

MAY 24 2021



May 20, 2021

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
7019 1640 0001 4464 6665

Dear Brian:

This is in further reference to the Postal Service's January 27 correspondence (copy enclosed) concerning a retention survey administered to Postal Support Employees (PSEs) currently assigned to Function 4 (Customer Service Operations).

As a result of the responses and feedback received from the subject survey, the Postal Service has begun implementing several management-based solutions at the Bloomington, Indiana and Mount Blanchard, Ohio Post Offices.

Specifically, the subject solutions are designed to increase communication with newly hired Function 4 PSEs by providing them with an additional contact, who would serve as a coach/mentor and with whom the PSEs could share their concerns. These solutions also call for the establishment of a District Retention Ambassador, the purpose of which is to take on the role of coach/mentor for the management staff at the units where the pilot will be conducted, to enhance communication between the management staff and newly hired PSEs.

Enclosed is a draft copy of the materials being utilized by the management teams at the Bloomington, Indiana and Mount Blanchard, Ohio Post Offices.

Please contact Mike Faber at 215-432-0613 if you have any questions concerning this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Shannon R. Richardson".

Shannon R. Richardson
A/Manager
Contract Administration (APWU)

Enclosures



January 27, 2021

Mr. Brian J. Wagner
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Certified Mail Tracking Number:
7019 2280 0001 7461 4510

Dear Brian:

As a matter of general interest, the Postal Service has developed a retention survey for Postal Support Employees (PSEs) currently assigned to Function 4 (Customer Service Operations).

The purpose of the subject survey is to obtain feedback from PSEs assigned to Function 4 regarding their overall workplace experience. It is anticipated that the feedback received from the survey will guide the Postal Service in developing retention strategies that will have a positive effect on PSEs currently assigned to Function 4.

The survey will be distributed to the subject PSEs on February 1 via their usps.gov email addresses. If PSEs do not have usps.gov email addresses, their supervisors will provide them with a link to access the survey using an ACE computer.

Participation is voluntary. If PSEs choose to participate, they will be provided 15 minutes on the clock and access to an ACE computer, to complete the survey.

Enclosed is a copy of the survey.

Please contact Mike Faber at 215-432-0613 if you have any questions concerning this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Shannon R. Richardson".

Shannon R. Richardson
A/Manager
Contract Administration (APWU)

Enclosure

Retention Ambassador

- The role of the Retention Ambassador is intended to be an extra support to the delivery unit and to the new employee with the goal of retaining a new PSE clerk assigned to the office.
- The role of the Retention Ambassador is intended to enhance the communication with a new employee.
- The Retention Ambassador serves as an additional contact for the new employee to answer questions or to confirmation information found elsewhere.
- The Retention Ambassador serves as a mentor to the management team (when needed) to guide them through best practices when a new employee arrives.

Schedule:

- **First Contact** – Introductions and initial information sessions – within first week after orientation when the new employee has arrived at the new office (approximately 30 minutes)
- **Second Contact** – Additional Information and follow-up with any questions – within the second week of new employee at the office (approximately 30 minutes)
- **Third Contact** – Check-in and review of the 30-day evaluation – within the fifth week of new employee at the office (approximately 30 minutes)
- **Fourth Contact** – Check-in and evaluation of effectiveness of the role of a Retention Ambassador – during week eight of new employee at the office (approximately 30 minutes)
- **Contacts** with delivery office management team and the new employee can be done in person, through Zoom or by telephone.

First Contact with Delivery Unit assigned newly hired employee

- Reach out to the Manager/Postmaster to explain your role and ask to be introduced to the direct report (Postmaster/Manager/Supervisor) for the new employee
- Ask if the office has a plan for the first day in the office for the new hire. Best practice list of items to be included in the first day plan:
 - Updated contact list to provide to the new employee
 - Tour of facility to include:
 - Safety – emergency procedures for the office
 - Physical facilities – rest rooms, locker room, break room, where to place personal belongings such as coats
 - Bulletin boards with weekly schedule and other important information
 - Work areas – call them by name (the name used by all in the office)
 - PASS/DSS parcel sorting
 - PO Box section
 - Retail window services
 - Carrier staff cases – point out distribution areas
 - Collection and Dispatch area
 - Introductions to all staff available
 - Discussion with Postmaster/Manager and supervisor (if available) covering these topics:
 - What to expect involving the job – physical demands, changing schedule, need to be honest and regular in attendance, willing to ask questions
 - Explain the different types of jobs in the office – who does what – carriers, window clerks, management

First Contact with newly hired employee

- Reach out in person, using Zoom or by telephone
 - Introduce yourself
 - Provide your name and contact information – specify best contact information (email, telephone, text, etc.)
 - Explain that your role is to provide information and to answer questions that a new employee may have
 - Talk about attendance policies – encourage communication with new supervisor
 - Emphasize the importance of being regular in attendance
 - Regular attendance supports the team
 - Regular attendance supports the goals for the office
 - Discuss the process for reporting absence if necessary
 - Provide the unscheduled leave number: 1-877-477-3273
 - Discuss possible consequences of unscheduled absence
 - Possible consequence to employee
 - Possible consequence to unit (difficulty getting the mail processed timely)
 - Introduce usps.com/liteblue and Hero (if in person or on Zoom demonstrate these for the employee)
 - Ask the employee to log-in and explore both as an “assignment” so that you can discuss them further with your next contact.

Second Contact with Delivery Unit assigned newly hired employee

- Reach out to the Manager/Postmaster/Supervisor to discuss how things are with the new employee
 - Concerns? Any issues that need discussion for resolution?
- Discuss schedule – what issues (if any) have come up concerning the employee schedule? Is the PSE content with the current schedule? If no, any chance of adjustment available?
- Training – has the employee received all needed training?
- If 30-day evaluation were held today would there be any concerns?

O = OUTSTANDING S = SATISFACTORY U = UNACCEPTABLE NO = NOT OBSERVED

Factor	Examples of Satisfactory Performance Levels
A. Work Quantity	<ul style="list-style-type: none"> ■ Works at a sufficient speed to keep up with the amount of work required by the position. ■ Accomplishes tasks in an efficient and timely manner. ■ Makes productive use of time when completing assignments.
B. Work Quality	<ul style="list-style-type: none"> ■ Makes few errors or mistakes. ■ Performs work which meets the expectations of the position. ■ Works in a careful, alert, and conscientious manner to ensure the accuracy and completeness of the work performed.
C. Dependability	<ul style="list-style-type: none"> ■ Completes work assignments without unnecessary supervision. ■ Takes responsibility for completing his/her own work. ■ Reports to work on time. ■ Demonstrates satisfactory attendance.
D. Work Relations	<ul style="list-style-type: none"> ■ Maintains positive working relationships with others. ■ Works harmoniously with others in getting the work done. ■ Cooperates well with co-workers, supervisors, and others with whom he/she comes into contact.
E. Work Methods	<ul style="list-style-type: none"> ■ Handles equipment and/or work materials in an appropriate manner. ■ Consistently observes proper safety rules and practices. ■ Understands and follows oral and/or written instructions.
F. Personal Conduct	<ul style="list-style-type: none"> ■ Conducts himself/herself in a manner appropriate to the work setting. ■ Maintains an appropriate appearance for the position. ■ Demonstrates a positive approach toward work, co-workers, and supervisors. ■ Demonstrates a willingness to handle all assignments. ■ Demonstrates flexibility in moving from one task to another as needed.

Second Contact with new employee

- Reach out in person, using Zoom or by telephone
- Ask general questions about how things are going – use their answers as prompts for further discussion if needed. Try to be sure the following topics are covered:
 - Communications with management and co-workers
 - Schedule – what is working for them, what is not working for them
 - At least one thing they have learned since you last talked
 - What is the most positive experience so far? And one negative?
- Ask if they successfully signed in to usps.com/liteblue and Hero – do they have any questions? Talk to them about the self-development opportunities on Hero.
- Explain the 30/60/80-day review process – ask if they understand what is expected of them at work.
- Remind them that you are available as an extra support and contact and remind them how to contact you if they need to talk.

Third Contact with Delivery Unit assigned newly hired employee

- Reach out to the Manager/Postmaster/Supervisor to discuss how things are with the new employee
- Ask to see the 30-day evaluation for the new employee. Discuss any concerns shown on the form and ask about the discussion they had with the employee.
 - Ask how they are preparing the employee for the 60-day evaluation.
 - Note: If the 30-day evaluation has not yet been completed please encourage them to complete this task – ask when it will be complete then contact them again to be sure it is complete. Stress the importance of this tool providing the employee early feedback.
- Follow-up on information about the employee's schedule. Any changes since last discussion? Any assistance needed in resolving any issues concerning schedule?

Third Contact with new employee

- Reach out in person, using Zoom or by telephone
- Ask general questions about how things are going – use their answers as prompts for further discussion if needed. Try to be sure the following topics are covered:
 - Communication with management and co-workers
 - Schedule – any concerns? Getting too many hours? Or not enough hours?
 - Physical aspects of job – have they adapted? Any concerns?
 - 30-day evaluation – any concerns with what was shared by management?
- Discuss information about careers with the USPS
 - Explain the conversion to career from PSE if they are not aware
 - Talk about opportunities for future careers such as accounting, management, etc.
 - Ask if the employee has any special skills that may help in the future
 - Remind them that Hero can offer assistance in developing skills

Fourth Contact with Delivery Unit assigned newly hired employee

- Reach out to the Manager/Postmaster/Supervisor to discuss how things are with the new employee
- Ask to see the 60-day evaluation for the new employee. Discuss any concerns shown on the form and ask about the discussion they had with the employee.
 - Ask how they are preparing the employee for the 80-day evaluation.
 - Note: If the 60-day evaluation has not yet been completed please encourage them to complete this task – ask when it will be complete then contact them again to be sure it is complete. Stress the importance of this tool providing the employee early feedback.
- Follow-up on information about the employee's schedule. Any changes since last discussion? Any assistance needed in resolving any issues concerning schedule?
- Evaluation of Retention Ambassador Proof of Concept – ask if having a Retention Ambassador has helped compared to previous experiences with new hires.

Fourth Contact with new employee

- Reach out in person, using Zoom or by telephone
- Ask general questions about how things are going – use their answers as prompts for further discussion if needed. Try to be sure the following topics are covered:
 - Communication with management and co-workers
 - Schedule – any concerns? Getting too many hours? Or not enough hours?
 - Physical aspects of job – have they adapted? Any concerns?
 - 60-day evaluation – any concerns with what was shared by management?
- Discuss information about careers with the USPS
 - Explain the conversion to career from PSE if they are not aware
 - Talk about opportunities for future careers such as accounting, management, etc.
 - Ask if the employee has any special skills that may help in the future
 - Remind them that Hero can offer assistance in developing skills
- Evaluation of Retention Ambassador Proof of Concept – ask if having a Retention Ambassador has helped with the new employee experience.

Supporting Documents

Best Practice Suggestion – Provide a contact list to the new employee on the first day. The delivery unit should update the list each time a new employee is hired so that the most current information is shared. Below is an example:

EMERGENCY: 911
Post Office Location: 123 N Main St Anytown NC 12345 - wide doors at back of building

Also contact in case of emergency:
Postmaster/Manager and phone number: Mary Smith Cell 384-123-4567
Postal Inspectors: 1-877-876-2455
POOM (Post Office Operations Manager) if Postmaster not available 384-450-1203

NON-EMERGENCY
Postmaster/Manager and phone number: Mary Smith Cell 384-123-4567
Supervisor: John Jones 384-321-7654
Lead-Clerk: Jeff Johnson 384-764-1235
Post Office Name: Maytown Post Office
Identifying Number: Finance Number 13-1234-1110 Facility ID 89248416

TRANSPORTATION
Truck drivers' leave time 17:25
Truck drivers' contacts: Andy 384-309-3926 James 384-220-1234
Transportation Company Name: ACE Logistics

PLANT
Plant contacts: Information line 384-123-0889 Collections 384-240-1204 George 384-414-2454/384-120-4557
Maintenance: 384-989-0423

Highlife RMPO 384-423-1204
Finance Number 16-4598-1216 Facility ID 83294084
Window hours: Mon-Fri 9:00-12:00/1:00-4:00 scan 4:15 - Sat 8:00-11:00 scan 11:15
Cindy Purdy 384-423-1210
Jackie Anderson 384-092-0003
Carrier that delivers mil in Highlife but works out of Maytown: Johnnie 384-403-1123

Other important contacts:
Accident Reporting if Postmaster not available: Safety 384-457-1204
Consumer Affairs: 384-450-4582
Lawn Care/Snow Removal 384-140-5567
Nearby office for questions if Postmaster not available: Julip 384-992-0458
EAP: 800-327-4968
Unscheduled leave request: 1-877-477-3273 (always wait for and write down confirmation number)

EXAMPLE
Contact List to
share with new
employee

Supporting Documents

UNITED STATES POSTAL SERVICE
Employee Evaluation and/or Probationary Report
(See Instructions on Reverse)

1. Employee Name (Last, First, MI, Last) _____ 2. Employee Social Security Number _____

3. Title _____ 4. Pay Location _____ 5. Appointment Date _____ 6. Date Probationary Period Ends _____

7a. Complete 30-Day Report By _____ 7b. Complete 60-Day Report By _____ 7c. Complete 90-Day Report By _____ 7d. Complete Year-End Report By _____

8a. Brief Factor Rating (O, S, U, NO) _____ 8b. Brief Factor Rating (O, S, U, NO) _____ 8c. Brief Factor Rating (O, S, U, NO) _____ 8d. Brief Factor Rating (O, S, U, NO) _____

9a. _____ 9b. _____ 9c. _____ 9d. _____

10a. _____ 10b. _____ 10c. _____ 10d. _____

11. Supervisor's Initials _____ 12. Employee's Initials _____

13. Supervisor's Signature and Date (and of Probationary Period if Year-End) _____ 14. Employee's Signature and Date (Does Not Indicate Agreement) _____

Under these are the factors on which you are to evaluate the employee. Mark to each factor the examples of behaviors that would describe performance as **OUTSTANDING**, **SATISFACTORY**, **UNACCEPTABLE**, or **NOT OBSERVED**. These are provided as reference points for evaluating performance. Performance superior to all the performance standards is **OUTSTANDING**. Performance superior to the **SATISFACTORY** level would be **OUTSTANDING**. Performance superior to the **UNACCEPTABLE** level would be **UNACCEPTABLE**. Please indicate your rating of **OUTSTANDING**, **SATISFACTORY**, or **UNACCEPTABLE** for each factor by entering the appropriate letter (O, S, U, or NO) in the space in front of the factor. If you have not observed the performance on a given factor, or if the factor is irrelevant to the position, enter "NO" (NOT OBSERVED).

O = OUTSTANDING S = SATISFACTORY U = UNACCEPTABLE NO = NOT OBSERVED

Factor	Examples of Satisfactory Performance Levels
A. Work Quantity	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.
B. Work Quality	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.
C. Dependability	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.
D. Work Relations	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.
E. Work Methods	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.
F. Personal Conduct	<ul style="list-style-type: none"> Meets or exceeds assigned workload. Meets or exceeds assigned workload. Meets or exceeds assigned workload.

Have Expectations Been Fully Discussed?
☐ Yes ☐ No Initials: _____

Would You Recommend This Person for Retention or Rehire?
☐ Yes ☐ No Initials: _____

Please Explain or Provide Additional Comments Below:

PS Form 1750, August 1994 1 - Forward to Designated Postal Official

Instructions for Supervisors/Managers

Purpose
 You are to use this form to conduct required formal evaluation sessions during the career probationary period or transitional appointment. During a career 90-day probationary period or a casual 60-day appointment, the required sessions include one initial meeting and three evaluation sessions: (1) a 30-day session, (2) a 60-day session, and (3) an 80-day (final) session. The evaluation schedule for a transitional 26-day appointment includes one initial meeting and four evaluation sessions: (1) a 30-day session, (2) a 60-day session, (3) an 80-day session, and (4) a 100-day (final) session.

Procedure
 Study the instructions and behavioral examples for the six performance factors on the front of this form. Prepare for the evaluations by obtaining documentation such as informal notes, input from other supervisors, or productivity numbers. During each evaluation session for career and first appointment transitional/casual employees, evaluate the employee in terms of their demonstrated performance which is Outstanding (O), Satisfactory (S), Unacceptable (U), or Not Observed (NO).

Evaluation
 Career Employees (Including Regular Rural Carriers):
 A career employee is to be evaluated in the three formal sessions as noted above. After the first appointment, the casual employee is to be evaluated only at the end of each appointment in the final session.

Transitional and Mail Handler Casual Employees:
 Transitional and mail handler casual employees are to be evaluated in the four formal sessions as noted above. After the first appointment, these employees are to be evaluated only at the end of each appointment in the final session.

Notes: Rural Carrier Associates' leave replacements are excluded from such evaluations.

Form 1750 is used when discussing employee progress at the 30-day, 60-day and 80-day review.

It is recommended that the Retention Ambassador review this form with the new employee's direct supervisor or Postmaster. If needed, offer support with this form to discuss a positive approach to using this tool. The tool can be used to provide guidance for a discussion with the employee about expectations. If the EAS employee is new to using Form 1750 or hesitant Talking points are provided below for each meeting.

Supporting Documents

30-day Review with new employee

PS Form 1750 uses four separations for evaluation. Examples are given on the form of Satisfactory Performance Levels which will help in determining if the employee should be rated as O=Outstanding, S=Satisfactory or U=Unacceptable. Best practice for 30-day Review:

- Make every effort to avoid "NO=Not Observed". The evaluator should spend enough time with the new employee to make a fair assessment on each topic.
- Discuss each topic with the new employee in week one and two so that they are aware of what is expected and have an opportunity to improve if needed.
- If U=Unacceptable is anticipated on any topic discuss what steps are needed to improve this before the 60-day evaluation.
- Conversation with employee should allow the employee time to share anything that may prevent them from a good evaluation. If items shared by employee are within the control of the office be sure to follow-up and resolve this before the 60-day evaluation.
- Use this evaluation discussion to provide positive feedback and recognition when appropriate.

O = OUTSTANDING S = SATISFACTORY U = UNACCEPTABLE NO = NOT OBSERVED

Factor	Examples of Satisfactory Performance Levels
A. Work Quantity	<ul style="list-style-type: none"> ■ Works at a sufficient speed to keep up with the amount of work required by the position. ■ Accomplishes tasks in an efficient and timely manner. ■ Makes productive use of time when completing assignments.
B. Work Quality	<ul style="list-style-type: none"> ■ Makes few errors or mistakes. ■ Performs work which meets the expectations of the position. ■ Works in a careful, alert, and conscientious manner to ensure the accuracy and completeness of the work performed.
C. Dependability	<ul style="list-style-type: none"> ■ Completes work assignments without unnecessary supervision. ■ Takes responsibility for completing his/her own work. ■ Reports to work on time. ■ Demonstrates satisfactory attendance.
D. Work Relations	<ul style="list-style-type: none"> ■ Maintains positive working relationships with others. ■ Works harmoniously with others in getting the work done. ■ Cooperates well with co-workers, supervisors, and others with whom he/she comes into contact.
E. Work Methods	<ul style="list-style-type: none"> ■ Handles equipment and/or work materials in an appropriate manner. ■ Consistently observes proper safety rules and practices. ■ Understands and follows oral and/or written instructions.
F. Personal Conduct	<ul style="list-style-type: none"> ■ Conducts himself/herself in a manner appropriate to the work setting. ■ Maintains an appropriate appearance for the position. ■ Demonstrates a positive approach toward work, co-workers, and supervisors. ■ Demonstrates a willingness to handle all assignments. ■ Demonstrates flexibility in moving from one task to another as needed.

Supporting Documents

60-day Review with new employee

Best practice for 60-day Review:

- Go through each topic listed on PS Form 1750 with the employee.
- Any items from PS Form 1750 that is evaluated at unacceptable needs a stronger conversation. This meeting should not be the only discussion with the employee to try to correct the issue before the 80-day evaluation. Remind the employee that these evaluation discussions are designed to correct issues that could lead to release from their position if there is no correction.
- Discuss how success on each of the topics from Form 175 influence success of the delivery unit. Remind the employee of their important role in success of the team.
- Use this evaluation discussion to provide positive feedback and recognition when appropriate.