Improve the CCA/RCA Experience

NAPS/UPMA Executive Brief

April 13, 2021
## Improve CCA/RCA Experience Team Introduction

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

## Continuous Improvement Team

<table>
<thead>
<tr>
<th>Josh Schumacher</th>
<th>Francisco Gutierrez</th>
<th>Dave Nisula</th>
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<tr>
<td>Lean Value Stream Program Manager</td>
<td>Continuous Improvement Specialist HQ</td>
<td>Continuous Improvement Central Area Lean Leader</td>
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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
• 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

• 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)

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

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

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.
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 25th 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
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 25th 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

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
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
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 deterring 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

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

Sentiments captured from Questions

DRIVING FORCES

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

Restraining Forces

Driving Forces

Impressions of the Post Office

Impressions when you first got to the facility

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

Yes - family / commitments
Yes - disrespectful
Yes - schedule

Yes - disrespect
Yes - schedule

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### CCA Feedback Forum: Force-Field Analysis

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<tr>
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<th>Driving Forces</th>
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<tr>
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<td></td>
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#### Impressions of the Post Office
- 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.

#### Driving Forces
- 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
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.
<table>
<thead>
<tr>
<th>Worst Perceptions</th>
<th>Drivers/Opportunities</th>
<th>Objective</th>
<th>Positive Aspects</th>
<th>Best Perceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule isn’t reasonable</td>
<td>▪ Not expected at the unit</td>
<td><strong>Create a more welcoming and inclusive CCA experience.</strong></td>
<td>▪ Someone met me and welcomed me in</td>
<td><strong>Peers are buddies</strong></td>
</tr>
<tr>
<td>▪ ZERO time for family or self</td>
<td>▪ No OJI scheduled</td>
<td>▪ Got introduced to everyone</td>
<td>▪ Other CCAs get it</td>
<td></td>
</tr>
<tr>
<td>▪ Tired, body aching</td>
<td>▪ No/limited shadow day</td>
<td>▪ My OJI cared about me</td>
<td>▪ We all group chat and help each other out</td>
<td></td>
</tr>
<tr>
<td>▪ Can’t request leave</td>
<td>▪ Regulars don’t want to help</td>
<td>▪ Had reasonable hours until my body acclimated</td>
<td>▪ The older carriers draw maps and leave notes</td>
<td></td>
</tr>
<tr>
<td>Treatment by Supervisor</td>
<td>▪ Over 12 hours a day</td>
<td>▪ Got to learn one route at a time – get the basics down</td>
<td><strong>Time given to learn</strong></td>
<td></td>
</tr>
<tr>
<td>▪ No respect</td>
<td>▪ No scheduled day off / week</td>
<td>▪ Got constructive performance reviews</td>
<td>Stayed on a route until I learned it – then I could focus on learning the other stuff</td>
<td></td>
</tr>
<tr>
<td>▪ Treated like children</td>
<td>▪ Called in on scheduled day off</td>
<td>▪ They called and checked up on me in the first few weeks</td>
<td><strong>Encouraged</strong></td>
<td></td>
</tr>
<tr>
<td>Learning the Job</td>
<td>▪ Didn’t get to learn a route before being shifted</td>
<td>▪ Had at least one day off each week</td>
<td>▪ Other CCAs understand</td>
<td></td>
</tr>
<tr>
<td>▪ No meaningful OJI</td>
<td>▪ Sent to other stations before learning a route</td>
<td>▪ Knew when my day off was in advance so I could plan</td>
<td>▪ We all group chat and help each other out</td>
<td></td>
</tr>
<tr>
<td>▪ Jumped between routes</td>
<td>▪ No fixed SDO – can’t plan</td>
<td>▪ Could get a day off if I put in for it with enough notice</td>
<td>▪ The supervisor and OJI check up on me</td>
<td></td>
</tr>
<tr>
<td>Workload Expectations</td>
<td>▪ Leave request was denied</td>
<td>▪ Hours and workload grew with my skill level</td>
<td><strong>It feels like family</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Compared against regular</td>
<td>▪ Nobody to ask questions</td>
<td>▪ People wanted me to succeed</td>
<td><strong>Now I help other CCAs</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Don’t know the routes</td>
<td>▪ Feel slow or stupid for asking</td>
<td>▪ Had a uniform</td>
<td><strong>Work / Life Planning</strong></td>
<td></td>
</tr>
<tr>
<td>No Organization</td>
<td>▪ GPS doesn’t always work</td>
<td>▪ Felt confident and prideful</td>
<td>▪ I have an SDO every week</td>
<td></td>
</tr>
<tr>
<td>▪ Didn’t know I was coming in</td>
<td>▪ Don’t have turn by turn</td>
<td></td>
<td>▪ They let me know in advance</td>
<td></td>
</tr>
<tr>
<td>▪ Didn’t have a plan for me</td>
<td>▪ Have to use personal phone</td>
<td></td>
<td>▪ I can get requested leave</td>
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<tr>
<td>Relationship in the Unit</td>
<td>▪ Have to buy own equipment</td>
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</table>
Phrase cloud of the CCA experience, training, basic tools/technology to do the job and overall work-life experience.
In the Voice of the CCA

VS.

I don’t remember anything from academy. We were thrown to the WOLVES!

All we want is RESPECT! 30 days without an EIN – Not getting paid!

We’re still HUMAN! Everything was aching – even my hair was aching!

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• 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
### Feelings as a new RCA

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<th>Driving Forces</th>
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<td>I felt lost</td>
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<td>I was overwhelmed</td>
<td></td>
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<td>I was excited</td>
<td></td>
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<td>I was happy</td>
<td></td>
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<tr>
<td>I was confused</td>
<td></td>
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<tr>
<td>I was nervous</td>
<td></td>
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<tr>
<td>It was stressful</td>
<td></td>
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<tr>
<td>This is a great job</td>
<td></td>
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<tr>
<td>I felt welcomed in the office</td>
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<tr>
<td>I almost quit</td>
<td></td>
</tr>
<tr>
<td>Hard Work</td>
<td></td>
</tr>
</tbody>
</table>

• 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
**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**
- 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

**Worst Perceptions**
- Work / Life Balance
  - It's 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
Initial Experience

Training

Technology

Work / Life Balance

RCA Word Cloud Analysis

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

I never got to shadow!
I almost quit because it was too much!
I still don’t have dog spray.
Unnecessary stress and drama!
There were days I cried!

My OJI just wanted to get the route done!
We have to use our phones!
I have more into my vehicle than I’ve made so far!

How am I going to remember all of this?
I expected more training – was hoping for it!
I worked 14 days straight my first two weeks!

13-hour days every single day!
We have each other’s backs!
I’m been really blessed with good management.

I’ve been really blessed with good management.
Everybody was very encouraging!

I fit right in!
My supervisor has been super patient!

My first week my supervisor gave me a little more time.

I was happy my first day!
Everyone seems to be respectful!

The other RCAs came up and gave me tips!

The meet and greet was perfect!
We laugh and work together. We’re like family.

You lose what you’ve learned after a week off!
Nothing is like it was in the Academy!

It seems like we get the hardest days!
You can’t plan anything!

We have each other’s backs!
Everyone gets the same information!
We have more into my vehicle than I’ve made so far!

I have more into my vehicle than I’ve made so far!
I have more into my vehicle than I’ve made so far!

I have more into my vehicle than I’ve made so far!
I have more into my vehicle than I’ve made so far!

I have more into my vehicle than I’ve made so far!
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I have more into my vehicle than I’ve made so far!
I have more into my vehicle than I’ve made so far!

I have more into my vehicle than I’ve made so far!
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
- 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
➢ 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.
       o Consistent work assignments to foster learning
       o Consider OT/consecutive workdays
     • Propose pilot parameters, locations, timeframe to measure outcome
       o 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%

Source Data: Workforce Planning, Insights and Analytics
- In FY20, **45.0%** CCA retention rate
- FY21 YTD – Feb **47.1%** retention

- 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

<table>
<thead>
<tr>
<th>Your experience when you arrived at the new office</th>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was greeted by a Supervisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I met my OJI</td>
<td></td>
<td></td>
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<tr>
<td>People avoided me</td>
<td></td>
<td></td>
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<tr>
<td>Regulars didn’t want to help me</td>
<td></td>
<td></td>
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<tr>
<td>I wasn’t treated with respect</td>
<td></td>
<td></td>
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<tr>
<td>I was welcomed in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The office wasn’t expecting me</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I had a good introduction to the office</td>
<td></td>
<td></td>
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<tr>
<td>There was poor communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I met new people</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Restraining Forces
- 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

#### Driving Forces
- 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**

<table>
<thead>
<tr>
<th>Feelings as a new CCA</th>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was nervous</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It was overwhelming</td>
<td></td>
<td></td>
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<tr>
<td>The work is hard</td>
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<tr>
<td>The work isn’t too bad</td>
<td></td>
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<tr>
<td>I’m learning new things</td>
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<tr>
<td>I don’t know what to expect</td>
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<tr>
<td>There is a lot of pressure</td>
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<tr>
<td>I feel I stand out</td>
<td></td>
<td></td>
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<tr>
<td>I feel unwelcome</td>
<td></td>
<td></td>
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<tr>
<td>I feel confused</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This is stressful</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Restraining Forces**

- 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”

**Driving Forces**

- 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
• 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

<table>
<thead>
<tr>
<th>CCA Feedback Forum: Force-Field Analysis</th>
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</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Restrainting Forces</td>
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<tr>
<td></td>
</tr>
<tr>
<td>Too many hours</td>
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<tr>
<td>Too many consecutive days</td>
</tr>
<tr>
<td>Too fast paced</td>
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<tr>
<td>Slow paced training</td>
</tr>
<tr>
<td>Pace and Schedule the first few weeks</td>
</tr>
<tr>
<td></td>
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<tr>
<td>My body aching</td>
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<tr>
<td>There was a lot of pressure</td>
</tr>
<tr>
<td>I felt slow</td>
</tr>
<tr>
<td>I was confused</td>
</tr>
<tr>
<td>I felt accomplished</td>
</tr>
<tr>
<td>There were long days</td>
</tr>
<tr>
<td>I was second guessing myself</td>
</tr>
<tr>
<td>It’s a lot of work</td>
</tr>
<tr>
<td>Impressions of the job after the first week</td>
</tr>
</tbody>
</table>
### CCA Feedback Forum: Force-Field Analysis

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the early training experience</td>
<td></td>
</tr>
</tbody>
</table>

- The OJI was too busy to train me
- Route books/maps not provided
- OJI doesn't have training skills
- No OJI for Sunday
- Too many routes at once
- Mounted delivery confusing
- I needed a list of forms and examples
- I was performing clerk work
- I got to practice casing

### Restraining Forces
- 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

### Driving Forces
- 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

---

VS.
### Thoughts on a mentor / buddy system

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

**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**

**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**
• 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
vs.

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

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

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Thoughts on Workload</strong></td>
<td></td>
</tr>
<tr>
<td>The expectations are not reasonable</td>
<td></td>
</tr>
<tr>
<td>There is too much work</td>
<td></td>
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<tr>
<td>I was sent to another station</td>
<td></td>
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<tr>
<td>My office was reasonable and flexible</td>
<td></td>
</tr>
<tr>
<td>The workload is not manageable</td>
<td></td>
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<tr>
<td>Time expectations are not realistic</td>
<td></td>
</tr>
<tr>
<td>Mondays and Holidays are hard</td>
<td></td>
</tr>
<tr>
<td><strong>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</strong></td>
<td><strong>Allowed me to learn when it took me a longer than expected, also allowing me to stay on a route for couple weeks helped</strong></td>
</tr>
<tr>
<td><strong>Given two, sometimes three routes; it's not manageable but you can't say no</strong></td>
<td><strong>Only manageable because of the hard work we’re used to every day; just want to get home to my kids</strong></td>
</tr>
<tr>
<td><strong>Hard work and dedication gets rewarded with more hard work</strong></td>
<td><strong>It’s usually an 8-hour day, but we’re down a carrier right now</strong></td>
</tr>
<tr>
<td>Restraining Forces</td>
<td>Driving Forces</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Management is uncaring</td>
<td>Let me know in advance what my day off is going to be, and don’t change it</td>
</tr>
<tr>
<td>Late communication from management</td>
<td>Having a plan allows me to make appointments or make commitments</td>
</tr>
<tr>
<td>I have long days</td>
<td>In my station they post two or three days in advance; I feel comfortable with it</td>
</tr>
<tr>
<td>I worked too many days in a row</td>
<td></td>
</tr>
<tr>
<td>I worked through my lunch/break</td>
<td></td>
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<tr>
<td>No advance notice on schedule</td>
<td></td>
</tr>
<tr>
<td>Schedule was not posted</td>
<td></td>
</tr>
<tr>
<td>Schedule is posted in advance</td>
<td></td>
</tr>
<tr>
<td>Late notice on off days</td>
<td></td>
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<tr>
<td>My schedule is changed on my day off</td>
<td></td>
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<tr>
<td>I have an irregular schedule</td>
<td></td>
</tr>
<tr>
<td>Not enough work hours</td>
<td></td>
</tr>
<tr>
<td>I feel my job threatened if I don’t take all hours</td>
<td></td>
</tr>
</tbody>
</table>

- 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
<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>You need to understand we have a life</td>
<td>Your work-life balance</td>
</tr>
<tr>
<td>Respect us</td>
<td></td>
</tr>
<tr>
<td>No work/life balance</td>
<td></td>
</tr>
<tr>
<td>I have to call in for time off</td>
<td></td>
</tr>
<tr>
<td>No time to plan personal stuff</td>
<td></td>
</tr>
<tr>
<td>We need improved communications</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Flexibility in your schedule</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>There is no flexibility</td>
<td></td>
</tr>
<tr>
<td>No consideration of days off</td>
<td></td>
</tr>
<tr>
<td>Limited notice for my off day</td>
<td></td>
</tr>
<tr>
<td>Schedule is not posted timely</td>
<td></td>
</tr>
<tr>
<td>We just keep quiet and do the work</td>
<td></td>
</tr>
<tr>
<td>AL process works for me</td>
<td></td>
</tr>
<tr>
<td>AL process not shared or broken</td>
<td></td>
</tr>
</tbody>
</table>

- 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
• 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
• 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
<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Postal Uniforms</strong></td>
<td></td>
</tr>
<tr>
<td>I can't get a uniform</td>
<td></td>
</tr>
<tr>
<td>Uniform sizing/ordering is confusing</td>
<td></td>
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<tr>
<td>I don't have something to identify me as a carrier</td>
<td></td>
</tr>
<tr>
<td>I got a hat/shirt/satchel</td>
<td></td>
</tr>
<tr>
<td>I had to wear second hand clothing</td>
<td></td>
</tr>
<tr>
<td>Other carriers gave me old clothing</td>
<td></td>
</tr>
<tr>
<td><strong>Suggestions for successful communication</strong></td>
<td></td>
</tr>
<tr>
<td>I have to use my Smartphone</td>
<td></td>
</tr>
<tr>
<td>I'd like a message on PM/OT workload</td>
<td></td>
</tr>
<tr>
<td>I need a progress update</td>
<td></td>
</tr>
<tr>
<td>We need a better communication tool</td>
<td></td>
</tr>
<tr>
<td>Personal group chat</td>
<td></td>
</tr>
<tr>
<td>I get other carriers phone numbers</td>
<td></td>
</tr>
</tbody>
</table>

- 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

**VS.**

- 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
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 the 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
<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>I plan to have a career with USPS</td>
<td></td>
</tr>
<tr>
<td>I'm having second thoughts</td>
<td></td>
</tr>
<tr>
<td>I have EAS aspirations</td>
<td></td>
</tr>
<tr>
<td>I don’t want to stay</td>
<td></td>
</tr>
<tr>
<td>I hope to convert to regular soon</td>
<td></td>
</tr>
<tr>
<td>I'll stay as something other than a carrier</td>
<td></td>
</tr>
<tr>
<td>No - because I'm treated badly here</td>
<td></td>
</tr>
<tr>
<td>I'm currently looking for other jobs</td>
<td></td>
</tr>
<tr>
<td><strong>Do you see a career in the Postal Service?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Have you ever considered leaving the Postal Service?</strong></td>
<td></td>
</tr>
<tr>
<td>• I have a six-year-old, not sure I'll make it to 90 days because of family concerns</td>
<td>• If the worst thing I have to deal with is rain, I can do a good 20 to 25 years here</td>
</tr>
<tr>
<td>• You wake up dreading the day; you start breaking down mentally and physically</td>
<td>• Never got to point of leaving, got easier in time</td>
</tr>
<tr>
<td>• Long days – don’t want this long-term</td>
<td>• I came here for a career; that’s why I joined – idea of other career positions motivate me</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Yes - Job requirements</th>
<th>Yes - family / commitments</th>
<th>Yes - disrespect</th>
<th>Yes - schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Do you see a career in the Postal Service?&quot;</td>
<td></td>
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<td></td>
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</tbody>
</table>


Detailed RCA Force-Field Analysis
## RCA Feedback Forum: Force-Field Analysis

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Your experience when you arrived at the new office</strong></td>
<td></td>
</tr>
<tr>
<td>Great people at the office</td>
<td></td>
</tr>
<tr>
<td>Greeted by Postmaster</td>
<td></td>
</tr>
<tr>
<td>Not what I expected out of training</td>
<td></td>
</tr>
<tr>
<td>Not like other jobs</td>
<td></td>
</tr>
<tr>
<td>Worked as a team</td>
<td></td>
</tr>
<tr>
<td>I felt slow</td>
<td></td>
</tr>
<tr>
<td>Fast paced</td>
<td></td>
</tr>
<tr>
<td>Everyone is awesome at our Post Office</td>
<td></td>
</tr>
<tr>
<td>I got a tour from the Postmaster</td>
<td></td>
</tr>
<tr>
<td>I was met by the supervisor and they introduced me to everyone else</td>
<td></td>
</tr>
<tr>
<td>Everyone was kind – asking about me to make me feel comfortable</td>
<td></td>
</tr>
<tr>
<td>Everyone was very friendly; worked together</td>
<td></td>
</tr>
</tbody>
</table>

- 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.**
<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning the job - the first few weeks</strong></td>
<td></td>
</tr>
<tr>
<td>A lot to take in</td>
<td></td>
</tr>
<tr>
<td>I’m learning the job</td>
<td></td>
</tr>
<tr>
<td>Forms were confusing</td>
<td></td>
</tr>
<tr>
<td>I got to shadow a carrier</td>
<td></td>
</tr>
<tr>
<td>Shadowed with a good carrier</td>
<td></td>
</tr>
<tr>
<td>I never got to shadow</td>
<td></td>
</tr>
<tr>
<td>Shadowed from my car</td>
<td></td>
</tr>
<tr>
<td>Regular too busy to train</td>
<td></td>
</tr>
<tr>
<td>I had trouble learning the case</td>
<td></td>
</tr>
<tr>
<td>I expected it to be easier</td>
<td></td>
</tr>
<tr>
<td>I learned the details</td>
<td></td>
</tr>
<tr>
<td>I was worried about accuracy</td>
<td></td>
</tr>
<tr>
<td>People helped me out</td>
<td></td>
</tr>
</tbody>
</table>

### Restraining Forces
- 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

### Driving Forces
- 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**

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The OJI Experience</strong></td>
<td></td>
</tr>
</tbody>
</table>

- I had an amazing OJI
- I had very knowledgeable OJI
- I was inspired by learning the job
- I rode the entire route
- Progressive training
- I felt like training wasn’t planned
- Need people who want to train
- I felt like they didn’t like me
- Need more training days
- More time going out with the regular
- My trainer wasn’t a good communicator

---

**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

- 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
RCA Feedback Forum: Force-Field Analysis

<table>
<thead>
<tr>
<th>Restraining Forces</th>
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<tbody>
<tr>
<td>Improving the early training experience</td>
<td></td>
</tr>
</tbody>
</table>

- Didn’t get the training I expected
- Pressure to perform early
- Too much info at once
- Casing was a challenge
- Not like the academy
- "Dumb it down for us"
- RH Drive POV
- Seeing the route before delivery
- Get one route down first
- Training overload
- Need reinforcement of early training
- Need training on additional routes

- 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

• 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.
### RCA Feedback Forum: Force-Field Analysis

#### Restraining Forces
- Other RCAs as buddies
- OJI as a buddy
- Your regular carrier as a buddy
- Need someone to answer questions
- Need someone to care about you
- Other carriers as buddies
- Ability to see various techniques
- Someone you can trust
- Need someone you can call from the route

#### Driving Forces

#### Thoughts on a mentor / buddy system

<table>
<thead>
<tr>
<th>Restraining Forces</th>
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<tbody>
<tr>
<td>Other RCAs as buddies</td>
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<td>OJI as a buddy</td>
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<td>Your regular carrier as a buddy</td>
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<td>Need someone to answer questions</td>
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<td>Need someone to care about you</td>
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<td>Other carriers as buddies</td>
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<tr>
<td>Ability to see various techniques</td>
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<tr>
<td>Someone you can trust</td>
<td></td>
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<tr>
<td>Need someone you can call from the route</td>
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</tr>
</tbody>
</table>

#### Summary
- 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
<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too many consecutive days</td>
<td></td>
</tr>
<tr>
<td>On call on your NSD</td>
<td></td>
</tr>
<tr>
<td>I felt was taking too long</td>
<td></td>
</tr>
<tr>
<td>Enough work hours</td>
<td></td>
</tr>
<tr>
<td>Not enough days or hours</td>
<td></td>
</tr>
<tr>
<td>Days too long</td>
<td></td>
</tr>
<tr>
<td>Not enough notice when called in</td>
<td></td>
</tr>
<tr>
<td>Didn’t have a schedule</td>
<td></td>
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<tr>
<td>It was very tiring</td>
<td></td>
</tr>
<tr>
<td>Can’t plan outside activity</td>
<td></td>
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</tbody>
</table>

Pace and Schedule the first few weeks

- 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**

<table>
<thead>
<tr>
<th>Impressions of the job after the first week</th>
</tr>
</thead>
<tbody>
<tr>
<td>I felt like I wasn’t getting it</td>
</tr>
<tr>
<td>I felt slow</td>
</tr>
<tr>
<td>People helped me</td>
</tr>
<tr>
<td>I felt abandoned</td>
</tr>
<tr>
<td>I am getting confident</td>
</tr>
<tr>
<td>So much to take in - overwhelmed</td>
</tr>
<tr>
<td>I felt I was going to make it</td>
</tr>
<tr>
<td>I was having second thoughts</td>
</tr>
<tr>
<td>I had supportive management</td>
</tr>
<tr>
<td>I liked the job</td>
</tr>
<tr>
<td>I am proud</td>
</tr>
<tr>
<td>The job is a good fit</td>
</tr>
<tr>
<td>I am motivated</td>
</tr>
<tr>
<td>I cried</td>
</tr>
</tbody>
</table>

### Restraining Forces
- 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

### Driving Forces
- 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
### Challenges and Frustrations in the first few weeks
- Jumped between routes
- Not enough practice
- Not properly trained
- Learning curve
- No training on additional routes
- Vehicles can’t handle all parcels
- Amazon
- Can’t leave - waiting on mail
- LLV traction in snow

### Restraining Forces
- 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

### Driving Forces
- 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

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### RCA Feedback Forum: Force-Field Analysis

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<td>Not enough practice</td>
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<tr>
<td>Not properly trained</td>
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<tr>
<td>Learning curve</td>
<td></td>
</tr>
<tr>
<td>No training on additional routes</td>
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<tr>
<td>Vehicles can’t handle all parcels</td>
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<tr>
<td>Amazon</td>
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</tr>
<tr>
<td>Can’t leave - waiting on mail</td>
<td></td>
</tr>
<tr>
<td>LLV traction in snow</td>
<td></td>
</tr>
</tbody>
</table>

**VS.**
Trained then tough love
I was lucky to get a good office
Teamwork
Encouragement
Kept on the same route
Got extra time to do the route
People were non-judgmental
I was getting it down
I got to know my customers
I received recognition for doing a good job
I was getting back faster
I got to see variety of techniques

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good things in the first few weeks</td>
<td></td>
</tr>
</tbody>
</table>

- 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
### Thoughts on Workload

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are stuck with hardest days</td>
<td></td>
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<tr>
<td>Reasonable</td>
<td></td>
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<tr>
<td>Variable by day</td>
<td></td>
</tr>
<tr>
<td>Mondays and holidays not manageable</td>
<td></td>
</tr>
<tr>
<td>Varies by route</td>
<td></td>
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<tr>
<td>Performance is compared to a regular</td>
<td></td>
</tr>
<tr>
<td>Time is not reasonable</td>
<td></td>
</tr>
<tr>
<td>Expectations can push unsafe behavior</td>
<td></td>
</tr>
</tbody>
</table>

**VS.**

- 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

- 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
### Restraining Forces
- Not enough days
- I was working a lot
- Started slow then ramped up
- I had a schedule
- I was on call a lot
- No schedule, just on call
- Inconsistent schedule
- Schedule not communicated
- Too many hours

### Driving Forces
- 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

**VS.**

- 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
### RCA Feedback Forum: Force-Field Analysis

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uncertain schedule</strong></td>
<td><strong>Your work-life balance</strong></td>
</tr>
<tr>
<td>I have to work every Sunday</td>
<td></td>
</tr>
<tr>
<td>I can only get Sunday off</td>
<td></td>
</tr>
<tr>
<td>I am called in on my day off</td>
<td></td>
</tr>
<tr>
<td>Other RCAs cover when I need time off</td>
<td></td>
</tr>
<tr>
<td>Interferes with family / plans</td>
<td></td>
</tr>
<tr>
<td>Interferes with a second job</td>
<td></td>
</tr>
<tr>
<td>There is no balance at all</td>
<td></td>
</tr>
<tr>
<td><strong>Flexibility in your schedule</strong></td>
<td></td>
</tr>
<tr>
<td>No flexibility</td>
<td></td>
</tr>
<tr>
<td>I can’t get time off</td>
<td></td>
</tr>
<tr>
<td>I felt I couldn’t request leave</td>
<td></td>
</tr>
<tr>
<td>I get time off if I ask</td>
<td></td>
</tr>
<tr>
<td>Management tries to work with me</td>
<td></td>
</tr>
<tr>
<td>It varies</td>
<td></td>
</tr>
</tbody>
</table>

- 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

Thoughts about management and the general atmosphere in the office

- Good relationship
- Management is too busy to deal with things
- Toxic environment
- Open communication
- Like family
- Supportive
- I get constructive feedback
- We work as a team
- Management takes care of me
- We need better dialog

Interaction with other employees in the office

- Poor coworker relations
- We get along
- Everyone helps
- I keep to myself

Restraining Forces

Driving Forces

- 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

• 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

#### Things that frustrate you

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>No personal privacy in the office</td>
<td></td>
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<tr>
<td>Regulars are too busy to help</td>
<td></td>
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<tr>
<td>Vehicle expenses</td>
<td></td>
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<tr>
<td>Working routes I’ve never seen</td>
<td></td>
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<tr>
<td>We don’t really get breaks</td>
<td></td>
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<tr>
<td>I have to use my phones</td>
<td></td>
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<tr>
<td>I didn't get equipment I need (dog spray, etc.)</td>
<td></td>
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<tr>
<td>Safe space for questions</td>
<td></td>
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<tr>
<td>Direct performance feedback</td>
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<td>Informal discussions</td>
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<td>Have a designated person for questions</td>
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<td>Union help</td>
<td></td>
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<td>Notes in the case</td>
<td></td>
</tr>
<tr>
<td>Give us performance stats</td>
<td></td>
</tr>
<tr>
<td>Route specific info</td>
<td></td>
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</tbody>
</table>

#### Suggestions for successful communication

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
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<td>Route specific info</td>
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#### VS.

- 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)

- 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

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

#### • 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

#### • 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

---

**VS.**

[Diagram showing force-field analysis]
<table>
<thead>
<tr>
<th>Suggestions for improving technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restraining Forces</td>
</tr>
<tr>
<td>Don’t just use printouts</td>
</tr>
<tr>
<td>Seems out of date</td>
</tr>
<tr>
<td>Need improved interactive training</td>
</tr>
<tr>
<td>Need USPS apps for carriers</td>
</tr>
<tr>
<td>Need voice or audio prompts from MDD</td>
</tr>
<tr>
<td>Need digital training for the case</td>
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<tr>
<td>Need an improved parcel manifest</td>
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<tr>
<td>Need an alert for hold mail</td>
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<tr>
<td>Need a package pickups list in the scanner</td>
</tr>
<tr>
<td>Need up to date GPS</td>
</tr>
<tr>
<td>Fix CoPilot</td>
</tr>
<tr>
<td>Need training on existing features</td>
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<tr>
<td>Buggy / slow software</td>
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</table>

| Driving Forces                     |
|                                     |

- 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

<table>
<thead>
<tr>
<th>Restraining Forces</th>
<th>Driving Forces</th>
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<tbody>
<tr>
<td>I want a career</td>
<td></td>
</tr>
<tr>
<td>May not be able to wait for a regular job</td>
<td></td>
</tr>
<tr>
<td>Looking at other options now</td>
<td></td>
</tr>
<tr>
<td>RCAs don’t seem to have prospects</td>
<td></td>
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<tr>
<td>Long wait for someone to retire</td>
<td></td>
</tr>
<tr>
<td>Don’t know how/where to look</td>
<td></td>
</tr>
<tr>
<td>I want to make regular, not sure I'll make it</td>
<td></td>
</tr>
<tr>
<td>Need it easier to switch jobs within USPS</td>
<td></td>
</tr>
<tr>
<td>Because of workload</td>
<td></td>
</tr>
<tr>
<td>Because of cost vs benefit</td>
<td></td>
</tr>
<tr>
<td>Never considered it</td>
<td></td>
</tr>
<tr>
<td>Physical demands</td>
<td></td>
</tr>
<tr>
<td>Because of the office I’m in</td>
<td></td>
</tr>
<tr>
<td>Stressful Schedule</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have you ever considered leaving the Postal Service</th>
</tr>
</thead>
</table>

- **Restraining Forces**
  - 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
- **Driving Forces**
  - 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

**VS.**
Changing culture isn’t merely changing activities, it’s changing belief.