

# Improve the CCA/RCA Experience

## NAPS/UPMA Executive Brief

April 13, 2021

# Improve CCA/RCA Experience Team Introduction

	Krista Finazzo VP Lead		L'Tisha Slagle City Delivery Specialist Sr. HQ		Rick Moreton District Manager Michigan 1 District		Taren Reynolds Manager Training Development HQ
	Jenny Utterback VP Organizational Dev. Co-VP		Paul Tidwell Rural Delivery Specialist Sr. HQ		Kellie Amundson Postmaster (A) / Mgr. POO Des Moines, IA		Anca Ivanescu Manager Learning Evaluation HQ
	Katherine Attridge VP Labor Relations Co-VP		Ty McCormick City Delivery Specialist HQ		Mark Wheeler Management Assoc. Central Area		Derek Brown Personnel Psychologist HQ
	Jennifer Vo Director City Delivery Co-Lead		Roxanne Thomas Field Performance HQ		Sunil Chanan Management Assoc. HQ		Noah Meyer Labor Relations, NALC HQ
	Gail Hendrix Director L&D Co-Lead		Veronica Johnson City Delivery Specialist HQ		Monica Linder Postmaster Greenville, SC		Rich Howard Labor Relations, NRLCA (A) HQ
	Robert Neal Manager City Delivery HQ		Paul F Smith Field Corporate Communications HQ	Welcome NAPS / UPMA reps joining the team...			

Continuous Improvement Team			
	Josh Schumacher Lean Value Stream Program Manager		Francisco Gutierrez Continuous Improvement Specialist HQ
			Dave Nisula Continuous Improvement Central Area Lean Leader

# TACTICAL GOAL – Improve the CCA and RCA Experience

**BUSINESS IMPACT** – Increase Employee Job Satisfaction and Effectiveness, Improve Customer Experience, Reduce Onboarding Costs, Stabilize Workforce



## Use Data to Determine Opportunities

- Attrition / Retention
- Delivery OSAT
- Total Accident Rate
- CCA / RCA workhours
- Regional effects
- Stay and Exit survey
- Postal Pulse Gallup survey



## Union/Management Collaboration

- Understand experience drivers
- UPMA, NAPS Engagement
- USPS/NALC Task Force
  - CCA Experience Subcommittee
  - Feedback Forums
- USPS/NRLCA Leave Replacement Task Force Recommendations
  - Feedback Forums



## Co-Create Solutions

- Initial experience through progression to career status
- Strengthen training, once in unit
- Develop feedback and communication methods
- Enhance technology and tools to promote precision



## Promote Stable Effective Workforce

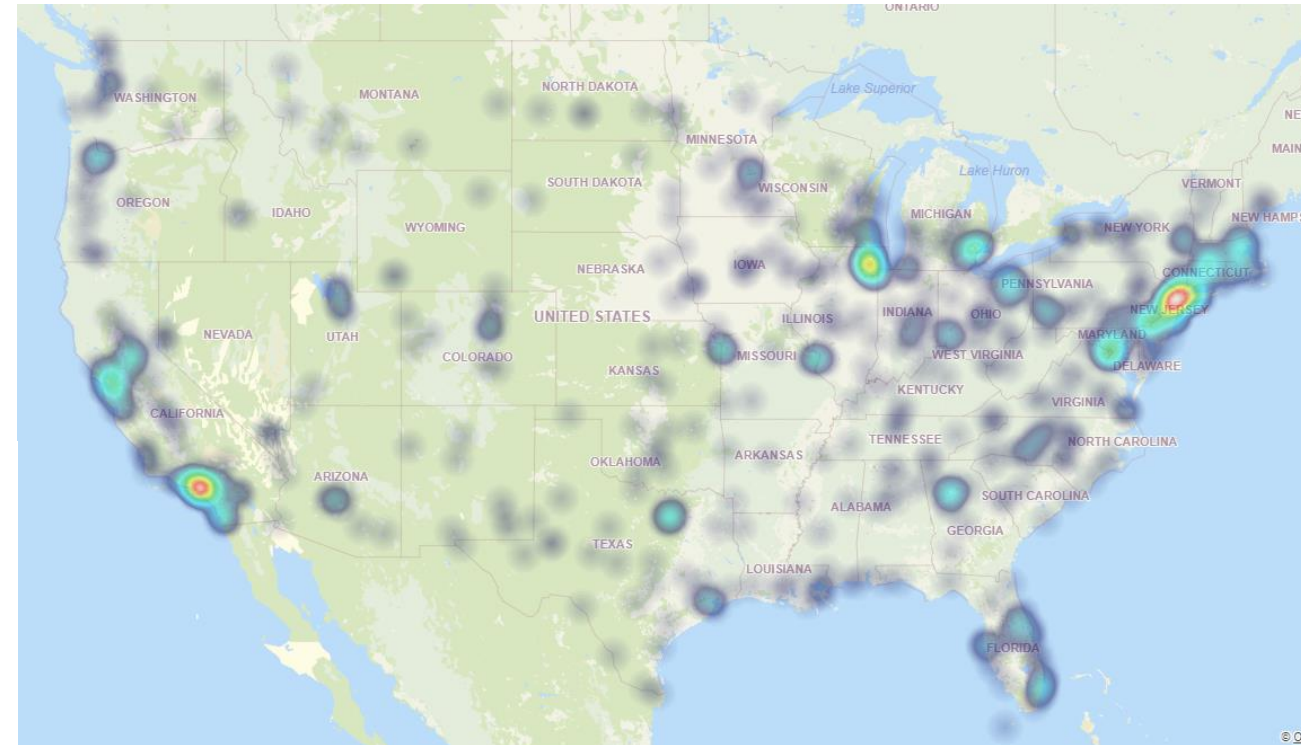
- Improve introduction to delivery unit
- Develop skilled employees
- Create positive experiences
- Retain and strengthen workforce

# CCA/RCA Experience

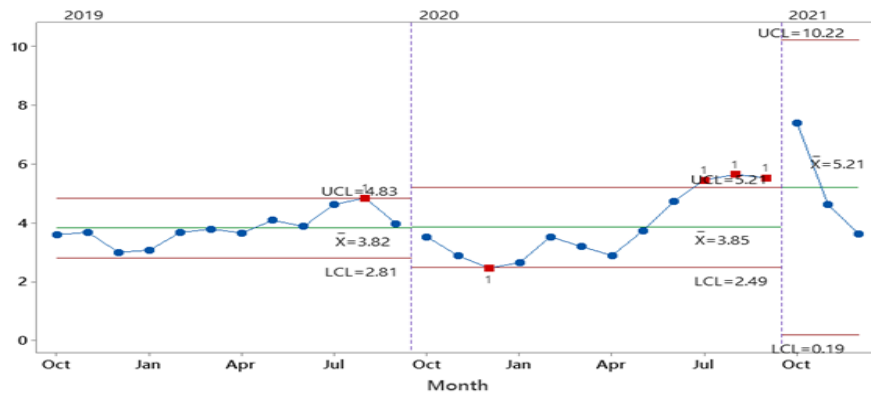
## Quantitative – Baseline Data Analysis

# CCA Attrition Rate FY2019-FY2021

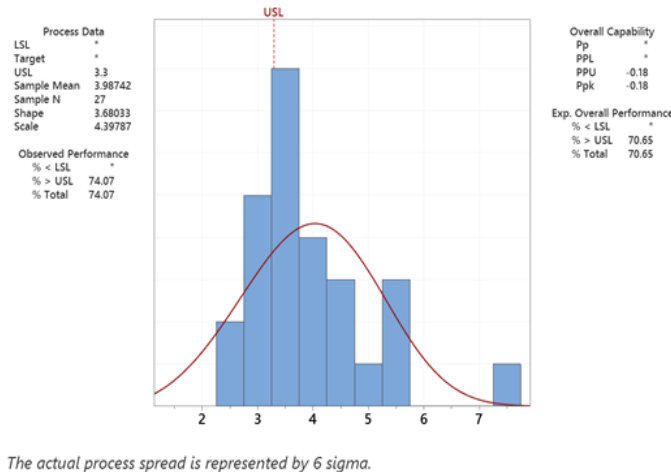
CCA Attrition by Percentage Density (100km Influence Radius)



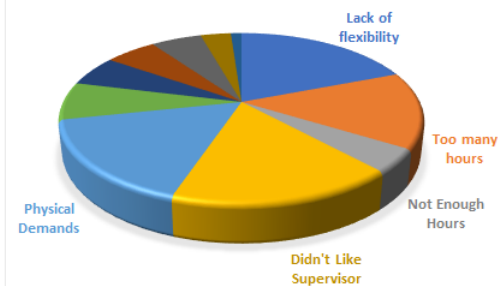
CCA Attrition by FY



Process Capability Report for CCA\_Attr  
Calculations Based on Weibull Distribution Model



CCA EXIT SURVEY FY2020

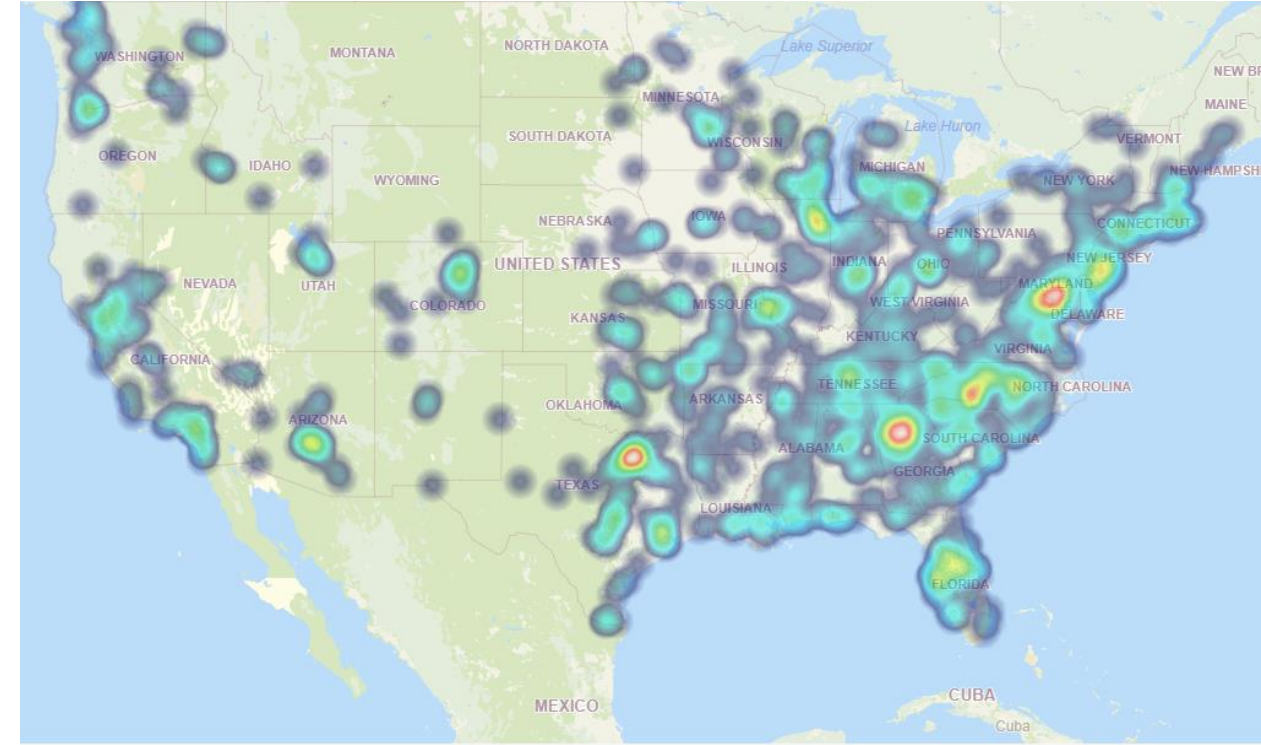


- Mean CCA attrition similar in FY19 & FY20 – begins to decline in Q4 FY20
- Staffing and Scheduling Tool (SST) goal of 3.3% attrition – failed to meet target 70.65% of the time
- Highest attrition rates occur in July, August and September
- 71% of Exit Survey respondents left because of their schedule, physical demands or relationship with supervisor

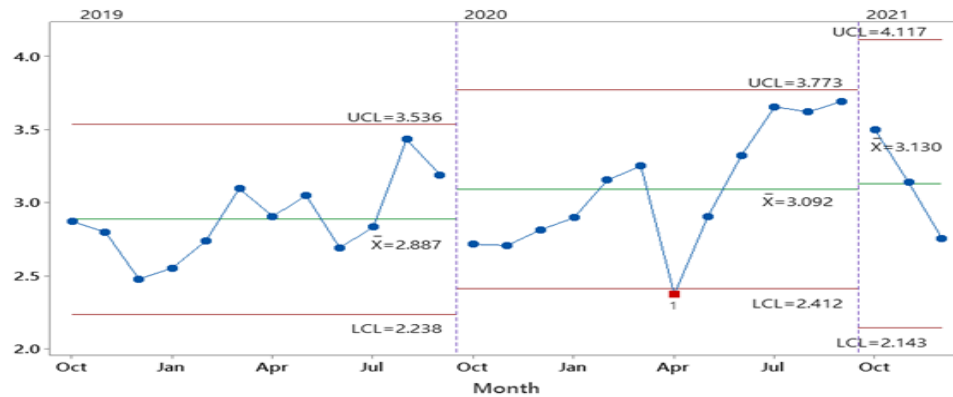


# RCA Attrition Rate FY2019-FY2021

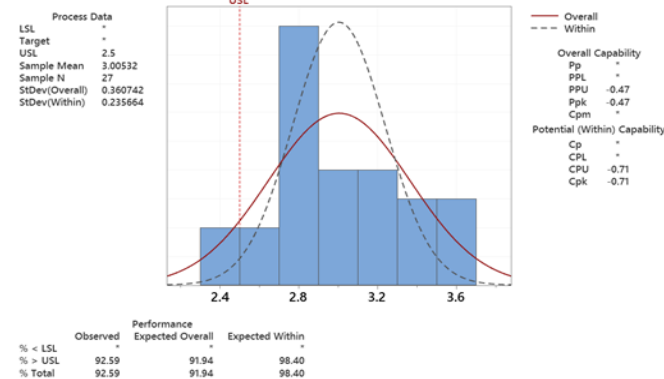
RCA Attrition by Percentage Density (100km Influence Radius)



RCA Attrition by FY

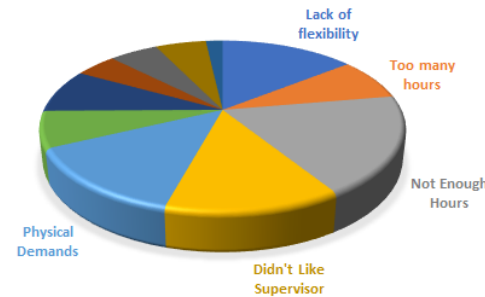


Process Capability Report for RCA\_Attr



The actual process spread is represented by 6 sigma.

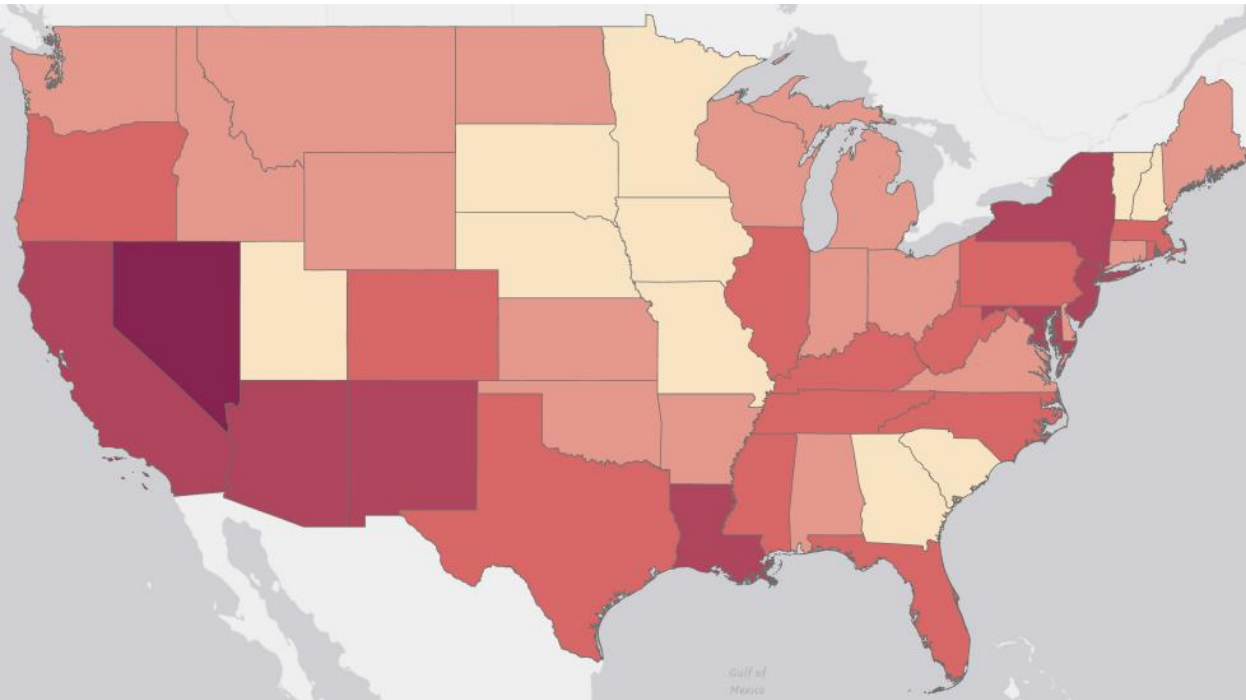
RCA EXIT SURVEY FY2020



- Mean RCA attrition worsened FY19 to FY20
- SST goal of 2.5% attrition – failed to meet target rate 91.94% of the time
- Highest attrition in July, August and September
- 67% of Exit Survey respondents left because of their schedule, relationship with supervisor or physical demands
- Unlike CCAs, RCAs were significantly concerned about not enough hours

## Hypothesis: Unemployment vs. Retention

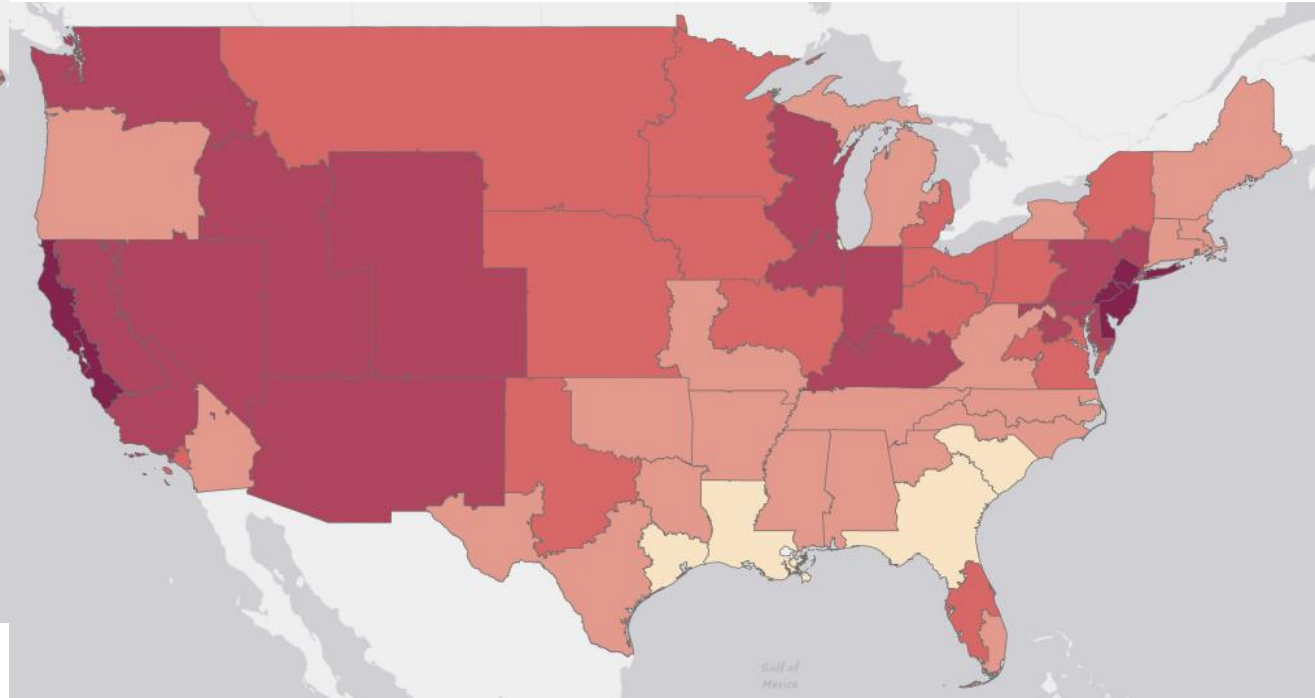
### Unemployment Rate by **State** (Oct 2020)



**Source: US Bureau of Labor Statistics**

### Light Pink: 3% Unemployment

## Darkest Maroon: 14.3% Unemployment

Retention Rate by **District** (Dec 2020)

**Source: Workforce Dashboard**

**Light Pink: 70.8% Retention**

### Darkest Maroon: 36.5% Retention

# Hypothesis: Total Accident Rate vs. Retention

## Method

Correlation type Pearson  
Rows used 9925

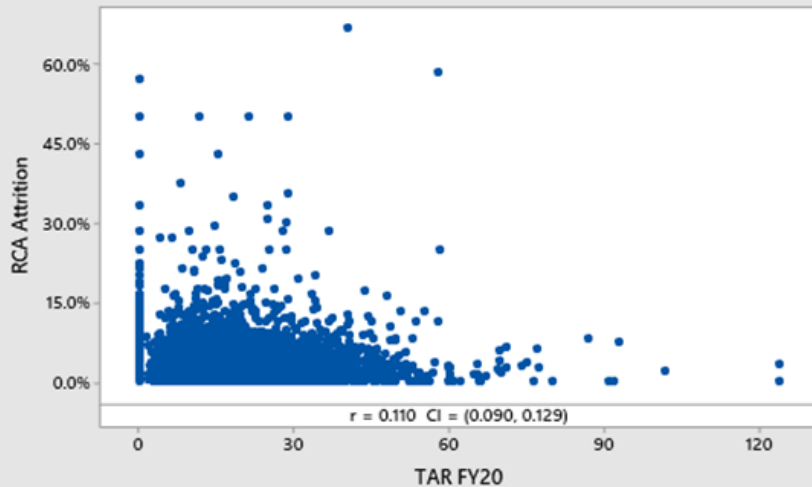
## Correlations

	TAR FY20
RCA Attrition	0.110

## Correlation Analysis RCA

We tested Total Accident Rate (TAR) as a possible leading indicator of RCA attrition but found no statistically significant correlation.

Matrix Plot of TAR FY20, RCA Attrition  
95% CI for Pearson Correlation



## Method

Correlation type Pearson  
Rows used 5861

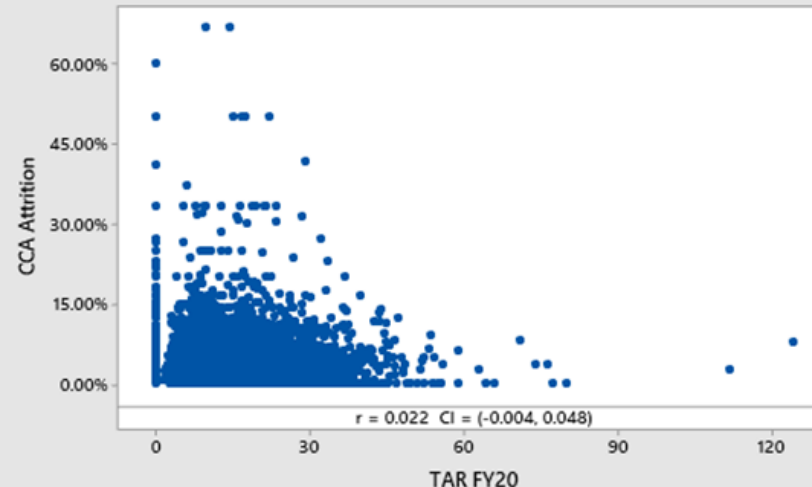
## Correlations

	TAR FY20
CCA Attrition	0.022

## Correlation Analysis CCA

We tested Total Accident Rate (TAR) as a possible leading indicator of CCA attrition but found no statistically significant correlation.

Matrix Plot of TAR FY20, CCA Attrition  
95% CI for Pearson Correlation



## Testing TAR Assumptions

- The team hypothesized there would be a leading-lagging correlation between total accident rate (TAR) & pre-career attrition.
- Pearson's correlation analysis proved there was no statistically significant predictor value.
- The sensitivity of TAR in low exposure hour offices biases the test.



# Hypothesis: Delivery OSAT vs. Retention

## Method

Correlation type Pearson  
Rows used 1051

## Correlations

	CCA Attrition
Del OSAT	-0.029

## Delivery OSAT - CCA

We tested for correlation between Delivery OSAT and CCA attrition. No statistically significant correlation exists. Sampled from CA offices FY 2020.

## Method

Correlation type Pearson  
Rows used 1587

## Correlations

	RCA Attrition
Del OSAT	0.002

## Delivery OSAT - RCA

We tested for correlation between Delivery OSAT and RCA attrition. No statistically significant correlation exists. Sampled from CA offices FY 2020.

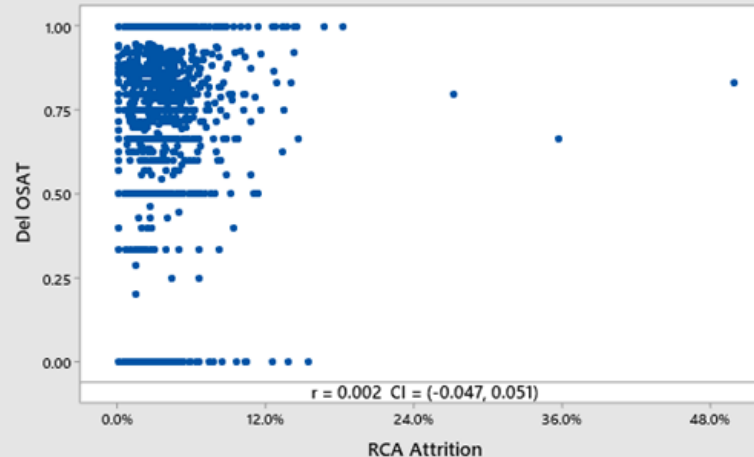
## Testing OSAT Assumptions

- The team hypothesized there would be a leading-lagging correlation between Delivery overall customer satisfaction (OSAT) and non-career attrition.
- Pearson's correlation analysis proved there was no statistically significant predictor value.
- Not only explored overall OSAT, but also analyzed four categorical questions related to carrier performance and found no correlation.

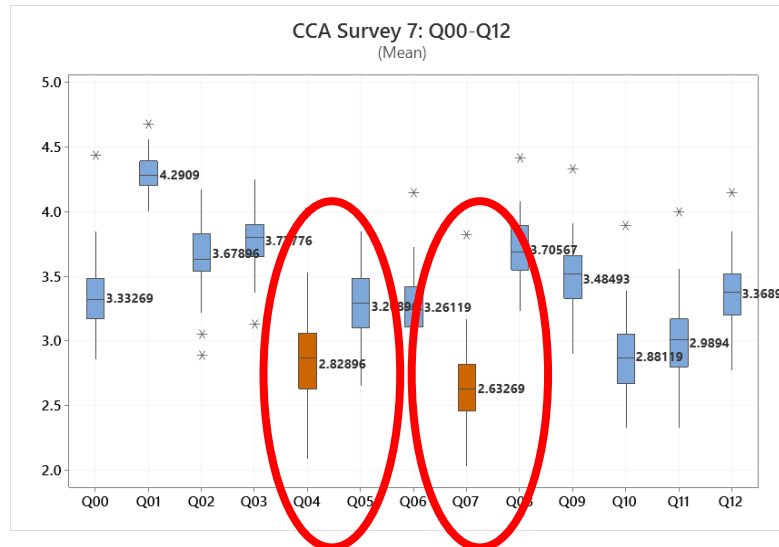
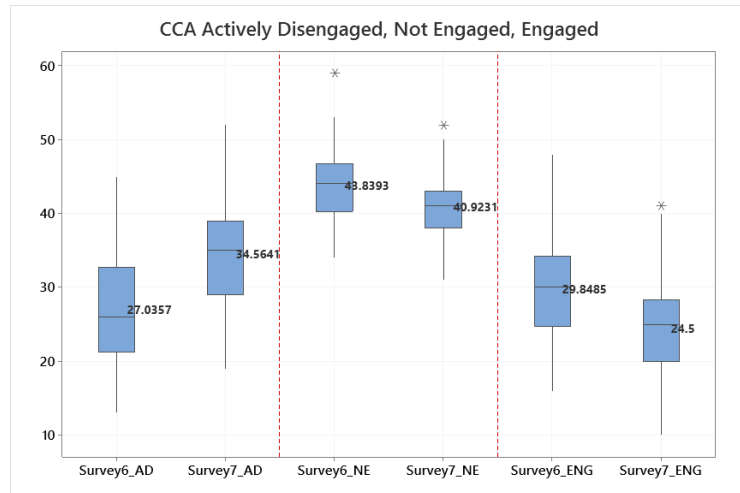
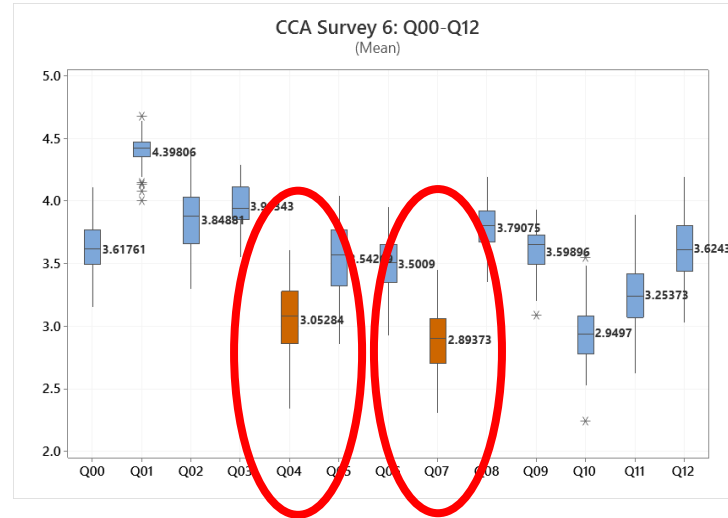
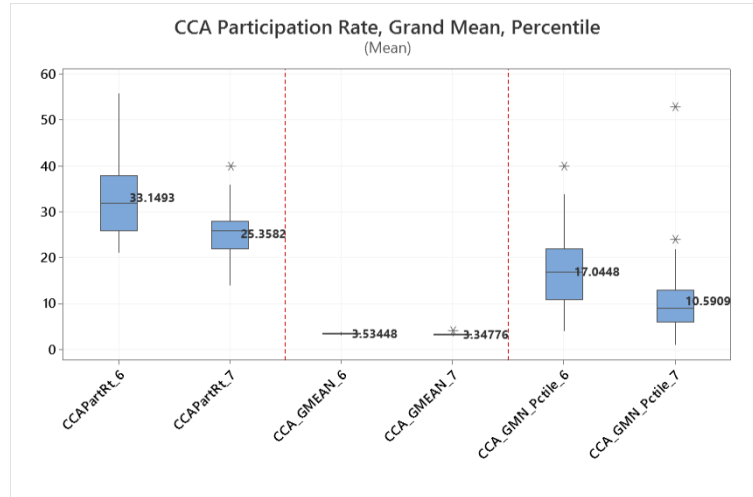
Matrix Plot of CCA Attrition, Del OSAT  
95% CI for Pearson Correlation



Matrix Plot of RCA Attrition, Del OSAT  
95% CI for Pearson Correlation



# Postal Pulse: CCA Engagement



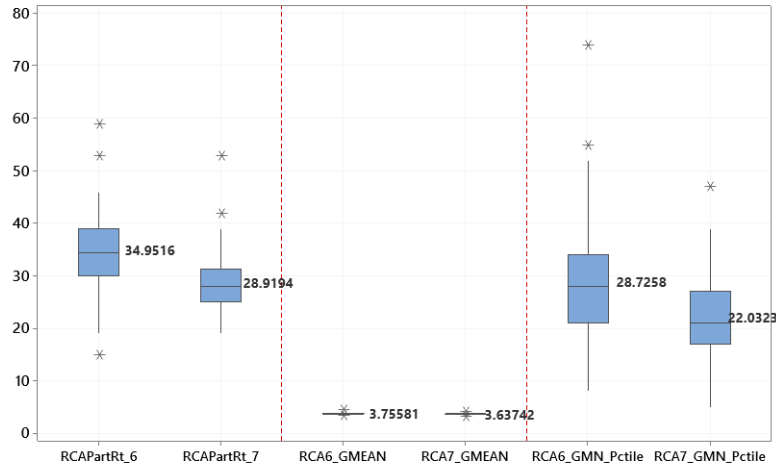
- There was a decrease in Participation rate (FY19/FY20)
- Aug 1 – Sept 1, 2020 Survey
  - Survey shows increase in Actively Disengaged, and a reduction in Engaged
  - Survey indicates the number of Grand Mean scores BELOW the 25<sup>th</sup> percentile ranking has increased
- Q04 and Q07 are the survey questions with the lowest mean, in both surveys
  - Q04 – In the last seven days, I have received recognition or praise for doing good work
  - Q07 - At work, my opinions seem to count

Survey 6 was in FY19, Survey 7 in FY20

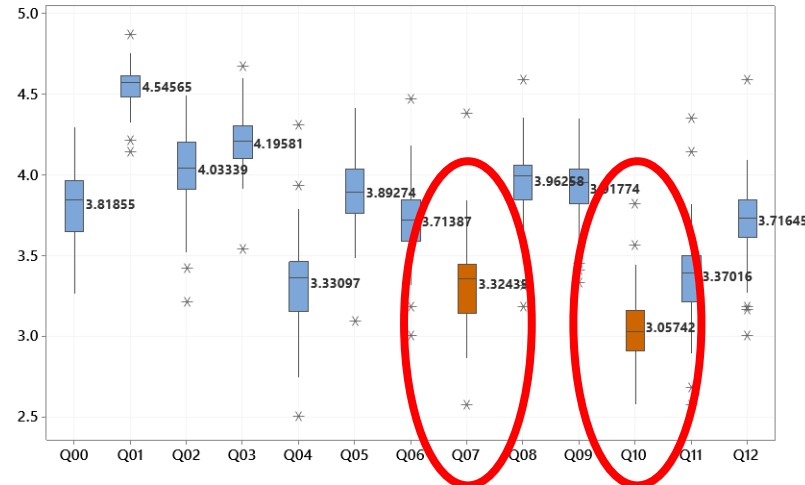
# Postal Pulse: RCA Engagement

- There was a decrease in Participation rate, Grand Mean, Percentile Ranking in the past two surveys (FY19/FY20)
- Aug 1 – Sept 1, 2020 Survey
  - Increase in Actively Disengaged, and a reduction in Engaged
  - Indicates the number of Grand Mean scores BELOW the 25<sup>th</sup> percentile ranking has increased
- Q07 & Q10 lowest mean, in both surveys
  - Q07 – At work, my opinions seem to count
  - Q10 – I have a best friend at work

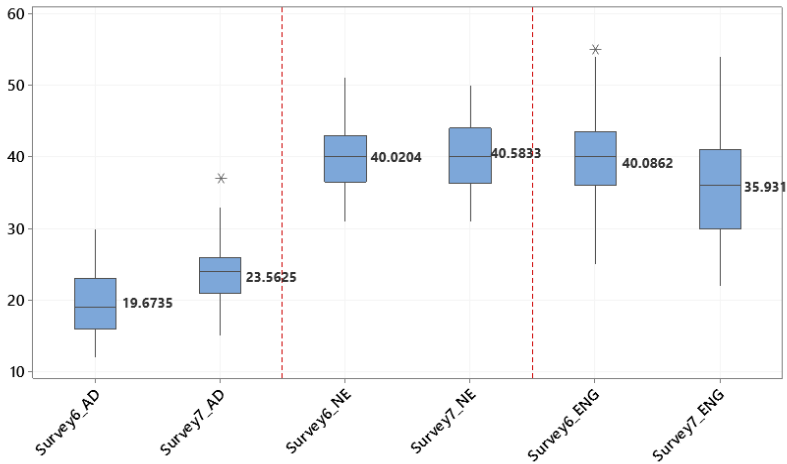
RCA Participation Rate, Grand Mean, Percentile (Mean)



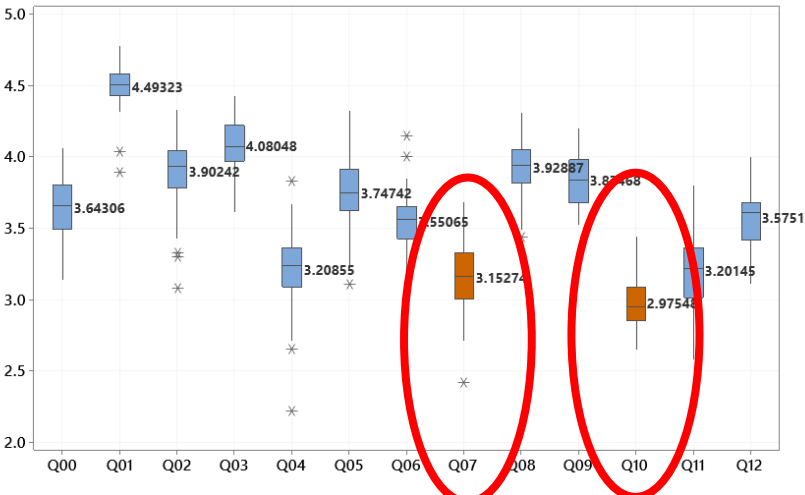
RCA Survey 6: Q00-Q12 (Mean)



RCA Actively Disengaged, Not Engaged, Engaged (Mean)



RCA Survey 7: Q00-Q12 (Mean)



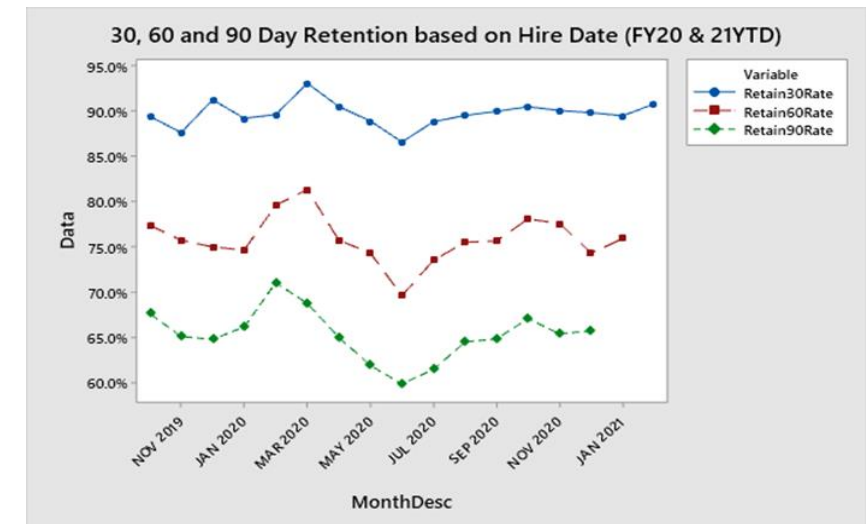
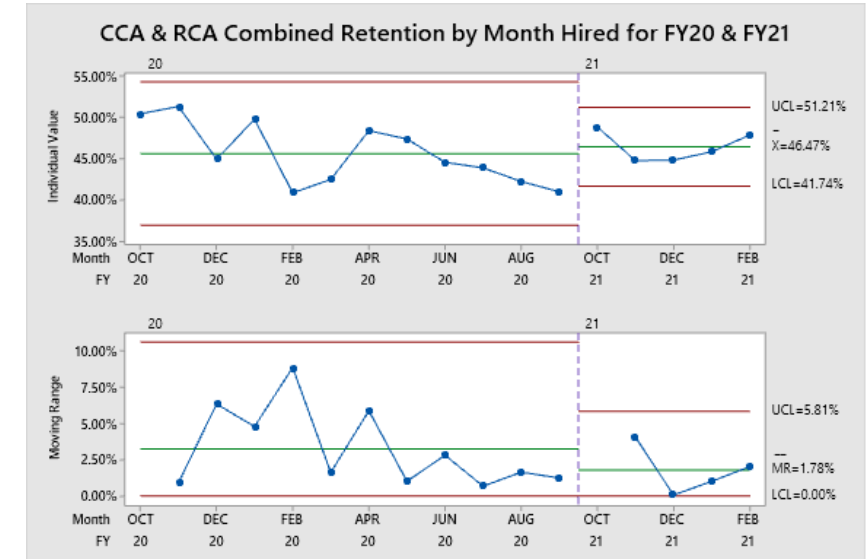
Survey 6 was in FY19, Survey 7 in FY20

## Lagging (output) Indicators

- Retention rate vs attrition/turnover
  - 50-weeks to account for break in service
- Measure 30, 60, 90-day tactics
  - CY2020 CCA/RCA combined retention 41.14%
  - FY20 45.65%; FY21 YTD-Feb 46.57%
- Strong correlation predictor between 60 & 90-day
  - 30% CCA/RCA deciding if USPS is a fit by 60 days

## Potential Leading (influencing input) Indicators:

- Days to EIN
- Consecutive days worked
- Hours worked by day, by week
- Routes per day, per week
- Units worked in day, in week
- Routes with maps, park points, key keeper identified
- Stay Survey



# CCA/RCA Experience

**Qualitative – Feedback  
Forums, Union Collaboration  
& Communication**

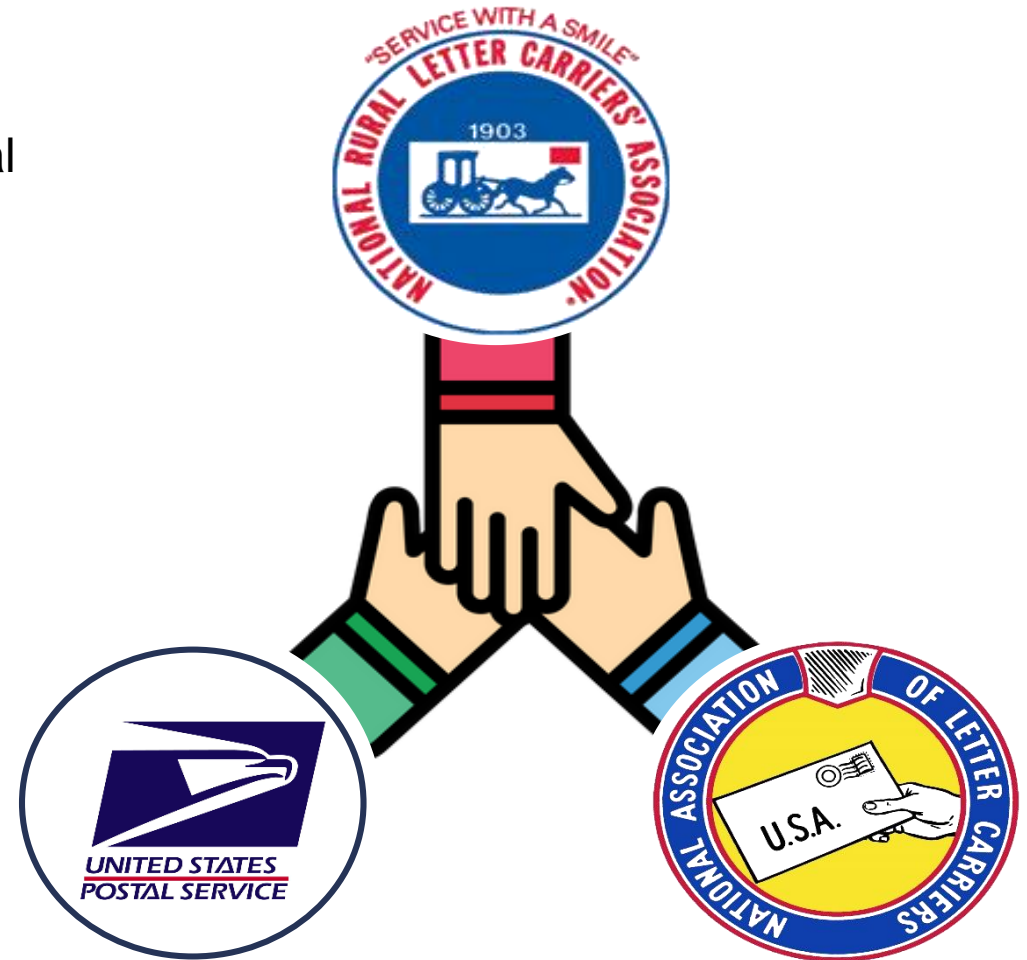


## Collaboration with the City Carriers Union

- USPS – NALC partnership
  - Established subcommittee taskforce
  - Developed Feedback Forum (focus group) experiential questions (Experience, Training, Technology/Tools)
  - National Union participated in each session
  - Shared results
- Co-create pilots and other solutions based on insights

## Collaboration with the Rural Carriers Union

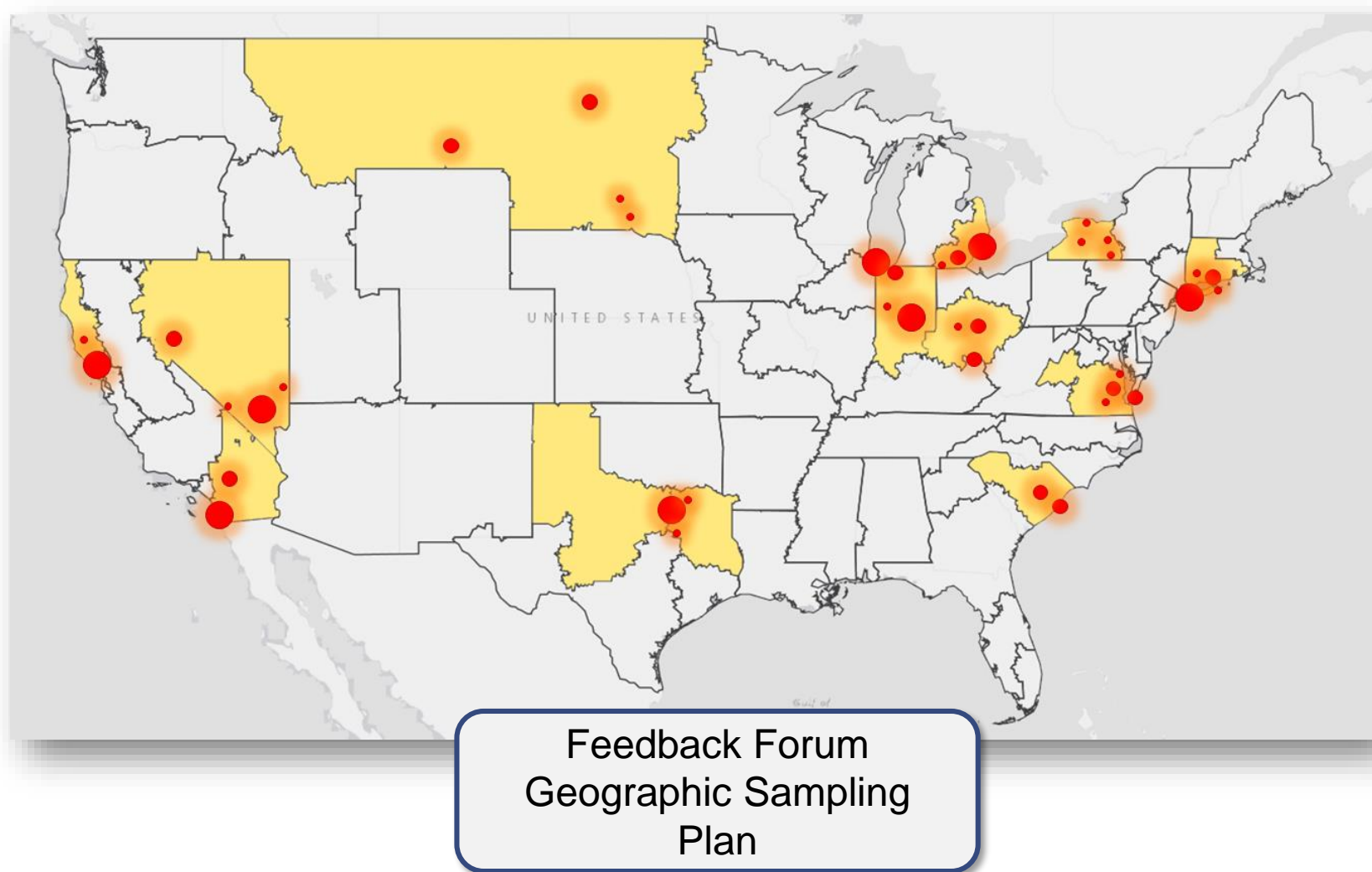
- USPS – NRLCA partnership
  - Concept shared with NRLCA
  - Experiential questions vetted through union
  - National Union participated in each session
  - Shared results
- Integrate taskforce recommendations with focus group insights to develop pilots and other solutions



# CCA and RCA Feedback Forums Approach

## Forum Methodology

- Eight sessions
- NALC & NRLCA partnership
- Small group size to facilitate conversation
- CCAs & RCAs with varying tenure were randomly selected and invited to participate
- Participants from 17 districts across all Area's represented a spectrum of pre-career's higher and lower than average attrition rates
- Offices included major metropolitan, urban, suburban and rural communities to encompass the diversity of pre-career experiences



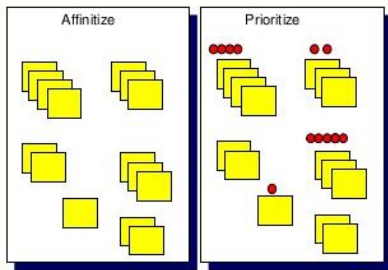
# Feedback Forums Analysis Approach



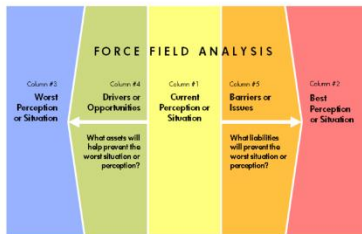
**Step 1 – Hold Group Discussions**  
CCA/RCA shared their experiences, insights and ideas for improvement.



**Step 2 – Review Discussion Notes**  
Notes from all sessions were compiled and aggregated for analysis.



**Step 3 – Affinization and Weighting**  
Categories describing the experiences and insights around the discussion path were developed. Categories weighted relative to frequency in conversation and strength of sentiments expressed.



**Step 4 – Force-Field Analysis**  
Promoters & Detractors identified. Promoters moved people toward thoughts of a successful job and future career. Detractors are obstacles or experiences that moved people to thoughts of leaving the Postal Service.

## Results and Analysis

- Comprehensive notes compiled from each forum
- Responses captured in the direct voice of the employee, where possible
- Emphasis on capturing sentiments conveyed by the session participants
- Sessions aggregated and scrubbed of personal references to preserve anonymity of the participants
- Data analysis consisted of categorical affinization, response weighting, force-field analysis and word cloud analysis
- *Objective* – capture thematic trends and experiences that may influence a CCA/RCA decision to remain with or attrite from the Postal Service

# Measuring the Discussion

## The Force-Field Analysis

### Why

- Captures sentiment of free-form conversation
- Weighs the strength of the sentiment
- Organizes by theme and affinity

### How

- Initial analysis identified 24 CCA and 23 RCA thematic groupings
- 219 CCA & 227 RCA affinities describe the experiences, insights, obstacles and successes

### What

- Themes rated as either *promoting* or *detracting* from a positive experience
- Relative weight associated with the theme from conversation determined length of the bar on the visualization
- Themes ordered along the flow of conversation and do not represent any hierarchy

Sentiments captured from Questions

**PROMOTERS** (Driving forces)  
Enhance CCA's/RCA's experience & drive sense of success, inclusion and a future career with USPS

I had a favorable impression  
Post Office is hiring during COVID  
Employees look professional  
Job security  
Job stability

There are packages everywhere  
The facility is clean  
The facility is dirty  
It looks chaotic  
There is stuff everywhere  
Things seem organized  
Things seem disorganized

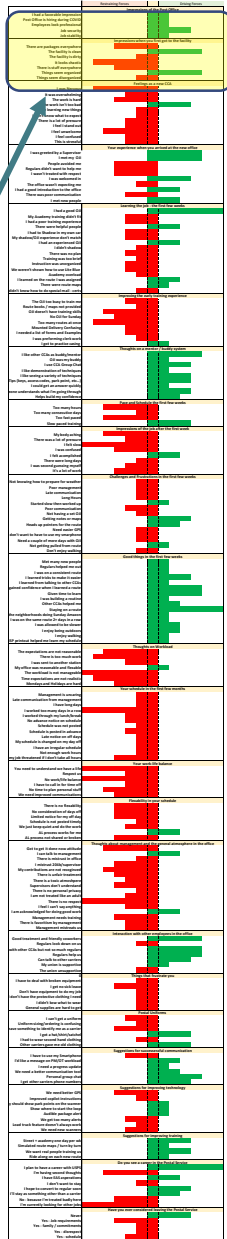
Restraining Forces

Driving Forces

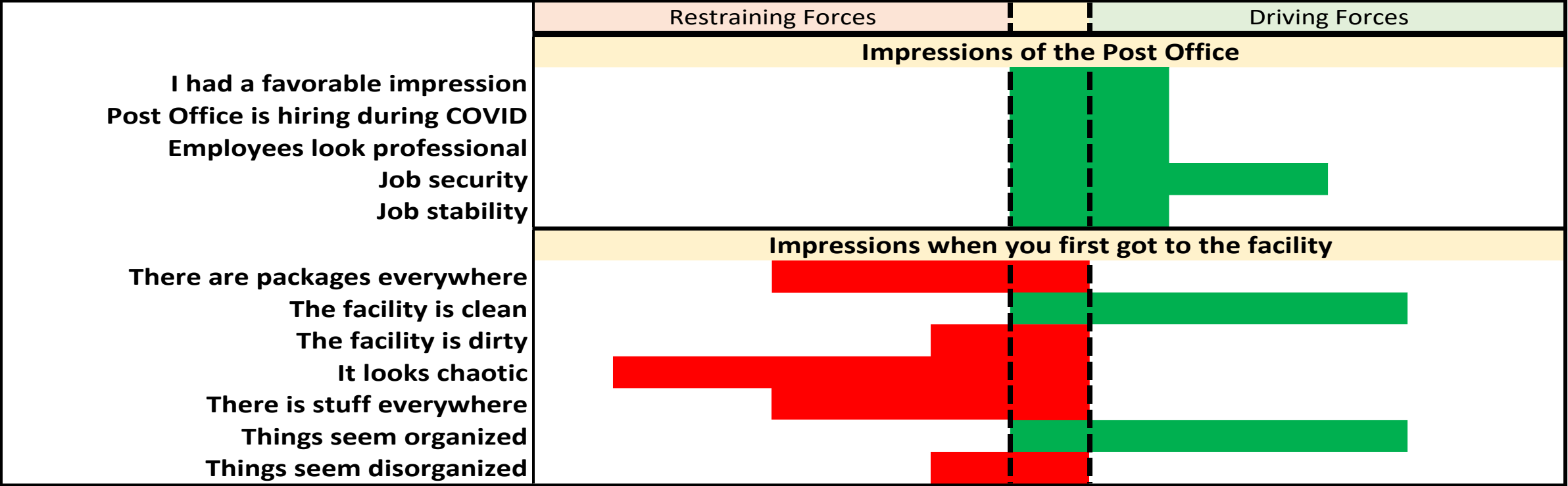
Impressions of the Post Office

Impressions when you first got to the facility

**DETRACTORS** (Restraining forces)  
Diminish CCA's/RCA's experience & drive questioning of job choice and consideration of separation



# CCA Feedback Forum: Force-Field Analysis



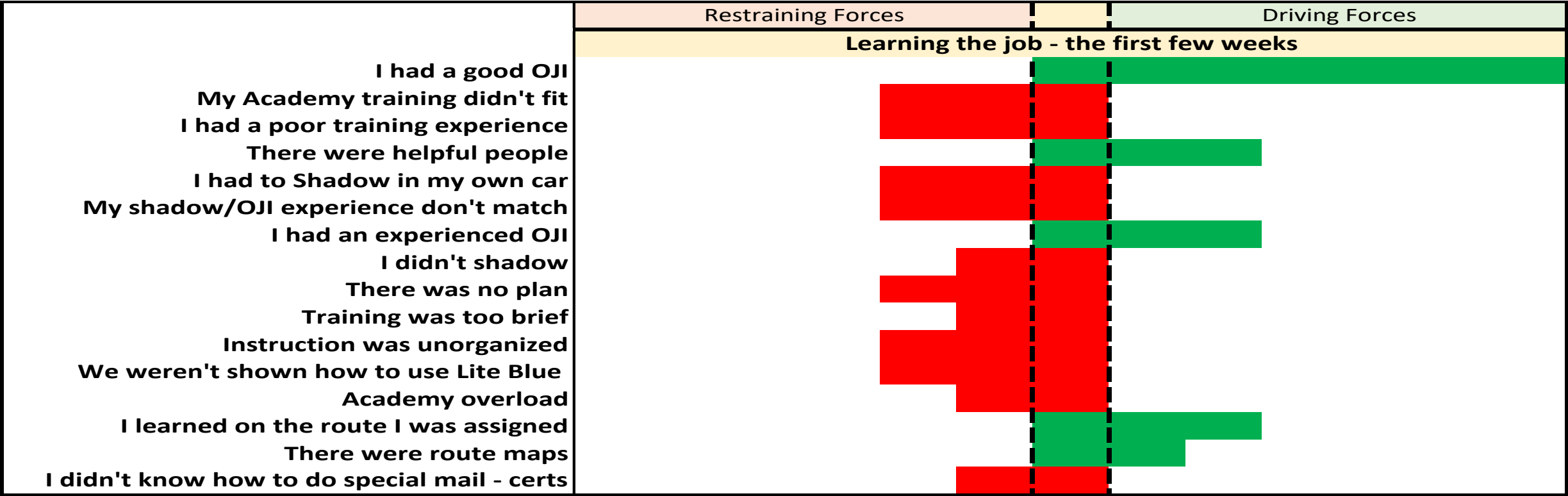
- Overwhelming
- Packages everywhere and everyone was moving really fast
- Didn't know one way from another
- Disorganized
- Told to be there at 7:30 a.m. but waited in break room until 9:00 a.m.

VS.

- Postal drivers look professional
- When I left the military, I needed something secure
- Everything else shut down but PO still runs – that's an organization you want to work for
- Organized confusion; organized chaos
- Postmaster met me on the first day – showed me around, provided satchel and dog spray



# CCA Feedback Forum: Force-Field Analysis



- They [managers] make things 30 times harder because they are disorganized
- Right off the bat, kick you in with 11- or 12-hour days back-to-back to back
- Until I got the hang of job, every time I was thrown to a new route, I was slow as dirt again

VS.

- I felt like I was moving slow, but I was going to make it
- The job was a good fit, I would learn
- The way I got confidence was building a routine, getting familiar with the routes and people

# Top Emergent CCA Feedback Themes

Worst Perceptions	Drivers/Opportunities		Positive Aspects	Best Perceptions
<p><b>Schedule isn't reasonable</b></p> <ul style="list-style-type: none"> <li>▪ ZERO time for family or self</li> <li>▪ Tired, body aching</li> <li>▪ Can't request leave</li> </ul> <p><b>Treatment by Supervisor</b></p> <ul style="list-style-type: none"> <li>▪ No respect</li> <li>▪ Treated like children</li> </ul> <p><b>Learning the Job</b></p> <ul style="list-style-type: none"> <li>▪ No meaningful OJI</li> <li>▪ Jumped between routes</li> </ul> <p><b>Workload Expectations</b></p> <ul style="list-style-type: none"> <li>▪ Compared against regular</li> <li>▪ Don't know the routes</li> </ul> <p><b>No Organization</b></p> <ul style="list-style-type: none"> <li>▪ Didn't know I was coming in</li> <li>▪ Didn't have a plan for me</li> </ul> <p><b>Relationship in the Unit</b></p> <ul style="list-style-type: none"> <li>▪ Regulars don't help</li> <li>▪ Overburdened assignments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not expected at the unit</li> <li>▪ No OJI scheduled</li> <li>▪ No/limited shadow day</li> <li>▪ Regulars don't want to help</li> <li>▪ Over 12 hours a day</li> <li>▪ No scheduled day off / week</li> <li>▪ Called in on scheduled day off</li> <li>▪ Didn't get to learn a route before being shifted</li> <li>▪ Sent to other stations before learning a route</li> <li>▪ No fixed SDO – can't plan</li> <li>▪ Leave request was denied</li> <li>▪ Nobody to ask questions</li> <li>▪ Feel slow or stupid for asking</li> <li>▪ GPS doesn't always work</li> <li>▪ Don't have turn by turn</li> <li>▪ Have to use personal phone</li> <li>▪ Have to buy own equipment</li> <li>▪ Talked at not talked to</li> <li>▪ Compared to a regular's performance in first 30 days</li> <li>▪ Not given any performance feedback</li> </ul>	<p><u><b>Objective</b></u></p> <p>Create a more welcoming and inclusive CCA experience.</p> <p><u><b>Results</b></u></p> <ul style="list-style-type: none"> <li>▪ <b>Retain</b> during pre-career tenure</li> <li>▪ <b>More</b> conversion to career</li> <li>▪ <b>Better</b> customer experiences</li> <li>▪ <b>Reduced</b> hiring and training costs</li> <li>▪ <b>Greater</b> stability in the workforce</li> <li>▪ <b>Improved</b> employee health and moral</li> <li>▪ <b>Happier</b> employees</li> <li>▪ <b>Precision</b> in execution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Someone met me and welcomed me in</li> <li>▪ Got introduced to everyone</li> <li>▪ My OJI cared about me</li> <li>▪ Had reasonable hours until my body acclimated</li> <li>▪ Got to learn one route at a time – get the basics down</li> <li>▪ Got constructive performance reviews</li> <li>▪ They called and checked up on me in the first few weeks</li> <li>▪ Had at least one day off each week</li> <li>▪ Knew when my day off was in advance so I could plan</li> <li>▪ Could get a day off if I put in for it with enough notice</li> <li>▪ Hours and workload grew with my skill level</li> <li>▪ People wanted me to succeed</li> <li>▪ Had a uniform</li> <li>▪ Felt confident and prideful</li> </ul>	<p><b>Peers are buddies</b></p> <ul style="list-style-type: none"> <li>▪ Other CCAs get it</li> <li>▪ We all group chat and help each other out</li> <li>▪ The older carriers draw maps and leave notes</li> </ul> <p><b>Time given to learn</b></p> <ul style="list-style-type: none"> <li>▪ Stayed on a route until I learned it – then I could focus on learning the other stuff</li> </ul> <p><b>Encouraged</b></p> <ul style="list-style-type: none"> <li>▪ Other CCAs understand</li> <li>▪ We all group chat and help each other out</li> <li>▪ The supervisor and OJI check up on me</li> <li>▪ It feels like family</li> <li>▪ Now I help other CCAs</li> </ul> <p><b>Work / Life Planning</b></p> <ul style="list-style-type: none"> <li>▪ I have an SDO every week</li> <li>▪ They let me know in advance</li> <li>▪ I can get requested leave</li> </ul>

# CCA Word Cloud Analysis

Phrase cloud of the CCA experience, training, basic tools/technology to do the job and overall work-life experience.

## Training

Alone too soon  
Need Route Info  
No Maps  
Regulars wouldn't help  
OJI too busy  
Disorganized  
Stressful  
Everything at once  
Need notes  
Follow the mail  
Others helped me  
Different than Academy  
Casing Great OJI  
They worked with me  
OJI wasn't a trainer  
No Shadow Day

## Treatment

Treat me as an Adult  
No Respect  
They don't care  
Just get it done  
Keep Quiet  
They don't know  
This is High School  
They've got my back  
Favoritism  
No privacy  
It's not cool  
They need training

## Initial Experience

Is this is for me  
Nobody met me  
I wasn't getting paid  
Moving so fast  
Nervous  
Accomplished  
Felt slow  
Chaos  
Horrible  
Confused  
Hard Work  
No Respect  
Long Hours  
What's happening here  
Amazing experience  
Stuff everywhere

## Technology

Use technology better  
GPS Issues  
20 years behind  
Better Maps  
I use my phone  
Group Chat  
Load truck  
They call me  
Need a uniform  
Need parcel delivery alert  
Need turn by turn  
2nd hand uniforms  
Beeps for no reason  
Cant scan in GPS  
Better vehicles  
Too many alerts  
Bought a \$100 Cart  
I got what I need

## Work / Life Balance

I have a family  
Cant make plans  
No balance  
A day off  
Modern Day Slavery  
On Call  
They don't care  
Days too long  
No scheduled day off  
many days  
Brutal  
I Can't get leave  
Irregular  
I have to call in  
We're still human  
Let us sleep



# In the Voice of the CCA

I don't remember anything from academy.

Is this something I really want to do?

My first day was 13 hours.

We have KIDS!

They make me feel so low.

We were thrown to the WOLVES!

Nobody met me on the first day!

Everything is thrown at you all at once!

Management has their favorites!

All we want is RESPECT!

30 days without an EIN – Not getting paid!

Everything was aching – even my hair was aching!

A day off in 30 would be nice!

I had to buy a \$100 cart with my first paycheck!!

We're still HUMAN!

VS.

Such a great place to work!

She would call and check up on me!

I thought it would be overwhelming, but they took time to work with me!

It was an amazing experience!

I was on a consistent route til I learned it!

My PM said, going to put you in the best possible situation to succeed!

I felt like, even though I was moving slow, I was going to make it!!

Everyone helps me when I need something!!

The other CCAs helped me build my confidence!

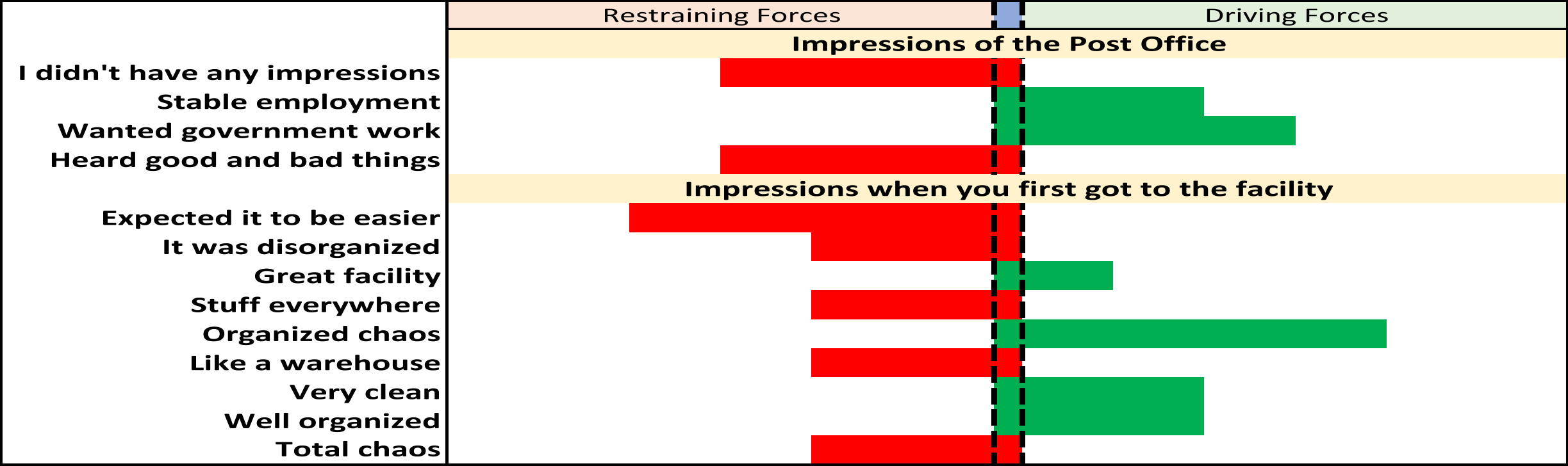
I had a GREAT OJI!

Everybody really rocks with each other!

They said: Take enough time to get it right!

I LOVE being a carrier!

# RCA Feedback Forum: Force-Field Analysis



- I’ve seen organization in other jobs, I was very disappointed in the lack of it in this job
- It’s a hard job, harder than I thought it would be
- Where I started was not clean – stuff everywhere; where I’m at now is spotless, it’s really nice for an older facility

**VS.**

- I was excited every time I saw a truck pass by
- Good stable job – respectable
- I thought coming into a government job would be really great for me
- I was just kind of eager to get in



# RCA Feedback Forum: Force-Field Analysis



- It’s a little overwhelming – seeing everything going on. “Like being thrown to the wolves”
- Very stressful, harder than I thought it would be
- Never thought work would be like this, it is very tiring – your body adjusts through time, but it is very hard
- It is hard to go home and have only one day off, then on your day off you get called in

VS.

- I was excited to do something that could become my career in the future
- It was so cool
- I was happy my first day; ready to get out there and deliver mail
- People took the time to welcome me
- From the first day, I loved it

# Top Emergent RCA Feedback Themes

## Worst Perceptions

### Work / Life Balance

- Its tough to find another job when I'm always on call
- I'm working more/fewer hours than they said I would
- I can't make plans for anything

### Learning the job

- I am only working once a week, so I'm struggling to remember the details
- I'm being asked to deliver routes I've never even seen
- Casing is such a challenge

### Workload Expectations

- I'm asked to case and deliver routes I've never seen before and expected to perform like the regular on the route

### Cost vs Benefit

- I must have a second job
- Vehicle costs use or exceed what I earn on my schedule

## Drivers/Opportunities

- OJI didn't have time for me
- I had to shadow from my car
- Each case is so different
- I only or never get Sunday off
- I only work once per week
- I'm always on call
- Just told to follow the mail
- I have to use the GPS on my phone to find houses
- My scanner is so slow or wrong
- I feel stupid asking questions
- The case is a mess
- Nobody told the regular I was coming in or told me to come in
- Parcels don't fit in my car
- My VMA doesn't cover the cost to maintain my vehicle
- Stuck waiting in office until parcels are done, far out route
- I feel I must take risks to achieve work expectations
- I love my job, but I can't see a career path in my office

## Objective

Create a more welcoming and inclusive RCA experience.

## Results

- **Retain** during pre-career tenure
- **More** conversion to career
- **Better** customer experiences
- **Reduced** hiring and training costs
- **Greater** stability in the workforce
- **Improved** employee health and moral
- **Happier** employees
- **Precision** in execution

## Positive Aspects

- The Postmaster met me and welcomed me into the office
- My regular carrier took the time to explain the route
- We work as a team
- I have people who care about me in the office, it's like family
- I'm developing relationships with the customers I serve
- My Postmaster gave me extra time at first to get back
- I was trained on other routes before I had to deliver them
- There was never any judgement, even if I failed
- My Postmaster gave me constructive feedback and reviewed my performance
- The case labels were up to date and the carrier left notes to help me learn
- Everyone in office takes time to answer questions

## Best Perceptions

### Peer relations

- My regular carrier takes care of me and ensures I succeed
- Other RCAs help me out
- I know who to call for help
- We're like a family

### Learned my route

- I got time to learn the case and drive the route with my regular carrier
- I didn't work other routes until I had the basics down on my regular route

### Supportive management

- We can talk to our supervisors
- They share information
- We feel like there is an environment of trust
- I got encouragement and support as I was learning
- I can schedule time off when I needed it

# RCA Word Cloud Analysis

Phrase cloud of the RCA experience, training, basic tools/technology to do the job and overall work-life experience.

## Training

Need maps  
Shadowed from my car  
Can't remember  
OJJ didn't like me  
I'm tired  
People helped me  
Great OJJ  
Need more days  
Learning my route  
Too busy to train  
Harder than expected  
Learning RH drive  
Didn't shadow  
Forgot on days off  
Pressure to perform  
Hard Work  
Too much info  
Almost quit

## Treatment

They're patient with me  
Other RCAs help  
Supportive  
Good cop - Bad cop  
I fit right in  
Graft and rough  
No privacy  
Keep my head down  
Constructive feedback  
Feels like family  
Great supervisor  
Everyone helps me  
Can't just help  
A little hostile  
Got tough love  
I work alone  
We're a team

## Initial Experience

A lot to take in  
Stressful  
Thrown into it  
Stuff everywhere  
Teamwork  
Very clean  
Greeted by Postmaster  
Welcomed in  
Lots of stuff  
Great facility  
Hard work  
What's going on  
Excited  
Nervous  
Overwhelmed  
I felt slow  
Chaotic  
I Love this job  
I was frustrated  
Not what I expected

## Technology

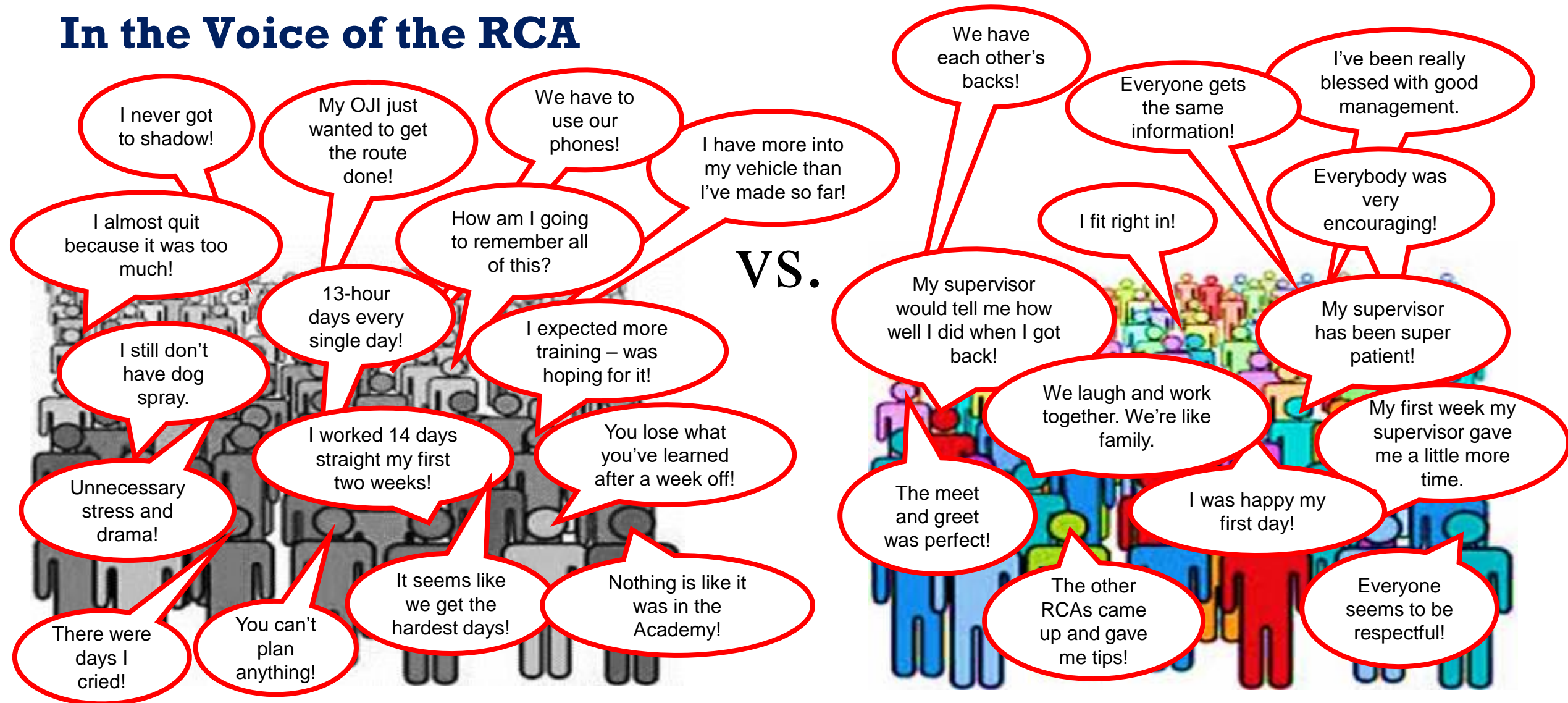
MDD Audio Prompts  
Parcel manifest  
Follow the mail  
Don't just use printouts  
Improve interactive training  
On demand training  
We use our phones  
MDD features  
Need Apps  
RCA Help desk  
GPS Maps  
Tech out of date  
Fix CoPilot  
Someone to Call  
Buggy software  
Better case training  
Hold mail on MDD  
Need better tech

## Work / Life Balance

Not enough hours  
Can't get days off  
Work heavy days  
All work and no life  
Every Sunday  
Can't make plans  
Can't make it on this schedule  
Family obligations  
Always on call  
Supervisor is flexible  
Work your NSD  
I need a 2nd job  
More hours than they said



# In the Voice of the RCA



# Common Ground between RCAs and CCAs

## RCA Experience

### Vehicle

- ✗ Need to know what kind of POV is needed
- ✗ Initial investment in vehicle is prohibitive
- ✗ Expenses outweigh earnings

### Work Hours

- ✗ Need a second job to survive

### On the job training

- ✗ Can't learn working once per week
- ✓ Assigned to a route
- ✗ Don't have specific OJIs to train us – some trainers lack training skills

### Unit relationships

- ✓ Like a family

### Career

- ✗ Takes too long for a career position to open



## Common Experience

### Perceptions

- ✓ Positive view of the Post Office
- ✗ Thought the job would be easier

### Treatment

- ✗ Treat me with respect
- ✗ Clear expectations of job
- ✗ Compared to a regular's performance while learning

### Training

- ✗ Learn one route before pivoting to another
- ✗ Need foundational training (academy)
- ✗ Need a shadow day
- ✗ Need someone who can answer questions right now
- ✗ Need someone who understands what we're going through

### Schedule

- ✗ Can't plan for personal activity on day off
- ✗ Need to know end of day OT early enough to plan evening
- ✗ Need to be able to schedule time off in advance
- ✗ Always on call
- ✗ No time for self or family

### Technology

- ✗ Rely on our own phones for communication, Apps, Group chats
- ✗ Need GPS that works – and other features that work together
- ✗ Need better parcel manifest

## CCA Experience

### Uniforms

- ✗ Want Postal uniform day one
- ✓ Look professional

### Work Hours

- ✗ Unreasonable work hours

### Schedule / Work – Life balance

- ✗ Need at least one day off every two weeks
- ✗ Frequently called in on NS day

### On the job training

- ✓ We have good OJIs

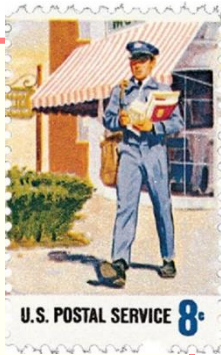
### Unit relationships

- ✗ Want to be treated as adults
- ✗ Toxic work environment

### Career

- ✓ 2 years or less to career

- ✓ Promoter (Driving forces)
- ✗ Detractor (Restraining forces)





# Potential First Weeks Roadmap for Success (ideas per CCA/RCA)



## Human Resources

### Administrative

- Ensure an EIN is assigned

### Training

- Provide Orientation
- Ensure Shadow Day prior to Academy
- Verify Academy training is complete
- Verify Vehicle training is complete
- Verify there is an OJI available
- If possible, provide a route map to the academy instructor to review in class

### Assignment

- Confirm first reporting day with Postmaster and OJI
- Confirm first day in unit is not on a weekend, unless prearranged with Postmaster/Manager, OJI and new hire



## Postmaster / Manager

### Administrative

- Identify and schedule OJI
- Print route maps and other local information
- Choose a single route assignment to start
- Ensure employee timekeeping is completed

### Welcome

- Greet employee, provide an orientation walkthrough
- Make introductions
- Ensure equipment and route maps are provided

### First Weeks

- Keep new CCA on one route or RCA assigned route
- Limit workhours and overtime
- Visit while they are out on the street
- Check in at beginning and end of each day
- Ensure shadow days are representative of the route or delivery mode the CCA / RCA will be assigned
- Do not schedule work on Sunday, unless volunteer
- Be open and available for questions
- Provide positive but constructive feedback each day



## OJI / Carrier

### Administrative

- Keep up to date on latest training
- Maintain phone numbers & contacts list
- Practice listening and coaching skills

### Learning the Route

- Review phone numbers and contacts
- Share location of keys and door codes
- Start with the street before casing
- Review the route map, load truck, turn by turn and other scanner features
- Identify any route hazards
- Share any route specific notes, customer preferences, tips or tricks
- Review tools and technology

# CCA/RCA Experience

## Next Steps

## Next Steps – Union Collaboration

### ➤ Engage in Pilots/Experiments, such as...

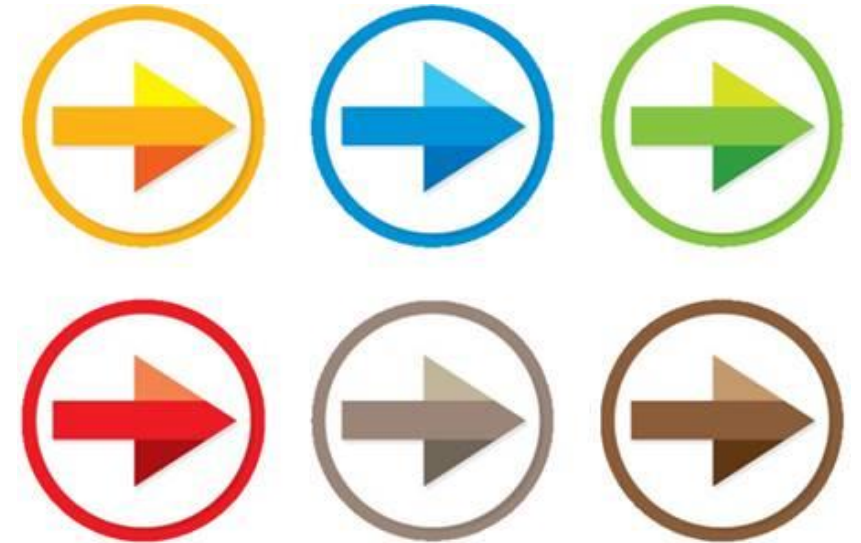
- Schedule – during initial days in unit
  - Enable acclimating to physicality and work requirements
  - Explore max hours per day/week for first week, 30-days, etc.
    - Consistent work assignments to foster learning
    - Consider OT/consecutive workdays
  - Propose pilot parameters, locations, timeframe to measure outcome
    - Drafted potential NALC MOU
- Training & Mentors – develop process
  - NALC proposal, OJI process, jointly define pilot
  - NRLCA in negotiations; jointly define pilot

### ➤ Identify Alternate Support

- While on route, interactive job aids, SWIs, etc.

### ➤ Explore Enhanced Technology

- Socialize user experience insights with Engineering
  - GPS reliability, package look ahead while in turn by turn, etc.
- Explore communication mechanisms



# Proposed – NALC CCA Experience Proof of Concept Pilot

## Scope/Definition

- ❑ Improve initial experience of CCAs newly placed in a unit through
  - Welcome SWI process
    - Introduction/familiarization with facility and staff
    - Local office contact information and resources
    - Welcome supplies – satchel, vest, dog spray, hat, etc.
  - Scheduling considerations (hours not to exceed; limited to a maximum of)
    - Weeks 1-2: 8 hours/day, 40 hours/week
    - Weeks 3-6: 10 hours/day, 56 hours/week
    - Week 7 and beyond: 11.5/day, 60 hours/week
    - 1 day off/week
    - Anticipated schedule with scheduled days, start and end times, and route assignments
      - Weeks 1- 4: schedule limited to only employing unit
  - Training and support for local parties
    - Ensure Standard Training for City Carriers is complete with Shadow Day
    - Coordinate training, OJI, and initial days in employing office
  - Improve bi-directional communication (e.g., questionnaires; 30, 60, 80-day reviews, etc.)



# Proposed – NALC CCA Experience Proof of Concept Pilot

## Initial Locations

- NBA Region 7, Milwaukee, WI – West Milwaukee Station
- NBA Region 6, Warren, MI – Main PO

## Timeline

- Begin: week of May 15, 2021
- Continue until a sufficient number of CCAs are included for statistical validity or for 50-weeks unless terminated by either of the national parties
  - Proof of concept ~90-days; assess expanding pilot to other sites



## Measures of Success

- CCA retention in 30, 60, 90-day intervals through the first 50-weeks of employment
- Other categories such as engagement, satisfaction, and productivity will be explored
  - Establish baseline and capture quantifiable data points
  - Survey for Voice of CCA based on set frequencies to measure actions that influence retention
    - Administer 7 questionnaires over first 90-days



# Next Steps – Team Activities

- **Create Introduction to Unit – SWIs**
  - Promote new hires being a welcomed part of team
  - Foster two-way communication between manager and new hire to support integration & develop competency
- **Distribute Attendance Quick Reference Guides**
- **Develop alternate methods and (ongoing) communications to promote cultural change**
- **Enhance tools/technology designed with users**
- **Further analyze metrics to measure effects on retention and evaluate tactics/strategies**



# Appendix

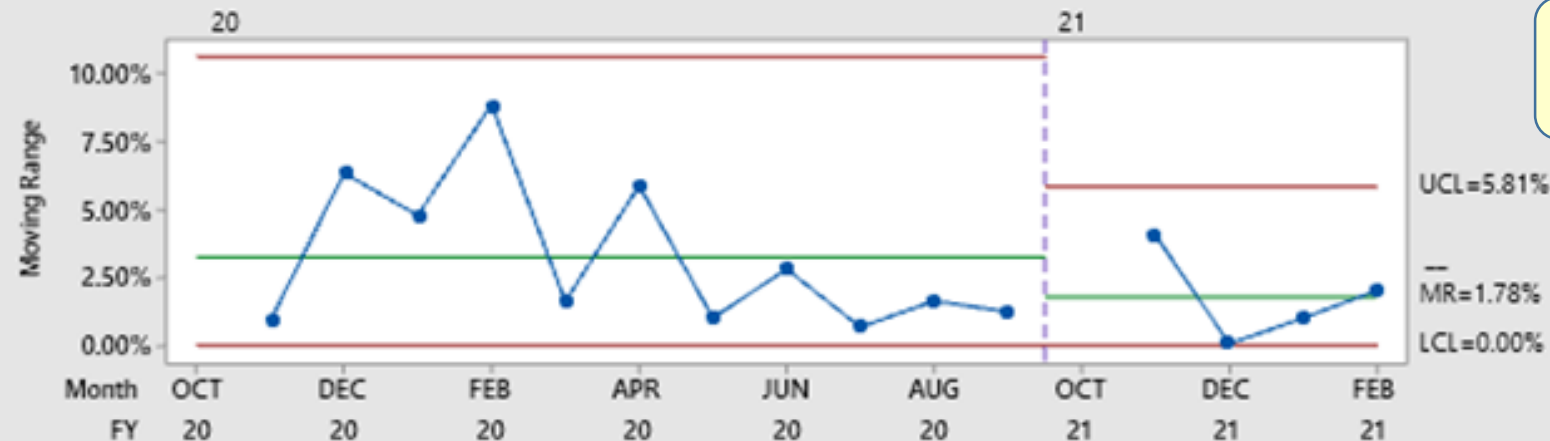
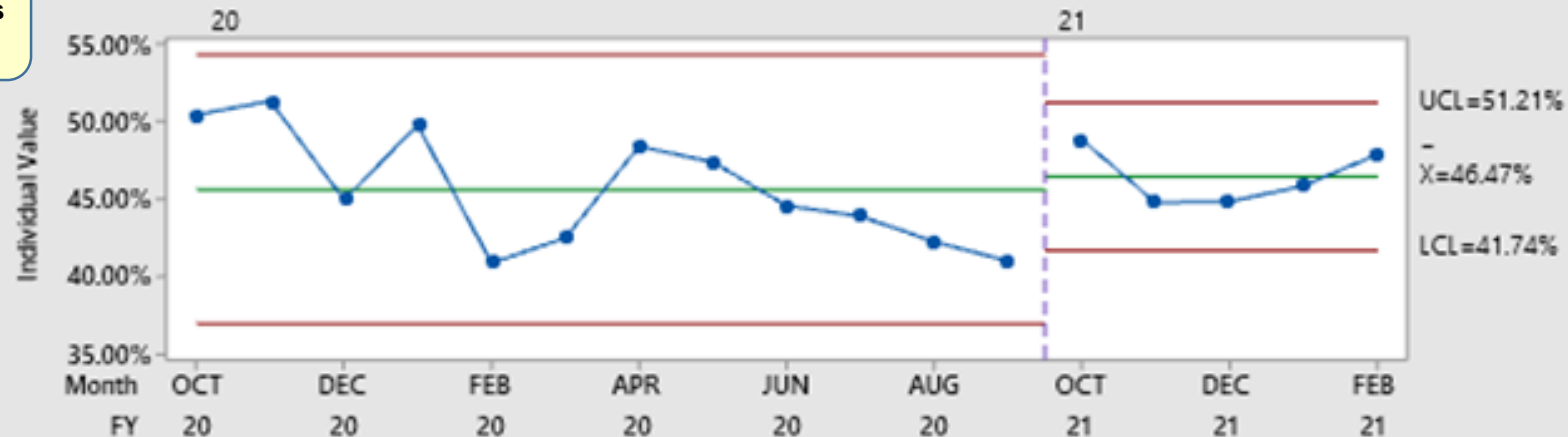
# 50-Weeks Combined CCA/RCA Retention

Percentage retained  
by month – measures  
overall success

FY20  
CCA/RCA  
combined  
retention rate  
**45.65%**

FY21 YTD-Feb  
CCA/RCA  
combined  
retention rate  
**46.57%**

CCA & RCA Combined Retention by Month Hired for FY20 & FY21

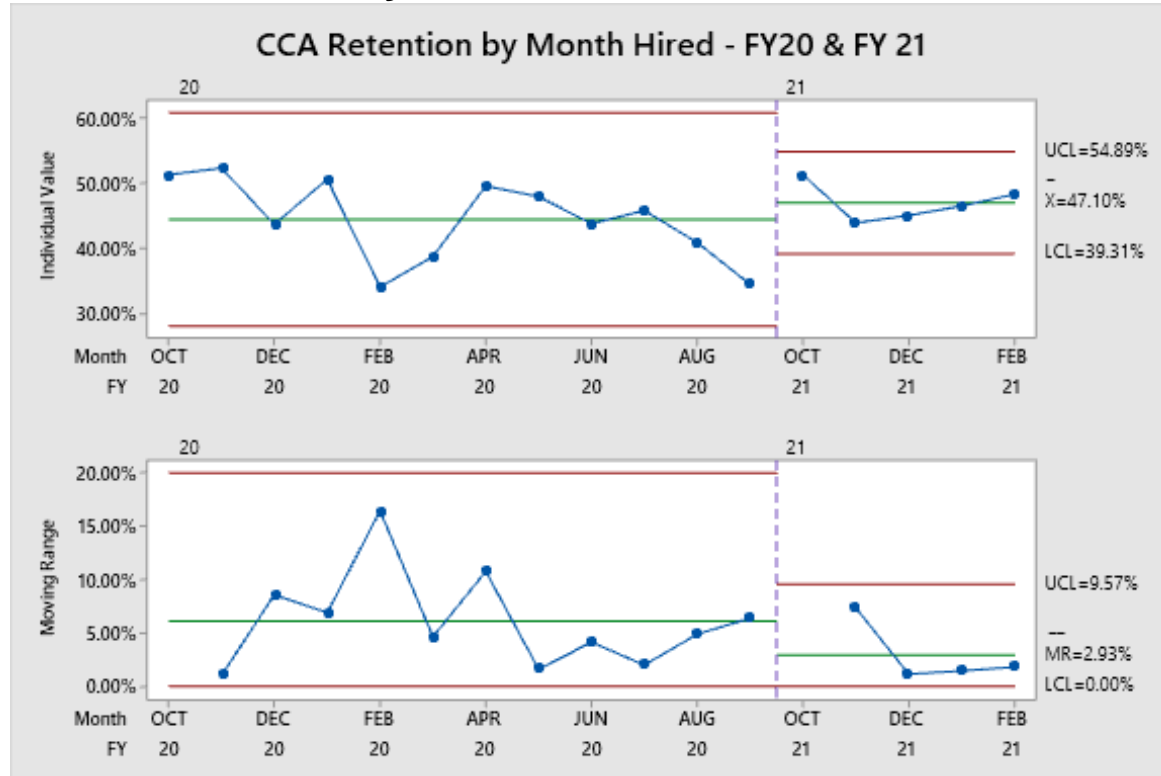


Monthly variation –  
measures consistency  
of experience based  
on hiring date

Source Data: Workforce Planning,  
Insights and Analytics

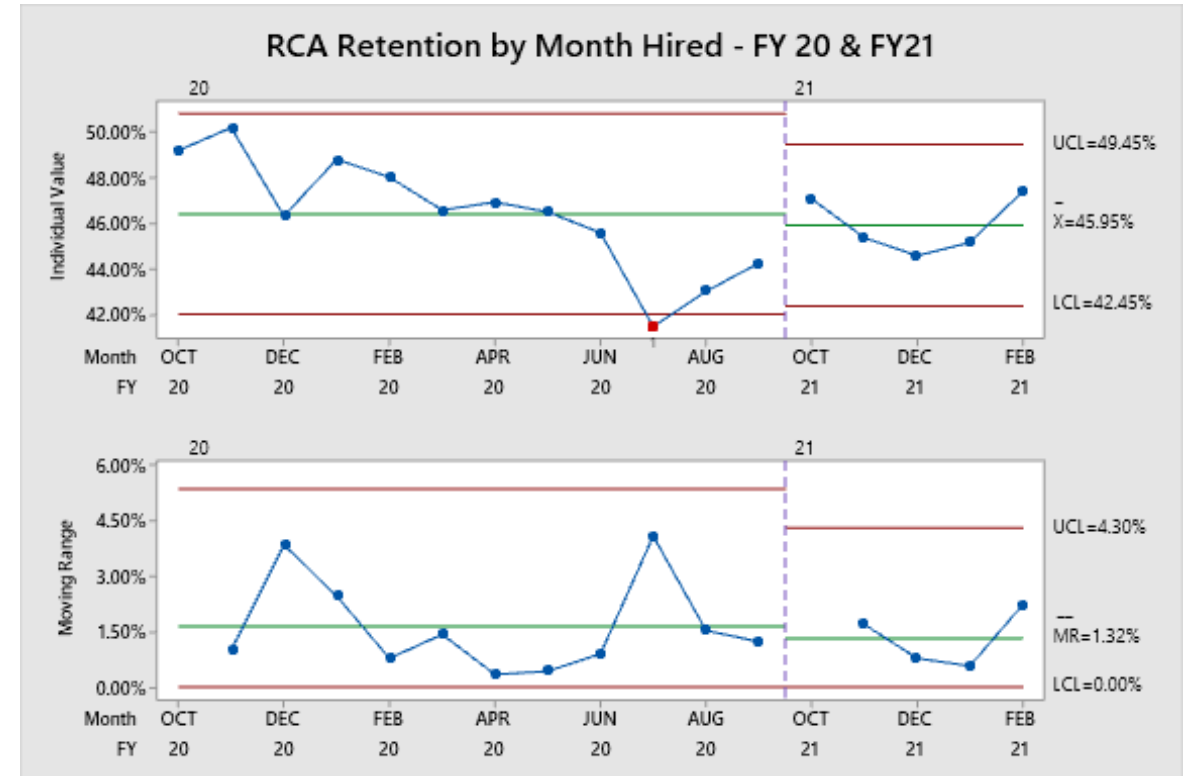
# 50-Weeks CCA & RCA Retention

## CCA Retention by Month



- In FY20, **45.0%** CCA retention rate
- FY21 YTD – Feb **47.1%** retention

## RCA Retention by Month

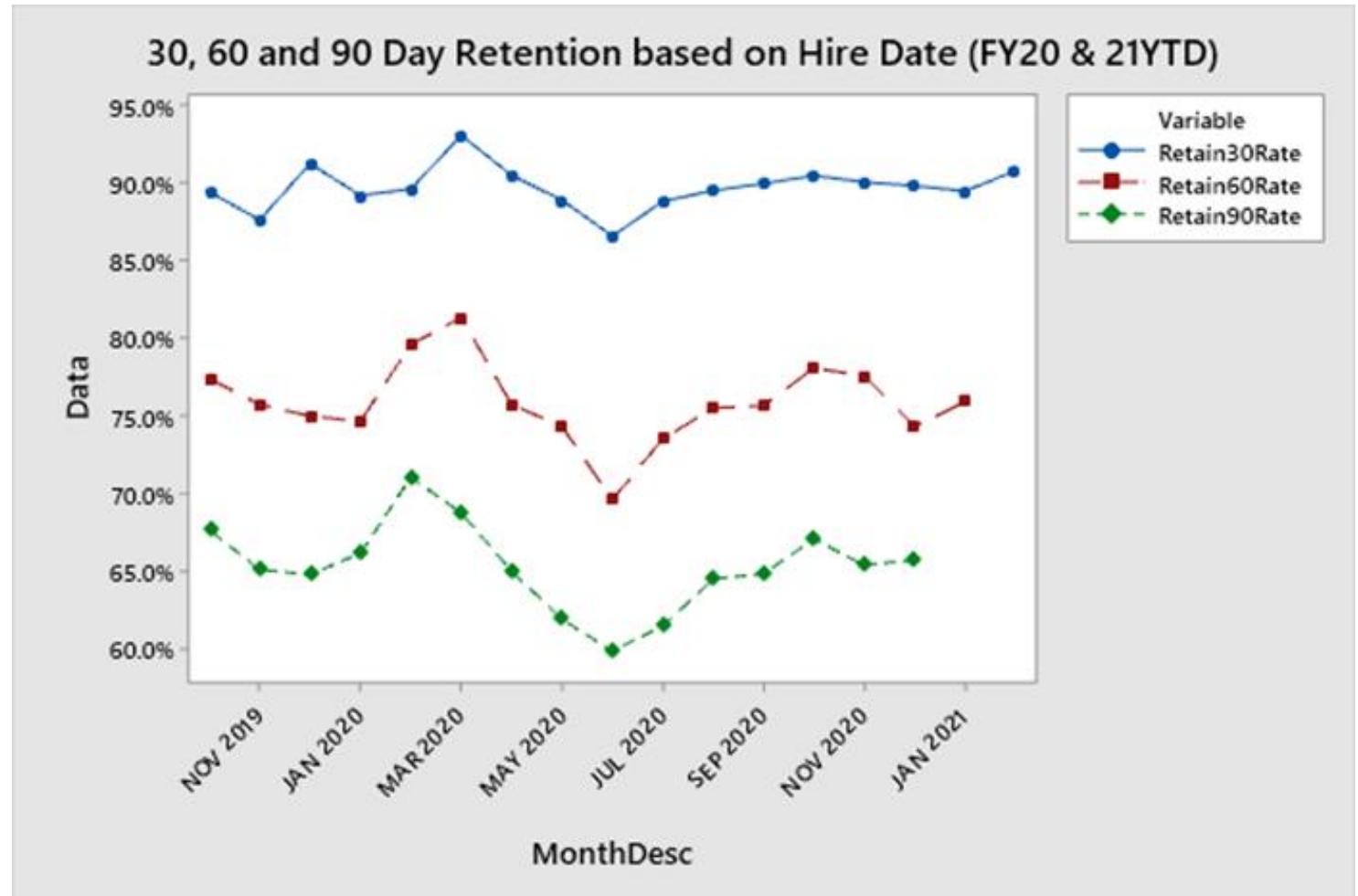


- In FY20, **46.4%** RCA retention rate
- FY21 YTD – Feb **46.1%** retention

Source Data: Workforce Planning, Insights and Analytics

# Predictive value of 30-day against 60 & 90-day retention

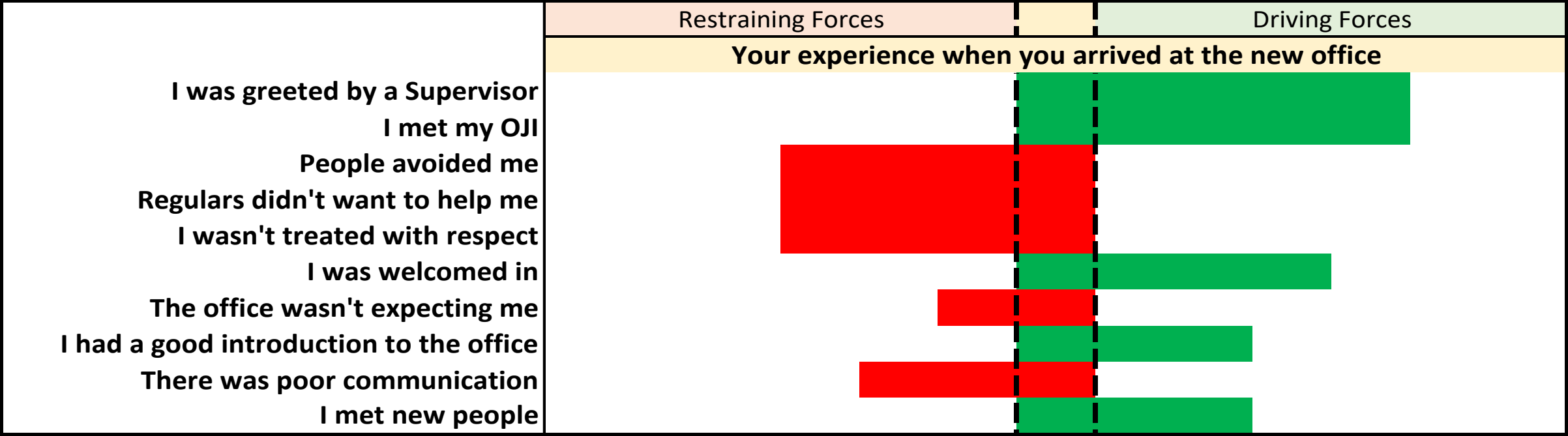
- **30-day retention** as a predictor of 90-day retention: **Pearson's correlation = 0.58**
  - Weak correlation between retention at 30 days & retention at 90 days
  - Likely biased by the actual start date of the CCA or RCA in the unit delivering vs orientation/training
  - Exploring more granularly 40-day and 45-day to better gauge first few weeks in unit to when it appears CCA/RCA is making decision if USPS is a fit
  - Examine if consistent factor or possible tactic/strategic can influence
- **60-day retention** as a predictor of 90-day retention: **Pearson's correlation = 0.88**
  - Strong correlation between retention at 60 days and retention at 90 days
  - Implies trajectory to retain, for most CCAs/RCAs, is set in their first 60 days





# Detailed CCA Force-Field Analysis

# CCA Feedback Forum: Force-Field Analysis

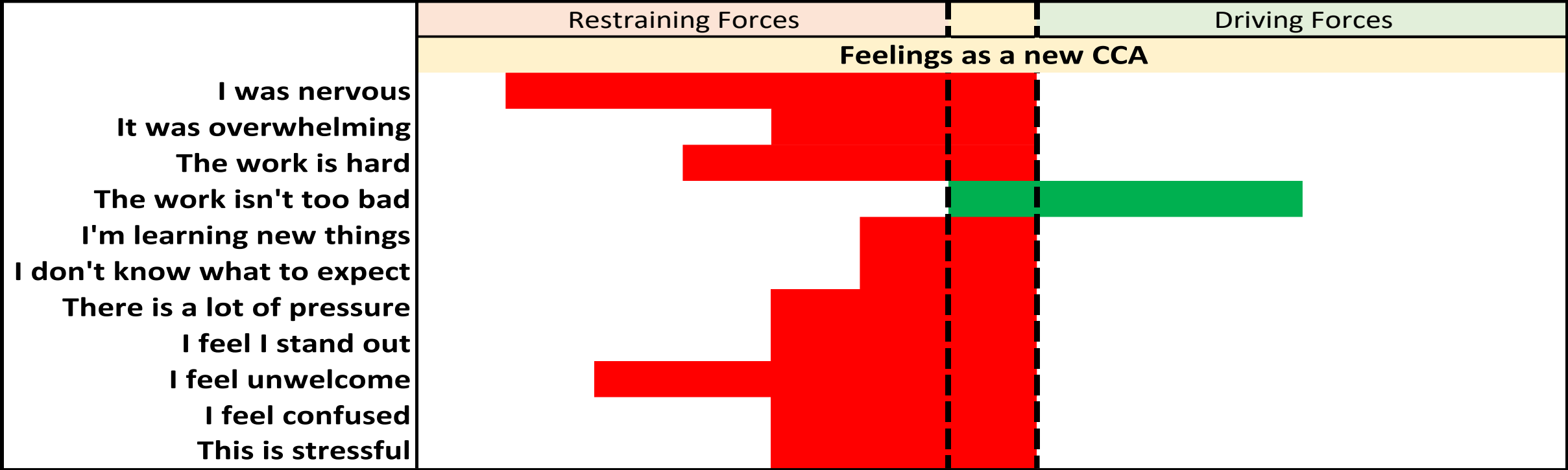


- They [the office] weren't expecting us
- It was horrible, nobody wanted to shadow; didn't know if this is for me but said would stick it out to end of week
- Nobody acknowledged me
- Don't think they had a plan when I showed up

**VS.**

- My postmaster was waiting to greet me, introduced me – everything was pretty good
- OJI was the guide who walked me through, it was an amazing experience
- Postmaster said, "We're going to put you in the best possible situation to succeed"

# CCA Feedback Forum: Force-Field Analysis

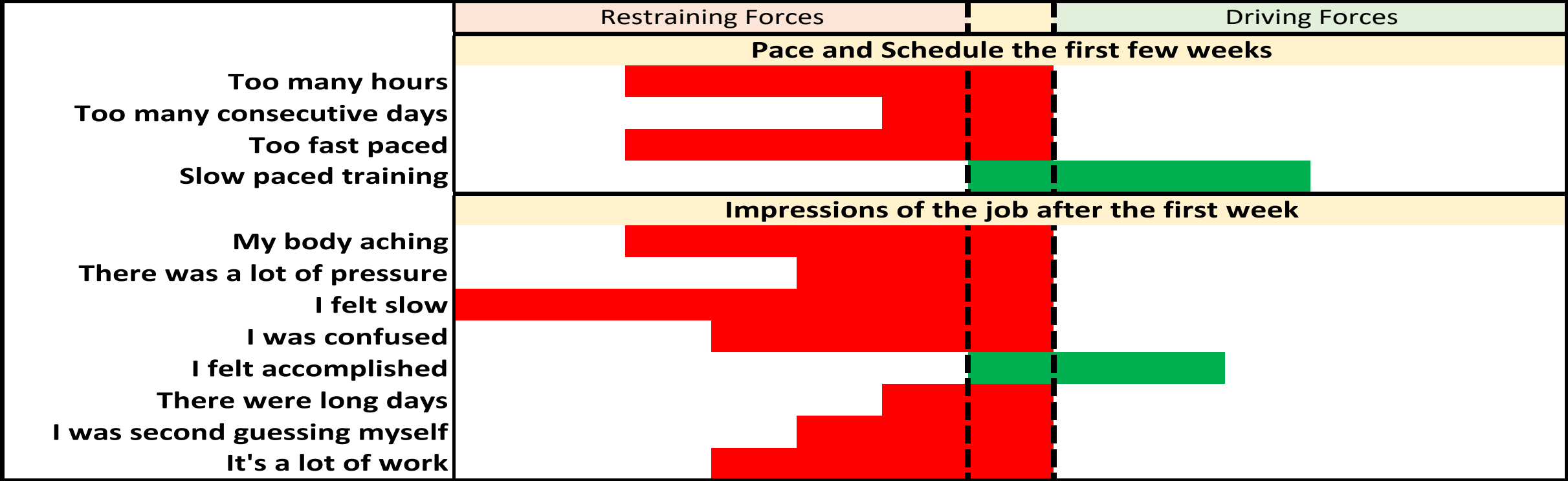


- Extremely nervous – didn’t know what to expect; when out on street you feel so much pressure, like first day at school
- Was overconfident out of the academy, but got a reality check when I got to the office
- Everything was aching – even my hair was aching – in back of my head “is this job for me”

**VS.**

- Overwhelming, but they took time to work with me
- Everyone was really helpful
- They shielded me by having someone run large parcels – at first, I just had SPRS on a walkout route, it helped

# CCA Feedback Forum: Force-Field Analysis

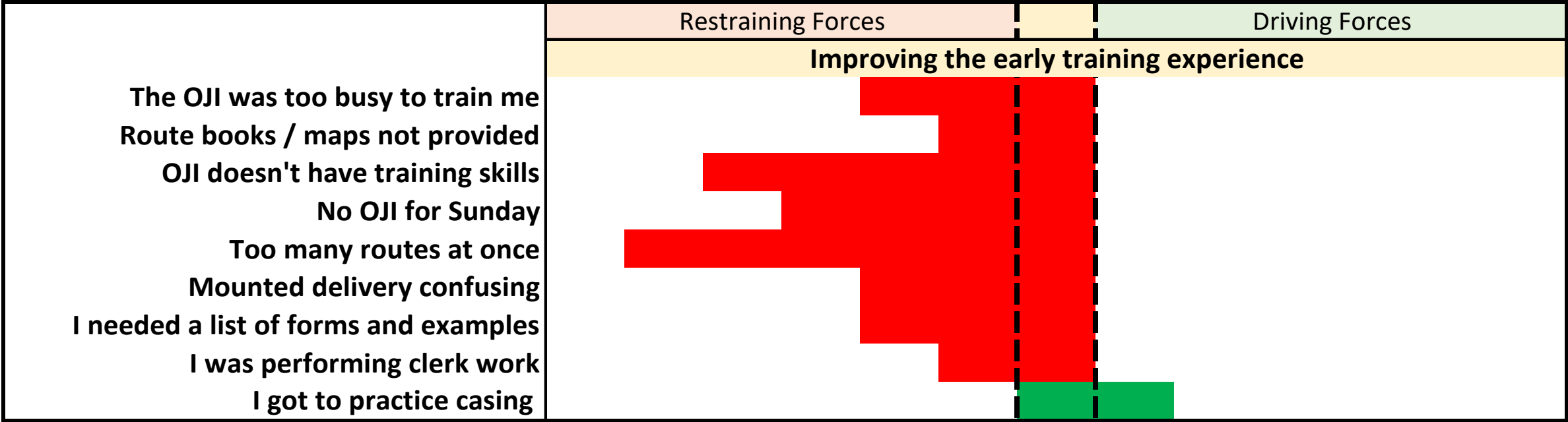


- Threw me on a full route in my first week – it was a lot of pressure – told do it in 6 hours, but I’ve never done this in my life
- Was so confused. They just call, call and call, “you can’t follow the mail” – “this is my first time doing it” – I just wanted to drop mail and leave – it shouldn’t be like that

VS.

- Once you figure out the route, it gets easier
- One of the best things was the little bit of time we had to talk to other CCAs about the routes
- The first 30 days were easier – two weeks of training (orientation, academy), shadowed

# CCA Feedback Forum: Force-Field Analysis



- Everything is thrown at you all at once
- Use my cell phone to google addresses
- They would just throw me on a route with no info, no map, no park points
- Started with a virtual (orientation); didn't seem to fit – every subject was out of place – good info, but we should start with OJT

**VS.**

- Way I learned confidence was by getting familiar with the routes and people
- Older CCAs helped push me and build my confidence
- Seasoned carrier gave me her phone number so I could ask questions – she'd call to check on me
- Other CCAs are my lifeline



# CCA Feedback Forum: Force-Field Analysis

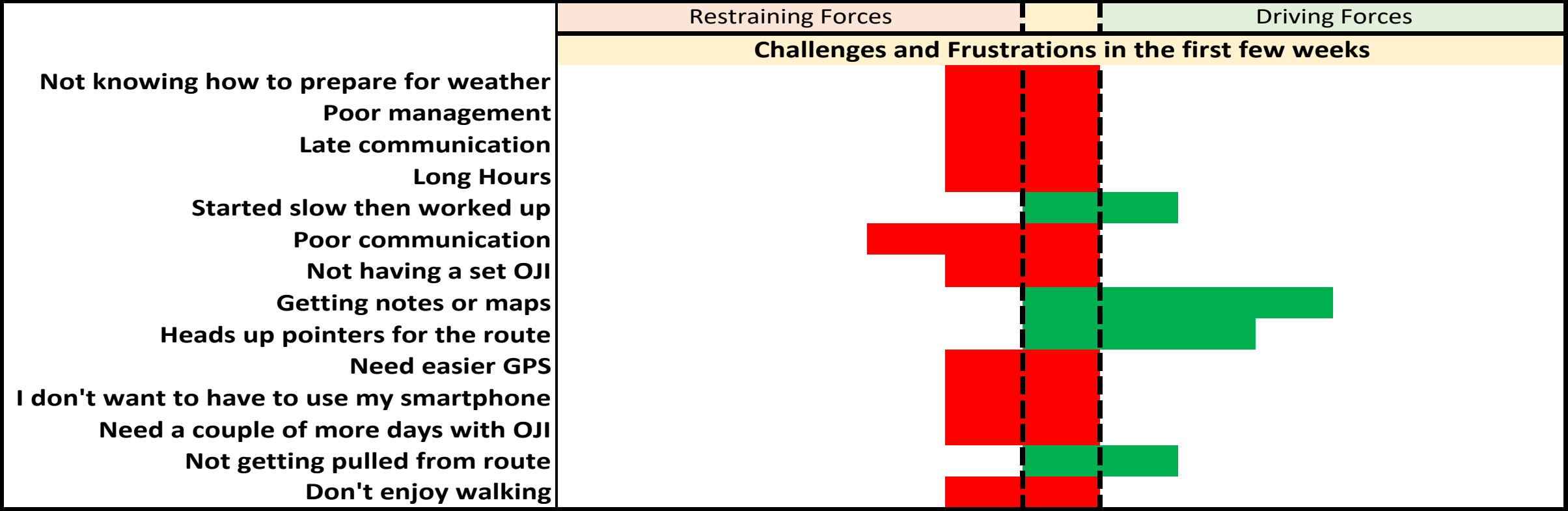
	Restraining Forces		Driving Forces
	Thoughts on a mentor / buddy system		
I like other CCAs as buddy/mentor			
OJI was my buddy			
I use CCA Group Chat			
I like demonstration of techniques			
I like seeing a variety of techniques			
Tips (keys, access codes, park point, etc...)			
I could get an answer quickly			
Someone understands what I'm going through			
Helps build my confidence			

- A lot of regulars don't want to help CCAs
- It would be really good to have a go-to person, but they'd have to be a genuine person and want to enjoy the experience
- If I had a rough day and said something on our Group Chat, there are at least two or three people to support you

VS.

- You need a buddy to support you – one who gets what is going on
- The App Group chat is better because I know who to provide help or get help from without going to the office first – save time and money
- We have a CCA Group Chat, it keeps us sane

# CCA Feedback Forum: Force-Field Analysis

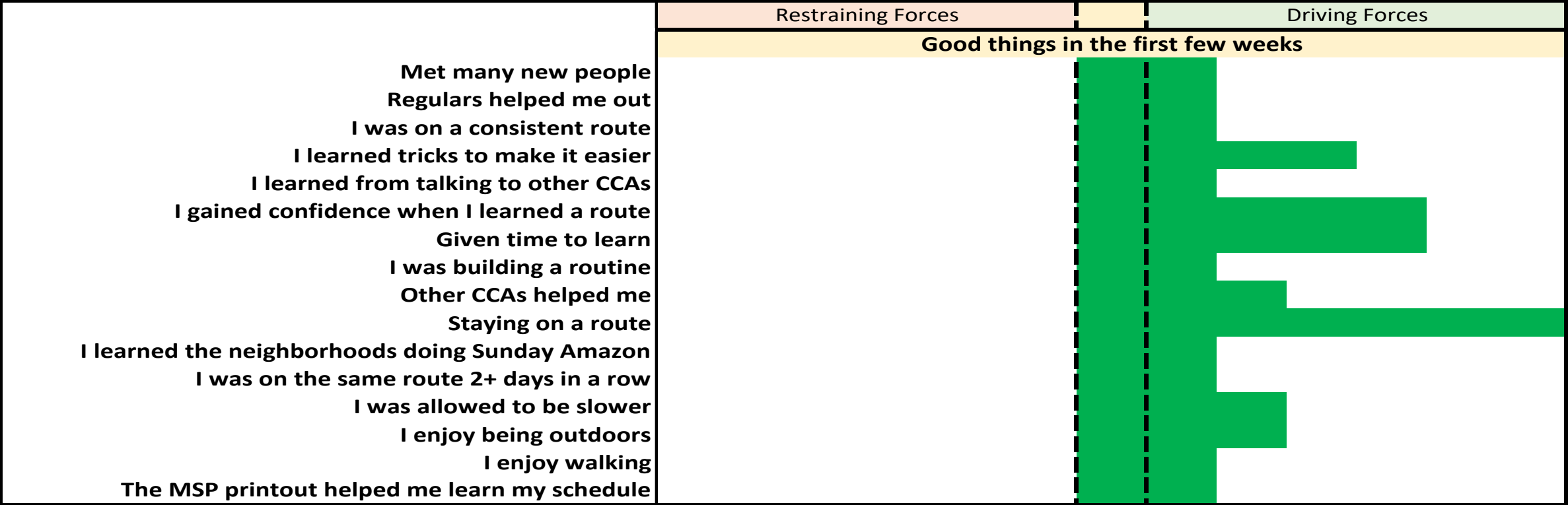


- First day was good, but by the second day regulars didn't want to help – had to do a whole route and a split on the second day
- Customers would ask me questions and I didn't know the answers

VS.

- They [managers] allowed me to learn when it took me a longer than expected
- Allowing me to stay on a route for a couple of weeks really helped

# CCA Feedback Forum: Force-Field Analysis

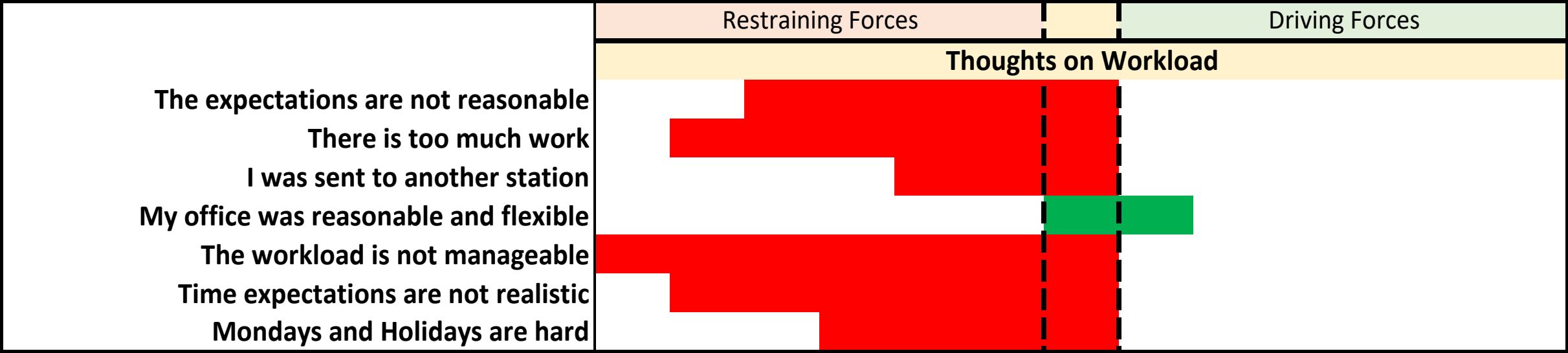


- They would just throw me on a route with no information, no map, no park points
- When you would ask for a map, the supervisor didn't have any – the red folder didn't either; I had to ask other CCAs, they draw maps with park points

VS.

- Once you figure out the route it gets easier
- Didn't send me to other stations in first 90 days
- I had a pretty good experience. The postmaster had me delivering parcels to learn the city. I was doing parts of the route to learn it.

# CCA Feedback Forum: Force-Field Analysis

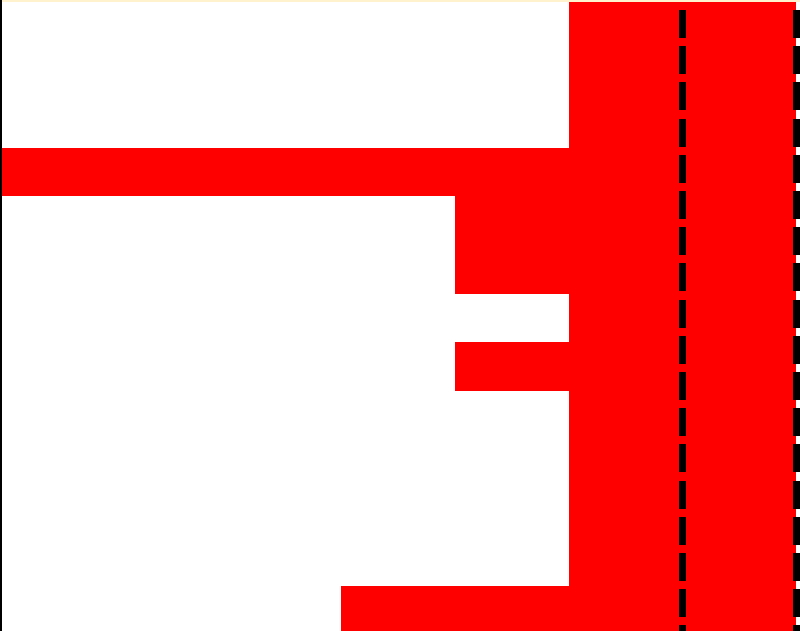


- I don't know where their [manager or regular carriers] get time from, but it's inaccurate – it's not fair, it's always more than told would have
- Given two, sometimes three routes; it's not manageable but you can't say no
- Hard work and dedication gets rewarded with more hard work

VS.

- Allowed me to learn when it took me a longer than expected, also allowing me to stay on a route for couple weeks helped
- Only manageable because of the hard work we're used to every day; just want to get home to my kids
- It's usually an 8-hour day, but we're down a carrier right now

# CCA Feedback Forum: Force-Field Analysis

	Restraining Forces		Driving Forces
	Your schedule in the first few months		
Management is uncaring			
Late communication from management			
I have long days			
I worked too many days in a row			
I worked through my lunch/break			
No advance notice on schedule			
Schedule was not posted			
Schedule is posted in advance			
Late notice on off days			
My schedule is changed on my day off			
I have an irregular schedule			
Not enough work hours			
I feel my job threatened if I don't take all hours			

- They Do Not Care; [manager] doesn't try to be flexible; changes schedule with no notice
- Worked 28 or 29 days, 10-12 hours per day in my first month
- Try to schedule my day off but then a regular takes time off and I must work

VS.

- Let me know in advance what my day off is going to be, and don't change it
- Having a plan allows me to make appointments or make commitments
- In my station they post two or three days in advance; I feel comfortable with it



# CCA Feedback Forum: Force-Field Analysis

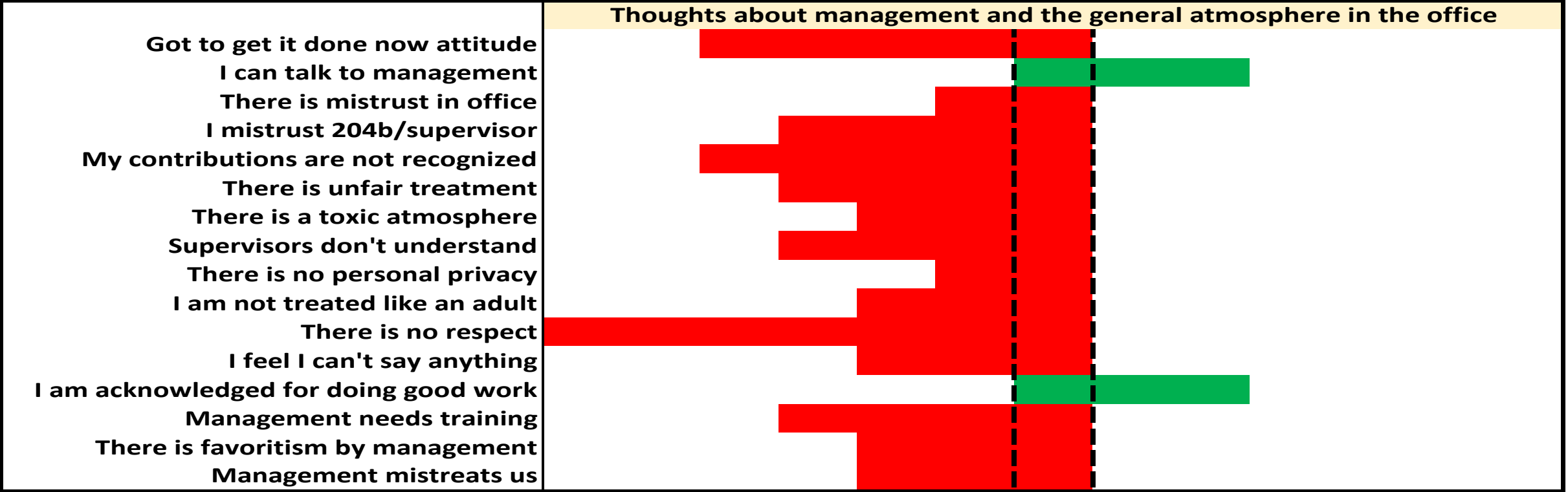
	Restraining Forces		Driving Forces
	Your work-life balance		
You need to understand we have a life			
Respect us			
No work/life balance			
I have to call in for time off			
No time to plan personal stuff			
We need improved communications			
	Flexibility in your schedule		
There is no flexibility			
No consideration of days off			
Limited notice for my off day			
Schedule is not posted timely			
We just keep quiet and do the work			
AL process works for me			
AL process not shared or broken			

- Don't know if you'll work 4 or 14 hours
- Word schedule doesn't really apply; there is workload but no schedule
- They [managers] don't consider when you need a day off; only thing you can do is call in
- There isn't a set schedule; can't plan life, doctor appointments, family commitments

**VS.**

- Able to take Annual Leave if I request it far enough in advance
- Becoming a regular would help work/life balance
- Please post the schedule or give set day off so I can make appointments, plans and such
- Have kids, emergencies do happen, respect us

# CCA Feedback Forum: Force-Field Analysis



- Didn't get a check for the first month (no EIN)
- Little harassment by [management and peers] here and there doesn't help at all
- I say good morning [to supervisor]; nothing back, no eye contact – very disrespectful
- Everything is negative; toxic environment

VS.

- Everyone looks out for each other; if they see I need a little assistance (like with casing), the next person won't hesitate to come over
- I've been blessed to work in a pretty good station
- We are close knit – we very rarely have call outs

# CCA Feedback Forum: Force-Field Analysis

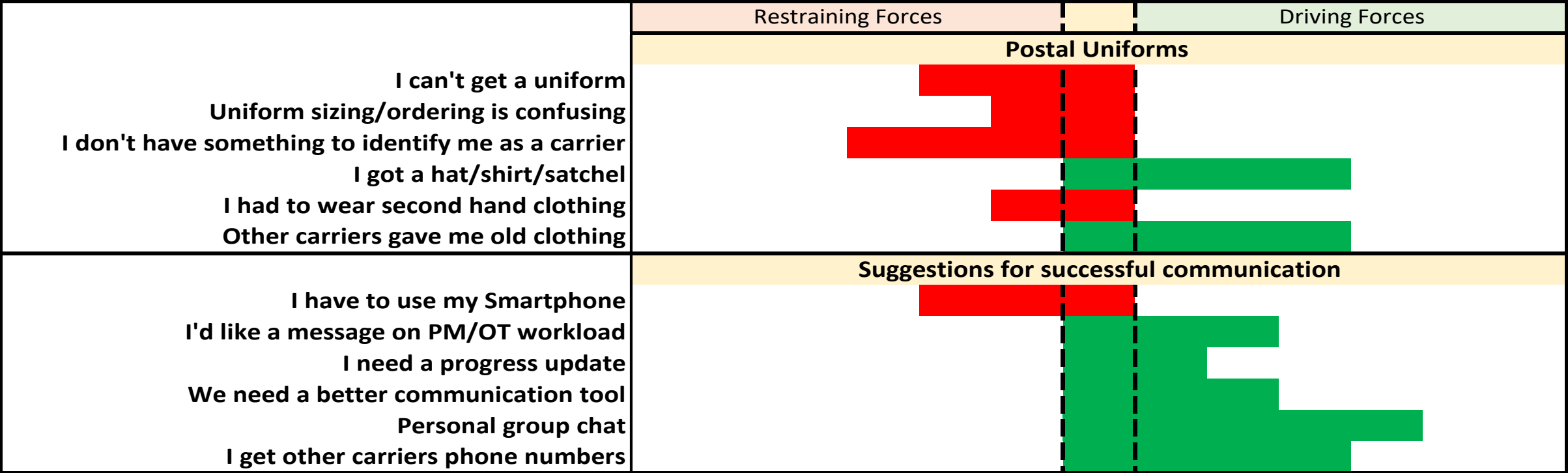
	Restraining Forces	Driving Forces
	Interaction with other employees in the office	
Good treatment and friendly coworkers		
Regulars look down on us		
I'm good with other CCAs but not so much regulars		
Regulars help us		
Can talk to other carriers		
My union is supportive		
The union unsupportive		
	Things that frustrate you	
I have to deal with broken equipment		
I get no sick leave		
Don't have equipment to do my job		
I don't have the protective clothing I need		
I didn't know what to wear		
General supplies are hard to get		

- We need new scanners, if you use the GPS, you can't scan the packages at the same time, so I just use my phone for GPS
- Your hands are full, and you get a sampling request; not sure how to juggle everything and enter the request

VS.

- Everyone helps me when I need something
- We all interact pretty good
- When I first got in unit, I couldn't case the route, others would help me out
- When casing we have a good time, but we also get the work done

# CCA Feedback Forum: Force-Field Analysis



VS.

- People on the street look at you or harass you if you don't have on a uniform
- Put a phone App on scanner, my phone is pre-paid, they [managers] call too much
- Everyday there are missed opportunities to share our accomplishments with us

- When you go to academy – there should be “hand down” clothes available
- My OJI gave me a bunch of old shirts, so I looked like I worked for USPS
- My managers put out information, like traffic impacts or who is going to need help

# CCA Feedback Forum: Force-Field Analysis

	Restraining Forces		Driving Forces
	Suggestions for improving technology		
We need better GPS			
Improved copilot instructions			
They should show park points on the scanner			
Show where to start the loop			
Audible package alert			
We get too many alerts			
Load truck feature doesn't always work			
We need new scanners			
	Suggestions for improving training		
Street + academy one day per wk.			
Simulated route maps / turn by turn			
We want real people training us			
Ride along on each new route			

- GPS doesn't really know streets – it takes you through a gate that won't open, must go around and find entrances
- A lot of technology doesn't work
- GPS turn by turn doesn't allow using package look ahead or scan at same time

VS.

- Had two instructors – one business deliveries, other residential, see & learned tips from both
- Downloaded my own App to route packages in order (cost \$20 month)
- Group Chat App helps quickly get answers to questions, find access to buildings, etc

# CCA Feedback Forum: Force-Field Analysis

	Restraining Forces	Driving Forces
	<b>Do you see a career in the Postal Service</b>	
I plan to have a career with USPS		
I'm having second thoughts		
I have EAS aspirations		
I don't want to stay		
I hope to convert to regular soon		
I'll stay as something other than a carrier		
No - because I'm treated badly here		
I'm currently looking for other jobs		
	<b>Have you ever considered leaving the Postal Service</b>	
Never		
Yes - Job requirements		
Yes - family / commitments		
Yes - disrespect		
Yes - schedule		

- I have a six-year-old, not sure I'll make it to 90 days because of family concerns
- You wake up dreading the day; you start breaking down mentally and physically
- Long days – don't want this long-term

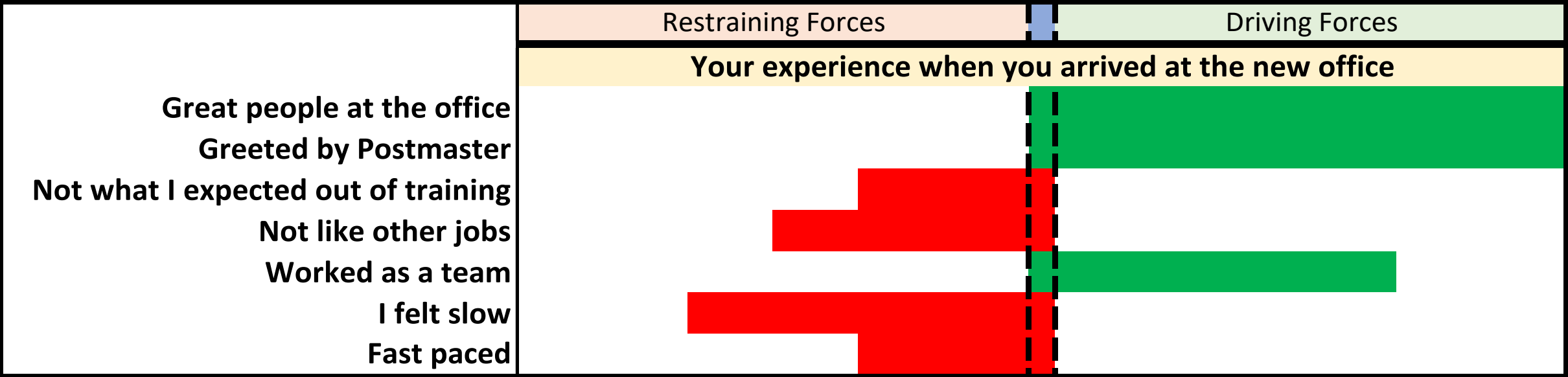
# VS.

- If the worst thing I have to deal with is rain, I can do a good 20 to 25 years here
- Never got to point of leaving, got easier in time
- I came here for a career; that's why I joined – idea of other career positions motivate me



# Detailed RCA Force-Field Analysis

# RCA Feedback Forum: Force-Field Analysis

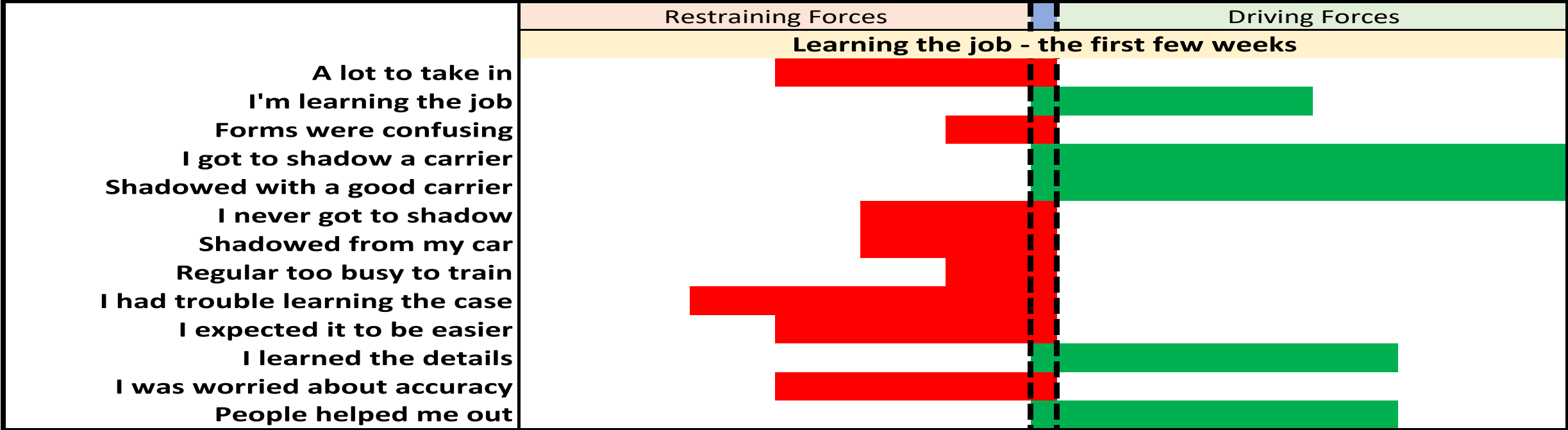


- First impression was “wow, total chaos”
- Can’t remember my first day very well – I think I was in shock, it was disorganized
- Had no clue rural carriers drove from the RH side of their cars
- It was crazy how much stuff there is to deliver in one day

VS.

- Everyone is awesome at our Post Office
- I got a tour from the Postmaster
- I was met by the supervisor and they introduced me to everyone else
- Everyone was kind – asking about me to make me feel comfortable
- Everyone was very friendly; worked together

# RCA Feedback Forum: Force-Field Analysis



- Learning curve was harder than I expected
- I almost had a breakdown and quit because it was too much; packages everywhere it was so confusing
- Each week you're thrown a different curve ball

VS.

- I liked that I could ask anyone about anything, and they would help me
- People were very kind and open – they would be giving advice of what to do, what not to do, what to be careful of
- It went better than expected; people helped me learn what I needed to learn

# RCA Feedback Forum: Force-Field Analysis

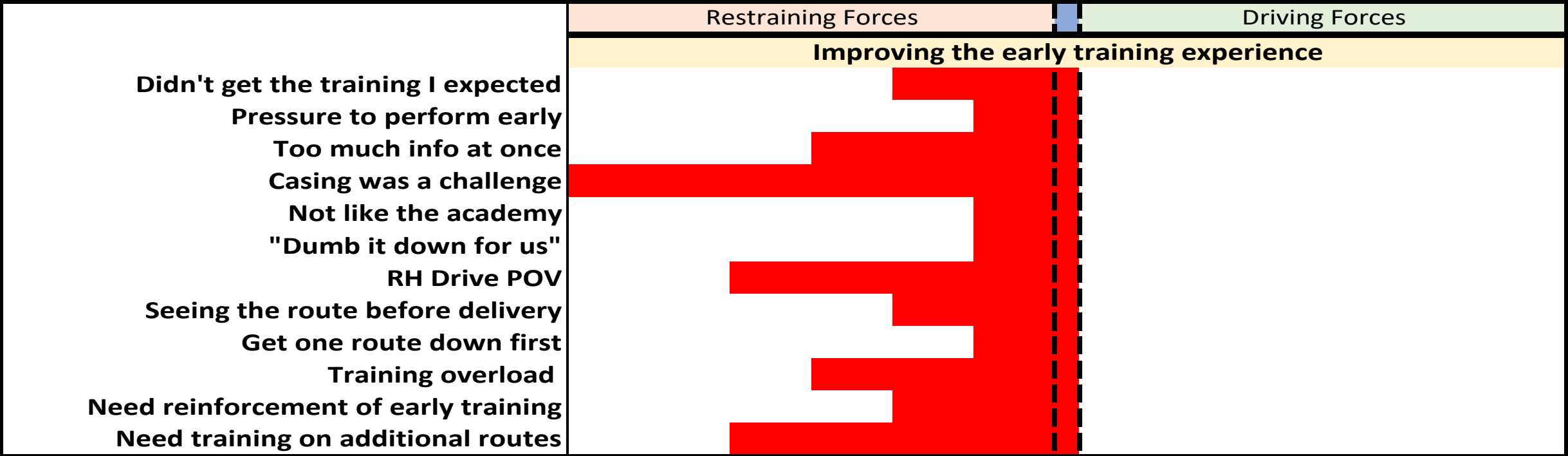


- Orientation and training was a lot to take in
- Forms and acronyms were confusing at first
- My OJI was gruff and rough around the edges
- I had to shadow her in my own car; she drove like a maniac – drove so fast and stopped so hard, I was afraid I was going to run into her

VS.

- My OJI talked me through step by step and gave me a lot of tools to be successful – I’m very fortunate and grateful
- The amount of time and effort my OJI put into the job is kind of inspiring
- The regular I trained with showed me everything – even all the little nuances

# RCA Feedback Forum: Force-Field Analysis

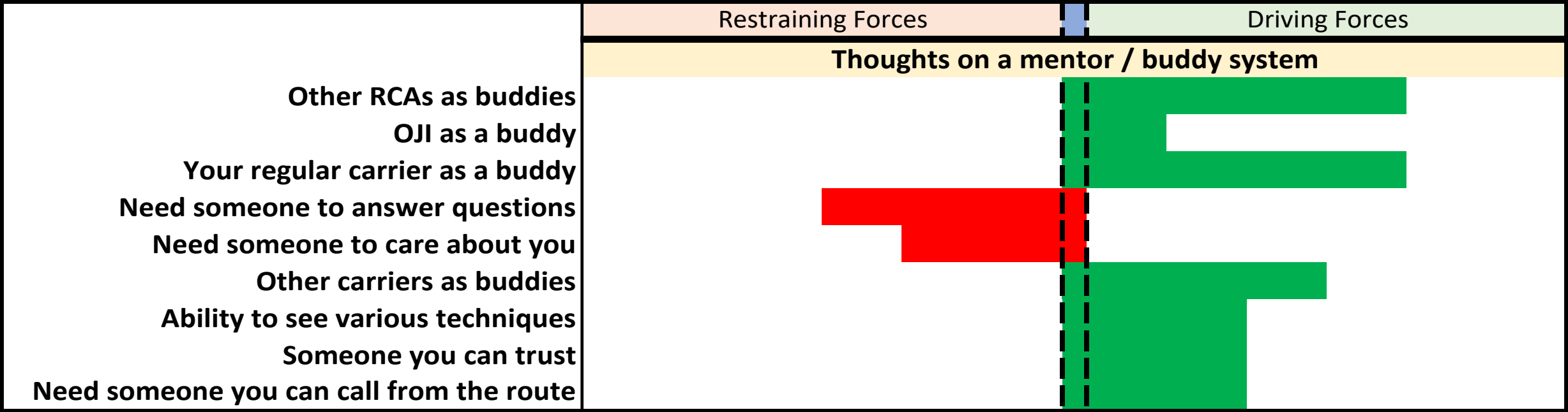


- I was kind of thrown into it and learned on my feet – I expected more training, was hoping for it
- When you come in during the holidays you have to learn everything quick, or you're screwed
- Nothing is like what it was in the Academy
- If someone could dumb it down in the first few days, that would've set me up to do better

VS.

- You feel like you are going down a street three times – going in circles; shadowing a regular helps a lot
- My regular ran me through everything including where the restrooms were – she knew a lot and was able to show me the ropes on everything

# RCA Feedback Forum: Force-Field Analysis



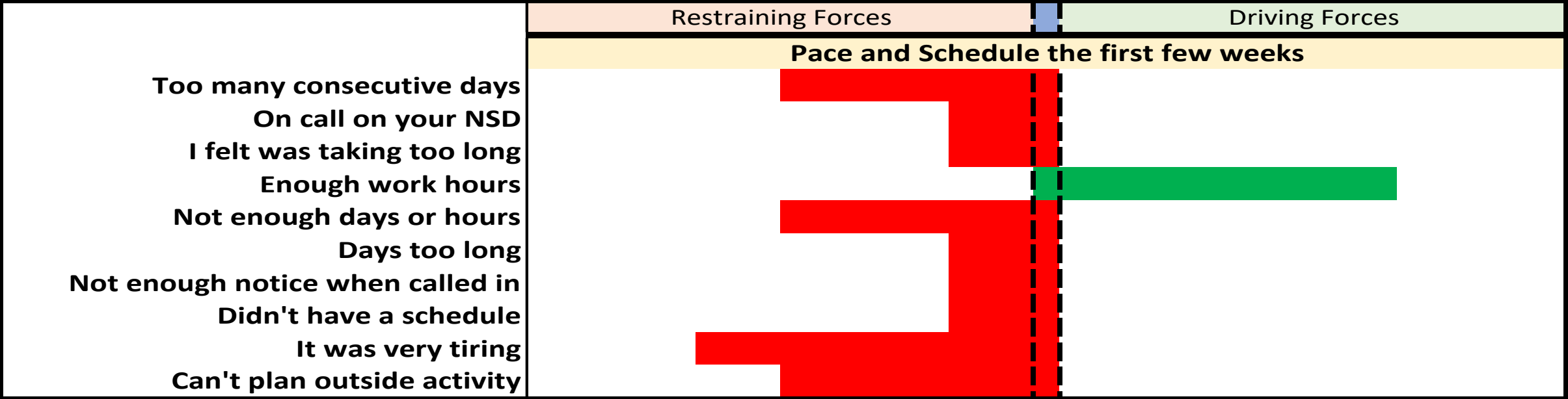
- Someone to ask questions would have helped
- There should be somebody to watch and tell you what you are doing wrong
- Sometimes you are intimidated to go to a regular because they have been here so long or the supervisor because they're higher up
- Regulars just want to do their route and go

VS.

- The unofficial buddy system is the only reason I made it – I'm lucky there are people willing to take time out of their day to help me
- One RCA helped me out, worked through the route with me – I might not have stayed if he didn't help me that day
- Several RCAs with a couple of years experience really helped me



# RCA Feedback Forum: Force-Field Analysis



- Past three months I've worked 6 days a week with only Sundays off
- You have to be available on your days off – it is a miserable feeling knowing you're not going to have a life
- We worked 14 days straight my first two weeks, it was like one never ending day

VS.

- I was worried about hours at first, but everyone told me this is a big facility, you don't have to worry about hours
- I worked a lot in my first 30 days – it helped me build confidence and get up to speed faster
- I was on a schedule, gave me confidence

# RCA Feedback Forum: Force-Field Analysis

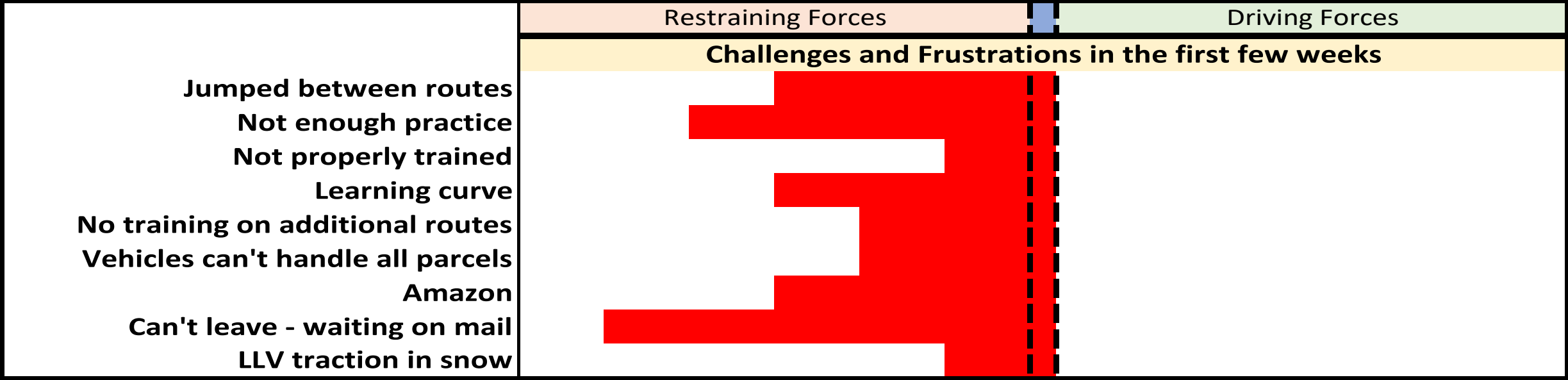


- First week we had a schedule; after that they told me to report every day unless we tell you otherwise – makes it really hard to plan outside activities
- It was crazy – more than I expected it to be
- There were days I just cried
- The first week was kind of a blur

VS.

- They told me “don’t worry, don’t stress we’ve seen it all before, just try to make it through”
- Was confident at end of the week, I felt like I had this down
- I was proud to deliver mail and say who I worked for
- Being out delivering on your own is nice – even when the weather is bad

# RCA Feedback Forum: Force-Field Analysis



- Spent my first 90 days working in the office before I got properly trained. Didn't go to the Academy – working till 7 or 8 at night
- You are casing for hours, then you leave for route and it takes more hours – it's difficult not having training on a new route
- Jury was still out at the end of first week
- It was too much to take in – felt I couldn't do it

**VS.**

- Coming from a job where I was always the first done, I had to put my ego aside and give myself permission to just learn the job and get acclimated to everything
- By 90 days I knew that case backwards and forwards
- It is good experience to go to other stations and see the options out there

# RCA Feedback Forum: Force-Field Analysis

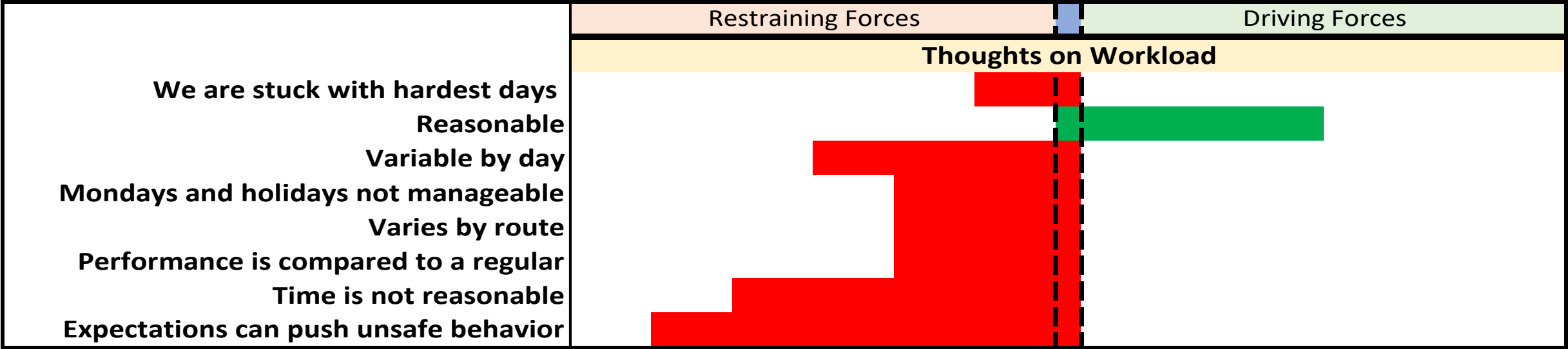


- Orientation and training was a lot to take in
- My regular was always in a hurry to case – there wasn’t time to slow down and properly train or talk with me
- Forms and acronyms are confusing

VS.

- Almost everyone took time to tell me to hang in there and that they were glad I was here – made a huge impression on me
- There was never judgement even if I failed at something
- My supervisor would kind of cheer and tell me how well I did when I got back
- I liked how they kept me on one route until I got better

# RCA Feedback Forum: Force-Field Analysis

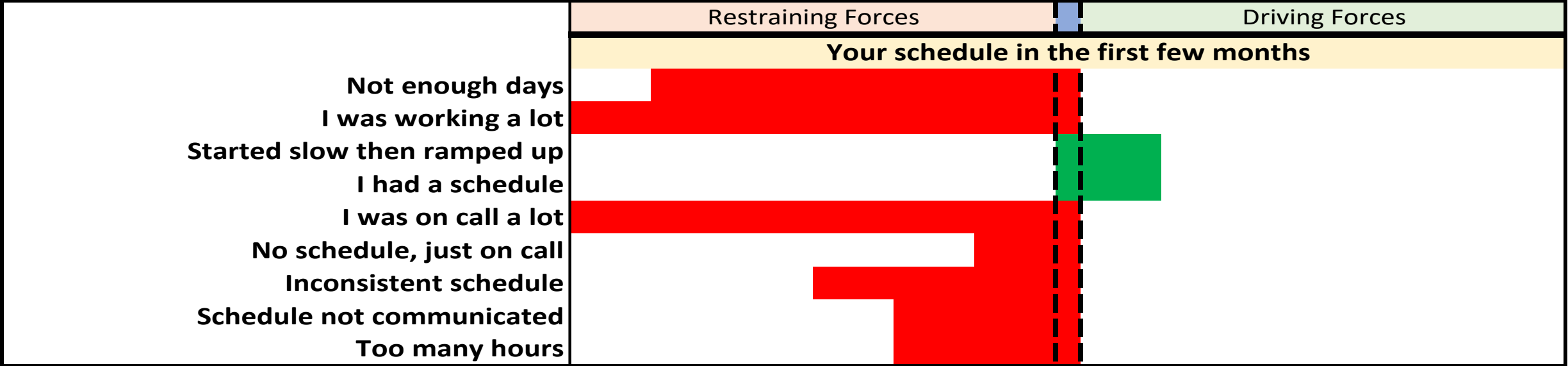


- Timeframe they give (9 hours for me) is a little stressful, we get in trouble if we don't finish in the evaluated time
- It is hard to do the amount of stuff you have to do and be careful at the same time – feels like three jobs in one
- I've been stuck in a ditch 5 times this year because of snow and dirt roads; you can't do it in the time they expect – it's impossible

**VS.**

- My workload is manageable – I just like to get in there and get it done
- Seems only time it isn't manageable is when people call off – then it gets kind of frustrating
- Some routes just get a lot of parcels or mail, and this or that – where others are always good

# RCA Feedback Forum: Force-Field Analysis



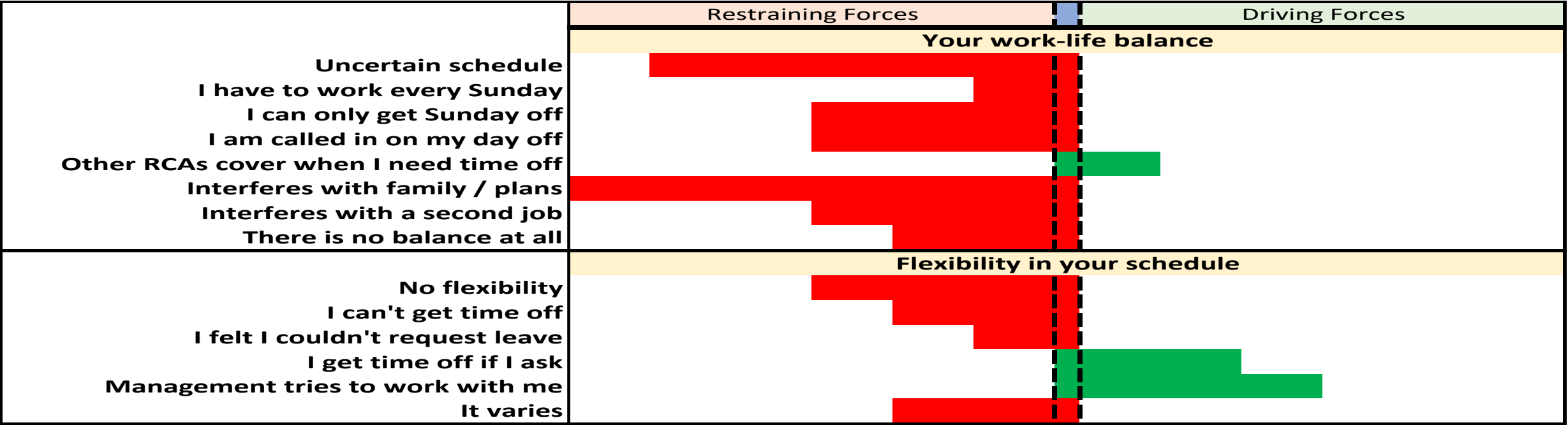
- Can't commit to a second job because I don't know when I'm working; it's tough to find a good second job when always on call
- My office doesn't have a schedule for subs, we have to check to see if they need us
- It would be nice to know what your hours are, you never really know what time you'll be done
- We don't get hours – I only work every other weekend – it really stinks, to be honest

VS.

- The supervisor made sure I didn't come in on Monday at first, so as not to scare me off
- I was busy – learning all the routes
- Hours were good; the Post Office always has something to do
- We now have open conversation around when coverage is needed



# RCA Feedback Forum: Force-Field Analysis

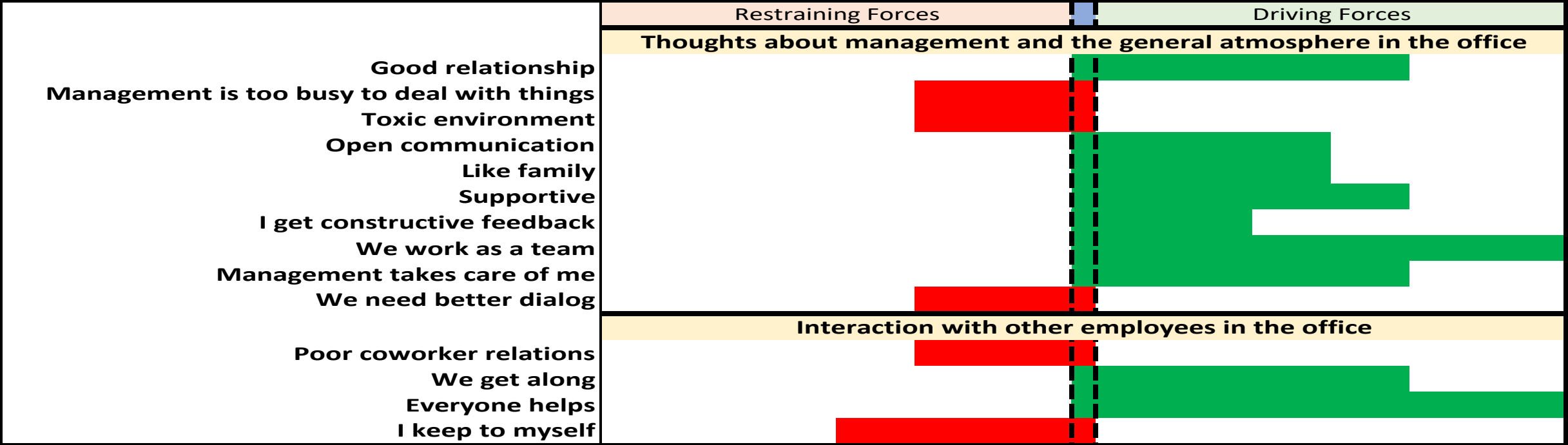


- Sunday’s stink – I went 6 months without having a Sunday off
- They call you in on your day off, you get no peace
- Every day goes into the next day, the next day, and the next day...
- A lot of people who quit just couldn’t handle the hours – they were never home with their family

VS.

- We have so many RCAs in this office it’s no problem to get time off; there’s always another RCA who is glad to cover
- Whenever I’ve had to take time off, I fill out the form and they try to work it out; if there is a conflict, they’ll tell me days off that might be better
- Find if I give a heads up, my carrier and supervisor are very understanding and will work with me

# RCA Feedback Forum: Force-Field Analysis

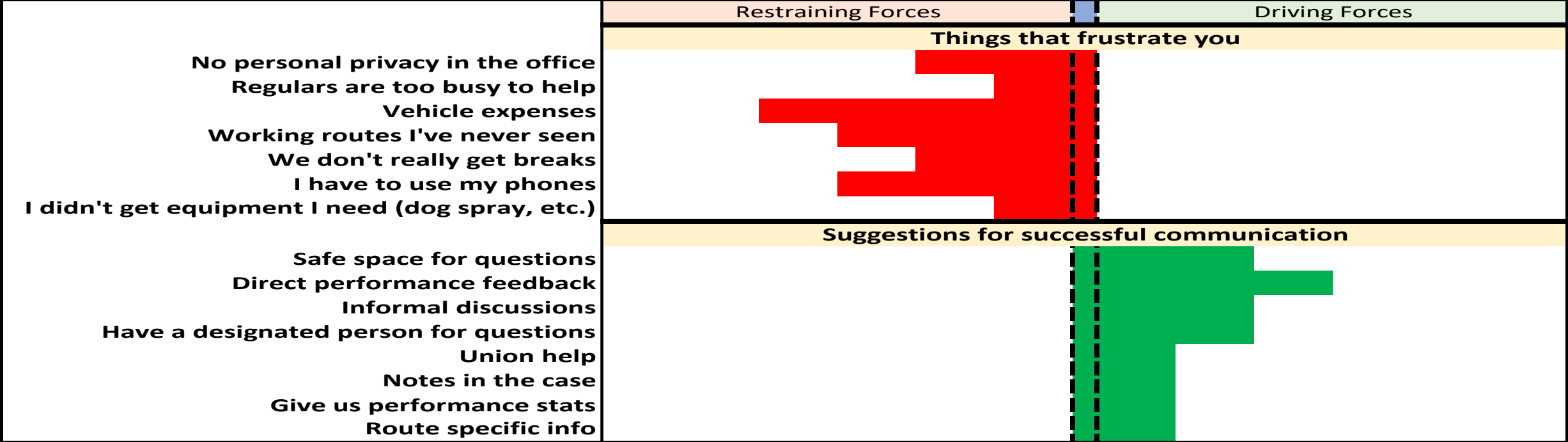


- On routes I'm not familiar with and I feel like I'm just winging it – if I had support from my manager, I feel it would be OK
- Carriers at my office don't work together; when someone gets a day off, the other RCAs are angry and a little hostile
- One carrier told me "you should just quit" – the negativity eats at you

VS.

- My supervisors have been super patient – even when I'm the last one back
- I struggled a lot in the beginning; I'm aware, under different management, I wouldn't have made it three weeks
- We get along and work through things – almost like a family – we do birthdays and dinners
- Everyone is really friendly and encouraging

# RCA Feedback Forum: Force-Field Analysis



- Told a supervisor I needed a day off and then my coworker knew about my business
- I have more into my vehicle than I've made at the Postal Service so far
- Don't have way to charge our phones in the vehicle – need method of communication ask questions or receive call directly from scanner (walkie-talkie)

VS.

- We have a pretty good steward here, so if there are problems, he's willing to work with management to address
- My carrier is really good about keeping little notes in the case – index cards in case
- We openly ask questions in our talks and everyone get's the same information

# RCA Feedback Forum: Force-Field Analysis

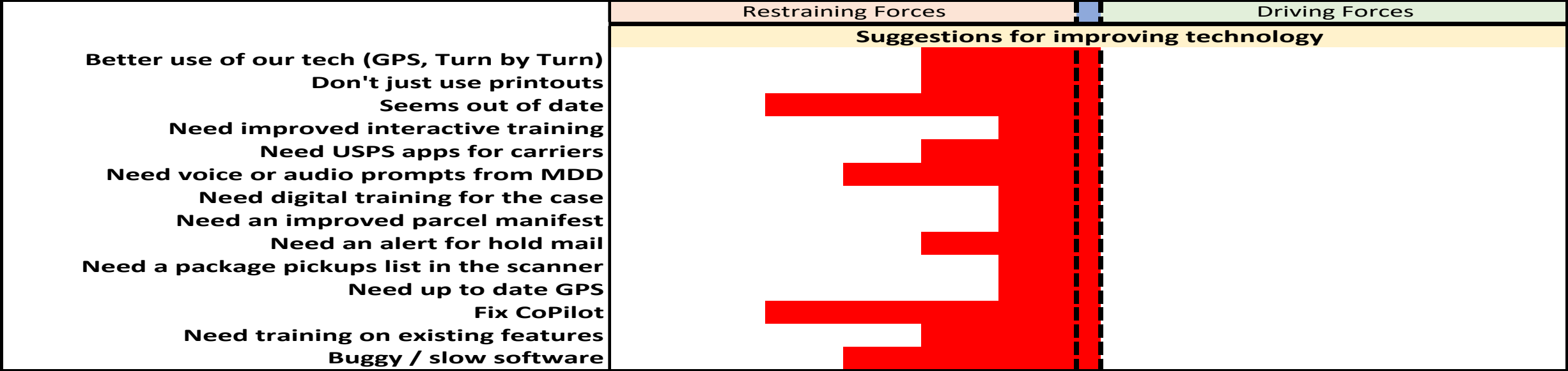
	Restraining Forces	Driving Forces
	Suggestions for improving training	
Stay on the same route (initially till learned)		
Give active feedback		
Develop people who want to be trainers		
Give training on each route		
Develop other RCAs as instructors		
Give more vehicle training		
Validate training through more than a checklist		
Demonstrate a variety of techniques		
Have on demand training		
Have a RCA help desk		
Give additional training on MDD features		
Hold a 2nd round of Academy		

- Some people want to train, some people don't; the person I had isn't keen on listening
- My OJI just wanted to get route done – I had to learn everything on my own, don't even feel I got trained
- People who know job really well may still not be good trainers – sometimes they know the job too well – they do things automatically and don't stop to explain unless you ask

VS.

- Have a regular person do the training who wants to do the training – it should be a set person
- Wish we had a call line where we could talk to someone and get answers about routes or how to do the job
- Training on all the scanner functions would be helpful, there are lots of functions we don't know
- Ask the subs who are confident enough to help train the newbies

# RCA Feedback Forum: Force-Field Analysis

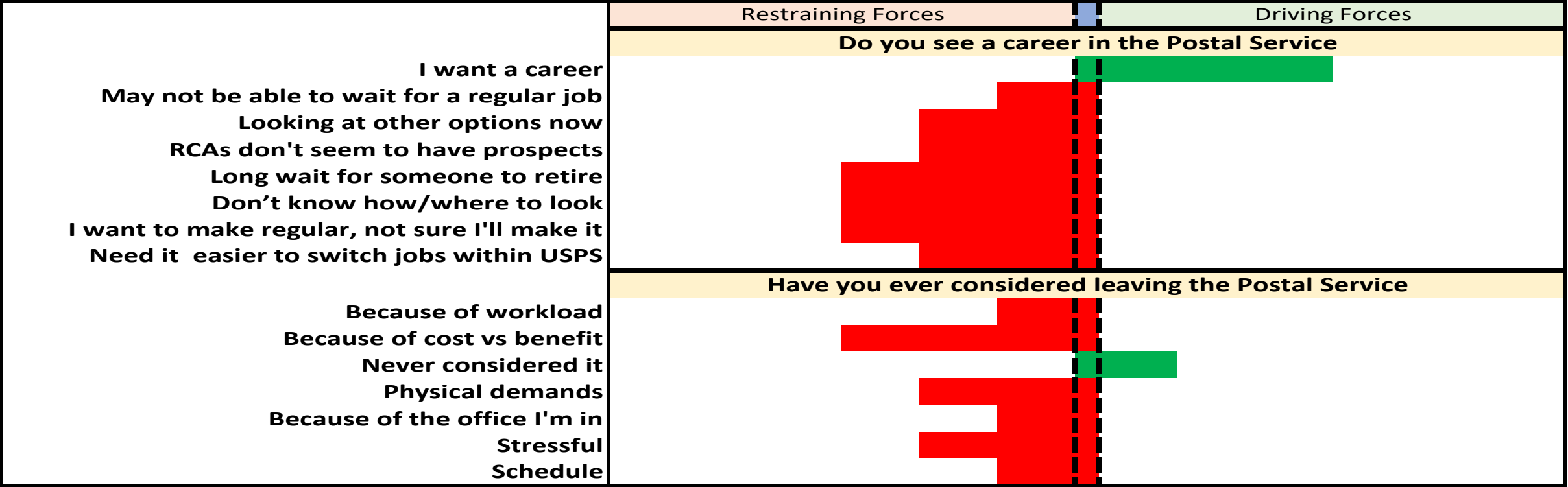


- What it says in the turn by turn isn't necessarily how it works on the street
- GPS on Sundays – super out of date – bad directions
- I came from FedEx – they were so up to date, coming here I felt like it was 20 years behind; FedEx technology was so far ahead

VS.

- If the scanner could alert you when there is a package for a particular address – that is really nice
- Need Apps to organize packages for delivery faster, more accurately
- Scanners that would guide you; input address and the scanner takes you directly there would be great

# RCA Feedback Forum: Force-Field Analysis




- There are lots of RCAs here, really isn't room to advance unless you change offices – it will be so many years to become a regular
- Don't get enough hours to stick with this, so I'm working on other options
- I make more in my other job than at the PO

VS.

- I plan on retiring with the Postal Service
- I was in the military, so I plan on stacking retirement with the Post Office
- It would be great if they post open jobs at your station up front



An illustration featuring a path constructed from numerous small, multi-colored squares (including shades of blue, red, yellow, green, and black) that recede into the distance. Five stylized human figures are walking along this path, moving away from the viewer. The background is a light blue sky with two soft, wavy cloud shapes. The overall style is modern and minimalist.

Changing ***culture***  
isn't merely changing  
activities, it's  
changing ***belief***