of this organization is to educate, represent and look out for the best interests of its members. We have the tools and talented people to make this happen. However, we need unification, enhanced communications, increased wages and benefits, proper staffing to manage the workload and respect to ensure working conditions and treatment do not revert back to the 1900s.

I look forward to the best of days, as many of you do. Change has to come; together, we can make it happen.

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*Toni A. Coleman-Scruggs is an associate member of Illinois Branch 493.*

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### The Leader in All of Us

*Continued from page 28*

A good approach for improving decision-making at difficult times is to get into the habit of trying to stop, take a deep breath and then decide how to proceed with a difficult situation. Learning to overcome the tendency of reacting impulsively when stressed or upset is critical toward developing better leadership skills.

Good questions to ask ourselves:

- "What reaction am I having?"
  - "Why am I feeling this way?"
  - "How do I think the other person is feeling or reacting?"
  - "How does my behavior affect others?"
  - "What's the best way to react?"
- Even if we can't always answer

# Notes

from the National Auxiliary

## Let's Refocus, Restore and Reinvent

By **Beverly Austin**

*Southern Region Vice President*

I recently read a story regarding recent changes to McDonald's. A whole new image was revealed in order to attract new customers and keep long-time customers coming back. The story was so intriguing I had to stop and think when was the last time I saw a McDonald's restaurant being torn down. Usually, you see new ones being built or older ones being remodeled.

The National Auxiliary is facing declining membership. Through the years, in fact, both NAPS and the Auxiliary have seen their memberships reduced, in part due to a lack of involvement. This has eroded the strong role the Auxiliary has played over the decades in fighting for the rights of NAPS members.

So, today, we must refocus, restore and reinvent what we have in place. Change actually is not such a bad thing. Change helps us keep current with the times and motivates us to improve on previous processes. Change even encourages

all these questions, getting into the habit of asking them will make us better leaders.

Finally, it can be a great help to have a coach to help guide and give you feedback and support throughout this process. If you want to develop your leadership skills, give the Employee Assistance Program a call.



us to challenge ourselves. Here are three questions that can help reevaluate our organization:

1. Does the organization's structure—bylaws, policies and procedures—seem outdated and not reflective of current needs?
2. Is it difficult getting individuals to commit to the organization?
3. Is there internal conflict about the roles and responsibilities of the group?

If you answered "yes" to any of these, then it may be time to scrap what we have and start anew. This may be painful, but necessary, as well.

What are the consequences of not changing? Regardless of your situation, change is not easy, but it's what helps us stay current with the times. It may take baby steps to change the process, but change takes time.

It's been said, "Change is inevitable; only growth is optional." Change is all around us. Change can motivate us, inspire us and help us refocus, restore and reinvent for success.

[braustin50@gmail.com](mailto:braustin50@gmail.com)

The free and confidential coaching services offered are a great resource for you to work on these and other skills to help you decide on and achieve your goals.

The EAP can be reached 24 hours a day, seven days a week, at 800-327-4968 (TTY: 877-492-7341). You can read more at [www.EAP4YOU.com](http://www.EAP4YOU.com).

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<sup>1</sup> APR = Annual Percentage Rate. Your actual APR will be determined at the time you apply 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.

<sup>2</sup> APY = Annual Percentage Yield. To earn the 3.00% APY, certain requirements must be met: Debit card must be used at least 10 times per month and there must be a total of \$1,000 directly deposited into the account each month. They must be enrolled in e-statements and can only have one 3.00% APY checking per account. If any of the requirements are not met, the account will earn the standard checking account rate for that month. Balances above \$15,000 earn the standard checking APY while balances below \$15,000 will earn the High Yield APY.



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