August 6, 2021

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

Dear Mr. Wagner:

As a matter of general interest, the Postal Service will conduct a proof of concept test concerning the efficiency of Function 4 operations. Generally, the subject test will evaluate the benefits of performing the processing and distribution of packages for delivery prior to that of letters and flats. Additionally, the documents developed in connection with this test aim to clearly articulate respective roles and responsibilities for employees in Function 4 operations.

The proof of concept test will be conducted at the Racine, WI Post Office and will commence on August 9.

Enclosed are the following documents:

- Standard Work Instruction (SWI) titled, Work Instructions: F4 Play – HQ Performance SWI;
- SWI titled, Work Instructions: F4 Play – District Performance SWI;
- SWI titled, Work Instructions: F4 Play – POOM Performance SWI;
- SWI titled, Work Instructions: F4 Play – MPOO/MCSO/PCES PM Performance SWI;
- SWI titled, Work Instructions: F4 Play – Station Manager/Postmaster Performance SWI;
- SWI titled, Work Instructions: F4 Play – Supervisor Performance SWI; and
- SWI titled, Work Instructions: F4 Play – Clerk Performance SWI.

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

Sincerely,

[Signature]
Shannon R. Richardson
Director
Contract Administration (APWU)

Enclosures
## Work Instructions: F4 Play - HQ Performance SWI

<table>
<thead>
<tr>
<th>Important Steps</th>
<th>Key Points</th>
<th>Reasons for Key Points</th>
</tr>
</thead>
</table>
| 1. Ensure **leading indicator F4 data** is being produced on time and examined for errors. | • Provide Data in the same format daily  
• On schedule  
• Examine for errors prior to publishing data. | • Data integrity is a must  
• Provide the tools to provide the support and focus on opportunities. |
| 2. **Institute a daily Cadence of accountability** | • Streamline daily cadence with the team to address certain indicators in the same manner and time. | • Avoid confusion  
• Repetitive actions will enhance the process  
• Prioritize data publishing to complement the cadence schedule. |
| 3. **Extend Field Support** | • Provide a uniformed method of support based on the need.  
• Establish **field SME** for local reach and GEMBA activities. | • Supporting the field is essential to enhance the skills and abilities of EAS and great investment to improve performance. |
| 4. **Implement Field Review Collaborations** | • Data, Policy, training, programs implementations etc. comes from within the HQ teams. Conducting daily huddles is an established practice that works. | • For the performance accountability group; it is essential we satisfy our required data and also it is critically important to provide feedback of the field needs. |

*Draft Revised: 05/25/2021*
## Work Instructions: F4 Play - District Performance SWI

<table>
<thead>
<tr>
<th>Important Steps</th>
<th>Key Points</th>
<th>Reasons for Key Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure 1994/MAP is current</td>
<td>MAP &amp; 1994 must reflect the operational needs of the unit</td>
<td>Aligning Mail Arrival and staffing needs is the key to matching workhours to workload</td>
</tr>
<tr>
<td>2. Ensure PMs are inputting time into 1260 program daily as well as exporting timely</td>
<td>BUW must be entered in the 1260 program daily</td>
<td>Daily input yields more accurate input</td>
</tr>
<tr>
<td>3. Cadence of accountability (Office deep dives)</td>
<td>Offices not making CSV/SOV are investigated for root cause</td>
<td>Conducting deep dives provides the data needed to address performance</td>
</tr>
<tr>
<td>4. Daily VAP reviews</td>
<td>Keeps the focus on productivity and efficiency goals</td>
<td>Meeting our productivities and efficiencies will assist with improving F2</td>
</tr>
<tr>
<td>5. Zoom with office/POOM/OPS staff to offer improvements</td>
<td>Present findings to office</td>
<td>Follow up to ensure that changes are made to improve performance</td>
</tr>
<tr>
<td></td>
<td>Offer guidance on ways to improve</td>
<td>Engaging with our supervisors and coaching them on strategies to improve will give them confidence to have discussions with their employees</td>
</tr>
</tbody>
</table>

Draft Revised: 05/25/2021
## Work Instructions: F4 Play- POOM Performance SW!

### Important Steps | Key Points | Reasons for Key Points
--- | --- | ---
1. Review POOM Daily Performance Reports | CSAW Performance Reports, Program Usage, EF/Flash Volume Input & Comparison Reports & Trip Volume Reports provide real time data | Timely input yields more accurate input
2. Review POOM Daily CSAW Performance Reports | CSAW Performance Reports provide real time data | Matching work hours to workload by LDC
3. Ensure Units are inputting volume into CSAW program timely as well as reviewing TACs & NEBR hours timely | Volume must be entered by Trip, Projected workhours entered by trip and LDC | Timely reporting provides accurate data and enables more accurate & efficient workhour matching

### CSAW
- Customer Service Adjusted Workload
- CSAW Login
  - CSAW Reports
  - CSAW Request Program Access
  - CSAW Access Administration
  - Customer Service Variance
  - Variance Programs Home
- CSAW Daily File Status: (Click Data for today processed)
  - WebEOR
  - IRT
  - POS
  - mPOS
  - SSK
  - TACS
  - AAU
  - Scans

### National CSAW Reports
- National CSAW Performance Reports
- National CSAW to EF/Flash Volume Reporting Comparison

### Area CSAW Reports
- Area Reports: Atlantic & Retail
  - Atlantic Retail CSAW Performance Reports
  - Atlantic Retail CSAW Daily Performance Reports
  - Atlantic Retail CSAW Program Usage Reports
  - Atlantic Retail CSAW to EF/Flash Volume Input Reports
  - Atlantic Retail CSAW to EF/Flash Volume Comparison Reports

### District CSAW Reports
- CSAW Trip Volume Reports

---

Draft Revised: 05/25/2021
Work Instructions: F4 Play - POOM Performance SWI

4. Cadence of accountability (Office deep dives)
- Offices not making CSV/SOV are investigated for root cause
- SSRD/CSAW deep dives
- IVES schedule reviewed
- Conducting deep dives provides the data needed to address performance
- Look for quick wins
- Change culture to lead to sustained success

5. Cadence of accountability (Office deep dives of prior week)
- Offices not making CSV/SOV are investigated for root cause
- SSRD/CSAW deep dives
- IVES schedule reviewed
- Conducting deep dives provides the data needed to address performance
- Look for quick wins
- Change culture to lead to sustained success

6. Cadence of accountability (Office deep dives of current week to date and plans to end successful)
- Offices not making CSV/SOV are investigated for root cause
- SSRD/CSAW deep dives
- IVES schedule reviewed
- Conducting deep dives provides the data needed to address performance
- Look for quick wins
- Change culture to lead to sustained success

7. Review POOM Daily Performance to Earned Reports
- CSAW Performance Reports provide real-time data
- Matching workhours to workload for maximum efficiency

Draft Revised: 05/25/2021
8. Cadence of accountability (Office deep dives)
- Offices not making CSV/SOV are investigated for root cause
- SSRD/CSAW deep dives
- IVES schedule reviewed
- Conducting deep dives provides the data needed to address performance
- Change culture to lead to sustained success

9. Review VAP Cadence of accountability (Office deep dives)
- Distribution Productivity
- Staffing to workload and all arrival
- Conducting deep dives provides the data needed to address performance
- Change culture to lead to sustained success

10. CSAW Program Usage report
- Provides real time login and data entry usage
- Conducting deep dives provides the data needed to identify under utilization of CSAW Tool

11. EFFlash Volume Input and Comparison weekly report
- Provides comparison of weekly volume from the Saturday morning feed to efash & the volume for the same period of the following Monday morning
- Emphasizes the importance of validating the CSAW Daily Entries prior to the Saturday morning file transfer

12. Review CSAW Trip Volume reports Prior & Current Week
- Provides Empty CSAW cell data for each volume category LDC 43 & 44
- Provides Empty CSAW LDC 43L, 43F & 43P TACS & NEBR work hours
- Missing data indicates unit is not analyzing workload – work hours daily

Draft Revised: 05/25/2021
## Work Instructions: F4 Play- POOM Performance SWI

| 13. Go To **GEMBA** | • On site visits provide an accurate picture of current conditions | • Visits to vital offices are crucial to promote collaboration and cooperation with stake holders |

---

*Draft Revised: 05/25/2021*
# Work Instructions: F4 Play - MPOO/MCSO/PCES PM Performance SWI

## Important Steps

<table>
<thead>
<tr>
<th>Key Points</th>
<th>Reasons for Key Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify opportunity offices missing volume entries and clock ring data</td>
<td>Communicate with opportunity offices</td>
</tr>
<tr>
<td>Identify opportunity MPOO groups and offices</td>
<td>Capture missing volume</td>
</tr>
<tr>
<td>Review data for outliers at each appropriate level</td>
<td>Correct process failures to insure data and earned hour accuracy</td>
</tr>
<tr>
<td>Determine a plan of action with management staff to mitigate roadblocks</td>
<td>Communicate with opportunity offices</td>
</tr>
<tr>
<td>Welcome local management feedback on recurring issues</td>
<td>Address variance hours by LDC</td>
</tr>
<tr>
<td>Visualize weekly performance summary of earned vs. actual hours for opportunity offices</td>
<td>Identify root cause</td>
</tr>
<tr>
<td>Review data for improvement results based on weekly huddle sessions</td>
<td>Ensure data accuracy</td>
</tr>
<tr>
<td>Identify areas needing additional focus.</td>
<td>Provides a regular platform to discuss daily/weekly function 4 performance with opportunity offices</td>
</tr>
<tr>
<td></td>
<td>Provides an opportunity to reflect on issues identified during Gembas walks</td>
</tr>
<tr>
<td></td>
<td>Develop an engaged employee approach to problem solving between all management levels</td>
</tr>
</tbody>
</table>

---

Draft Revised: 05/25/2021
<table>
<thead>
<tr>
<th>Report CSV/SOV performance with District Manager</th>
<th>• Provide data to Area</th>
<th>• Create a cadence of accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 18-offices only</td>
<td>• Ensure Postmasters are performing and reporting their allotted 15 hours clerk work</td>
<td>• Improve F4 efficiency and productivity • Maintain budget and fiscal responsibility</td>
</tr>
</tbody>
</table>
## Work Instructions: F4 Play - Station Manager/Postmaster SWL

**Important Steps**

- Utilize IVES to schedule F4 Clerk(s) according to earned hours and to VAP.

- Go to Gemba (where the work is done) daily to assess current state, workload, issues and bottlenecks requiring immediate action.

- Conduct Huddles (meeting with employees at Gemba) to discuss prior day performance, expectations and roadblocks.

- Run and review TACS Station Summary Report (Reports-Finance Reports-Station Summary).

**Key Points**

- Schedule clerks in alignment with mail arrival to achieve National VAP Gap target.

- Escalate immediate issues and concerns to Postmaster/MCSO/POOM as necessary.

- Determine a plan of action with staff to mitigate roadblocks.

- Validate daily F4 hour usage to proper LDC.

**Reasons for Key Points**

- Manage staffing to meet your workload.

- Improve F4 efficiency and productivity.

- IVES usage improves unit scheduling and proper work hour use.

- IVES eliminates manual scheduling, provides earned hour projections, tools for work hour usage and increases scheduling accuracy.

- Inform process owners of irregularity and obstacles for achieving goals.

- Improve F4 efficiency and productivity.

- Huddles provide an opportunity to reflect on issues identified during Gemba walk.

- Develop an engaged employee approach to problem solving.

- Improve F4 workhour reporting, efficiency and productivity.

---

*Draft Revised: 05/25/2021*
| Review function 4 management reports and tools such as daily CSAW, weekly CSV, VAP and IVES | • Identify workhour, workload and other performance issues that need to be addressed  
• Provide operational summary of any issues identified or encountered to Postmaster, MCSO/POOM | • Addresses operational barriers and issues encountered within or outside local control  
• Verifies Huddle communication and process accountability between the unit and district levels  
• Improve F4 efficiency and productivity  
• Maintain budget and fiscal responsibility |
## Work Instructions: F4 Play - Supervisor Performance SWI

<table>
<thead>
<tr>
<th>Important Steps</th>
<th>Key Points</th>
<th>Reasons for Key Points</th>
</tr>
</thead>
</table>
| 1. Utilize **IVES** to schedule F4 Clerk(s) according to earned hours and to VAP | • Schedule clerks in alignment with mail arrival to achieve National VAP Gap target. | • IVES usage improves unit scheduling and proper workhour use  
• IVES eliminates manual scheduling, provides earned hour projections, tools for work hour usage and increases scheduling accuracy |
| 2. Go to **Gemba** daily to identify unit workload, issues and barriers requiring immediate redress | • Address issues within local control and escalate other immediate issues or concerns to Manager/POOM as necessary | • Employees may identify opportunities in their workplace based on huddles, Gemba Walks, or common-sense observations of the facility. |
| 3. Establish and conduct **Daily Huddles** to discuss workload, issues and barriers requiring unit engagement | • Determine a plan of action with staff to mitigate issues  
• Welcome employee feedback on recurring issues | • Huddles provide an opportunity to reflect on issues identified during Gemba walk  
• Develops an engaged employee approach to problem solving |
| 4. Perform daily assigned tasks as required by the F4 Playbook  
5. Attend HQ/Regional/District meetings as required  
6. Continue Gemba walks and ensure workload is completed efficiently in alignment with productivity goals. | • Gather relevant operational data  
• Determine daily assignments  
• Monitor and manage outstanding current day issues  
  a. Daily **TACS-ERMS** SWI  
  b. Measure and record volume correctly SWI  
  c. Complete **DUT** on time SWI | • Maintains a proper balance of workload for daily management  
• Provides visibility of unforeseen issues  
• Keeps unit aware of operational issues  
• Maintains management and process control to support unit productivity and efficiency |

Draft Revised: 05/25/2021
# Work Instructions: F4 Play - Supervisor Performance SWI

<table>
<thead>
<tr>
<th>7. Utilize function 4 management reports and tools such as daily <strong>CSAW</strong>, weekly <strong>CSV</strong>, <strong>VAP</strong> and <strong>IVES</strong> to provide operational summary of any issues identified or encountered to Manager/POOM</th>
<th>• Identify workhour, workload and other performance issues that need to be addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Addresses operational barriers and issues encountered within or outside local control</td>
<td>• Verifies operational communication and process accountability between the unit and district levels</td>
</tr>
</tbody>
</table>

**F4 Guidebook LDC Explanations and Operation Codes**

**F4 Training & Development**

**F4 General Information**

**Policies & Procedures (Job Aids & SOPs)**

**SST**

**DOIS - WBT**

*Draft Revised: 05/25/2021*
# Work Instructions: F4 Play - Clerk Performance SWI

**Important Steps** | **Key Points** | **Reasons for Key Points**
--- | --- | ---
1. Arrive to unit on time, as scheduled in IVES | • Ensure promptness to schedule | • Timeliness impacts F4 workhour use and unit productivity

2. Clock-In to proper operation upon Begin Tour | • Ensure to clock into OPN #079 | • Charge HOURS to appropriate activity by work performed
• Clock into correct operation numbers | • Accurate clock rings eliminate clock ring error corrections

3. Attend **Daily Huddle** to discuss workload, issues and barriers as well as impacts on office | • Determine a plan of action with team to mitigate issues | • Huddles provide an opportunity to escalate/highlight issues encountered during daily operations
• Provide operational feedback on issues based on local knowledge | • Provide a forum to discuss metrics, goals and daily operating plans

4a. Perform AM **Processing** tasks as required by the F4 Playbook | • Scan & Throw ALL SPRs & Parcels, **FIRST!** | • Ensures the processing of all SPRs & Parcels by scheduled DUT
• Designated Clerk Distribute NLM Mail ONE Hour before Carriers BT | • Making DUT allows carriers to leave to the street on time
• Designated Clerk Prepare Accountable Cart(s) | • Designated clerks allow other clerks to continue to throw parcels to meet DUT
• Designated Clerk Report to Hot Cases to Process Working Mail ONE Hour before Carriers BT | • Post-processing setup allows for efficient P.M mail processing and does not delay the distribution of Day Zero Mail
• Retrieve equipment, Organize & Setup Distribution Areas

Draft Revised: 05/25/2021
<table>
<thead>
<tr>
<th>4b. Perform PM Processing tasks as required by the F4 Playbook</th>
<th>5. Review operational issues with team/Supervisor and escalate and/or downflow concerns and expectations, as required</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Set Delivery Day indicator to NEXT day prior to processing</td>
<td>• Report issues beyond clerk control to unit supervisor</td>
</tr>
<tr>
<td>• Make entries on DDI Log to ensure compliance</td>
<td>• Complete ALL other Housekeeping tasks prior to leaving the building</td>
</tr>
<tr>
<td>• Scan &amp; Throw ALL SPRs &amp; Parcels prior to end of Tour</td>
<td>• Addresses operational barriers and issues encountered within or outside clerk controls</td>
</tr>
<tr>
<td>• Organize Equipment and properly Setup Distribution</td>
<td>• Verifies operational communication and process accountability between clerks and local management</td>
</tr>
<tr>
<td></td>
<td>• Promotes overall success of the unit by streamlining workflow</td>
</tr>
</tbody>
</table>

**Work Instructions: F4 Play- Clerk Performance SWI**

**HQ F4 Guidebook**

Draft Revised: 05/25/2021