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August 6, 2021

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

Certified Mail Tracking Number: 7020 3160 0002 0328 9009

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,

Director

Contract Administration (APWU)

**Enclosures** 

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

Field Support

Cadence of

Data

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

Draft Revised: 05/25/2021

Collaboration

# Work Instructions: F4 Play- District Performance SWI



	Important Steps	Key Points	Reasons for Key Points
	Ensure 1994/MAP is current	MAP & 1994 must reflect the operational needs of the unit	Aligning Mail Arrival and staffing needs is the key to matching workhours to workload
Denote Porgania Funcion 4 File Bargeoning Unit Mont. New 1550 Summary & DENOTED SUPPLY 1550 Supply 1550 Summary & Summar	Ensure PMs are inputting time into     1260 program daily as well as exporting timely	BUW must be entered in the 1260 program daily     Data must be exported timely	<ul> <li>Daily input yields more accurate input</li> <li>Timely export provides accurate reports</li> </ul>
10 11 10 10 10 10 10 10 10 10 10 10 10 1	3. Cadence of accountability (Office deep dives)	Offices not making CSV/SOV are investigated for root cause     SSRD/CSAW deep dives     IVES schedule reviewed	<ul> <li>Conducting deep dives provides the data needed to address performance</li> <li>Look for quick wins</li> <li>Change culture to lead to sustained success</li> </ul>
Mark	4. Daily <b>VAP</b> reviews	Keeps the focus on productivity and efficiency goals	Meeting our productivities and efficiencies will assist with improving F2
	5. Zoom with office/POOM/OPS staff to offer improvements	<ul> <li>Present findings to office</li> <li>Offer guidance on ways to improve</li> <li>Follow up to ensure improvements have been made</li> </ul>	Follow up to ensure that changes are made to improve performance     Engaging with our supervisors and coaching them on strategies to improve will give them confidence to have discussions with their employees

## **Work Instructions: F4 Play- POOM Performance SWI**





Cadence of accountability



Field Support



Collaboration

	Important Steps	Key Points	Reasons for Key Points
CSAW Customer Service Adjusted Workload  CSAW Login  CSAW Reports  CSAW Reports  CSAW Request Program Access  CSAW Access Administration  Customer Service Variance  Variance Programs Home  CSAW Dally File Status (=Data for today processed)  WebEOR SIRT POS SMPOS SSK TACS SAAU SScans	Review POOM     Daily Performance     Reports	CSAW     Performance     Reports,     Program Usage,     EFlash Volume     Input &     Comparison     Reports & Trip     Volume Reports     provide real time     data	Timely input yields more accurate input
National CSAW Reports  National CSAW Performance Reports  National CSAW to eFlash Volume Reporting Comparison  Area CSAW Reports  Area Select: Allantic Retail & Del V  Attantic Retail CSAW Performance Reports  Attantic Retail CSAW Daily Performance Reports  Atlantic Retail CSAW Program Usage Reports  Atlantic Retail CSAW to EFlash Volume Input Reports  Atlantic Retail CSAW to EFlash Volume Comparison Reports  District CSAW Reports  CSAW Trips Volume Reports	2. Review POOM Daily CSAW Performance Reports	CSAW     Performance     Reports provide     real time data	Matching     work hours to     workload by     LDC
Common Serior Acquire 2011 of Performance Review Civil 2012 to 5 C 2012	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

# Work Instructions: F4 Play- POOM Performance SWI

Control Service Adjusted Services of Each States (Service 15 to 2012)   Control Service Adjusted Services of Each States (Service 15 to 2012)   Control Services (Se	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
CSAW Daily Performance Review CS IO 1/2011 Through DS 07 2011  ATLANTIC RETAIL & DEL Area	7.	Review POOM Daily <b>Performance</b> <b>to Earned Reports</b>	•	CSAW Performance Reports provide real time data		Matching workhours to workload for maximum efficiency

### Work Instructions: F4 Play- POOM Performance SWI

CSAW Daily Performance Review 05/03/2021 Trivough 05/07/2021   ATLANTIC RETAIL & DEL Ares   NORTH CAROLINA DISTRICT   MDO-0-   Earlie C-598	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
Am   Cattled   District   Cattled   District   Cattled   District   Distric	9. Review VAP Cadence of accountability (Office deep dives)	<ul> <li>Distribution         Productivity</li> <li>Staffing to         workload and ail         arrival</li> </ul>	<ul> <li>Conducting deep dives provides the data needed to address performance</li> <li>Change culture to lead to sustained success</li> </ul>
National CSAW Reports  National CSAW Performance Reports  National CSAW to eFlash Volume Reporting Comparison  Area Select: Atlantic Rotali & Dul V  Atlantic Retail CSAW Performance Reports  Atlantic Retail CSAW Daily Performance Reports  Atlantic Retail CSAW Daily Performance Reports  Atlantic Retail CSAW Daily Performance Reports  Atlantic Retail CSAW to EFlash Volume Input Reports  Atlantic Retail CSAW to EFlash Volume Comparison Reports  District CSAW Reports  CSAW Reports  CSAW Tolps Volume Reports	10. <b>CSAW</b> Program Usage report	<ul> <li>Provides real time login and data entry usage</li> </ul>	Conducting deep dives provides the data needed to identify under utilization of CSAW Tool
National CSAW Performance Reports  National CSAW to eFlash Volume Reporting Comparison  Area CSAW Reports  Area CSAW Reports  Area Select: Atlantic Retail & That V  Atlantic Retail CSAW Performance Reports  Atlantic Retail CSAW Daily Performance Reports  Atlantic Retail CSAW Performance Reports  Atlantic Retail CSAW Performance Reports  Atlantic Retail CSAW To EFlash Volume Input Reports  Atlantic Retail CSAW to EFlash Volume Comparison Reports  District CSAW Reports  CEAW Trips Volume Reports	11. <b>EFlash Volume</b> Input and Comparison weekly report	Provides     comparison of     weekly volume     from the     Saturday morning     feed to eflash &     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
National CSAW Reports  National CSAW Performance Reports  National CSAW to eFlash Volume Reporting Comparison  Area CSAW Reports  Area Salect: [Affantic Retail & Del ]  Attantic Retail CSAW Derformance Reports  Attantic Retail CSAW Daily Performance Reports  Attantic Retail CSAW Daily Performance Reports  Attantic Retail CSAW Program Usage Reports  Attantic Retail CSAW to EFlash Volume Input Reports  Attantic Retail CSAW to EFlash Volume Comparison Reports  District CSAW Reports  CSAW Trips Volume Reports	12. Review <b>CSAW Trip Volume</b> reports Prior & Current Week	<ul> <li>Provides Empty CSAW cell data for each volume category LDC 43 &amp; 44</li> <li>Provides Empty CSAW LDC 43L, 43F &amp; 43P TACS &amp; NEBR work hours</li> </ul>	Missing data indicates unit is not analyzing workload – work hours daily

#### Work Instructions: F4 Play-POOM Performance SWI

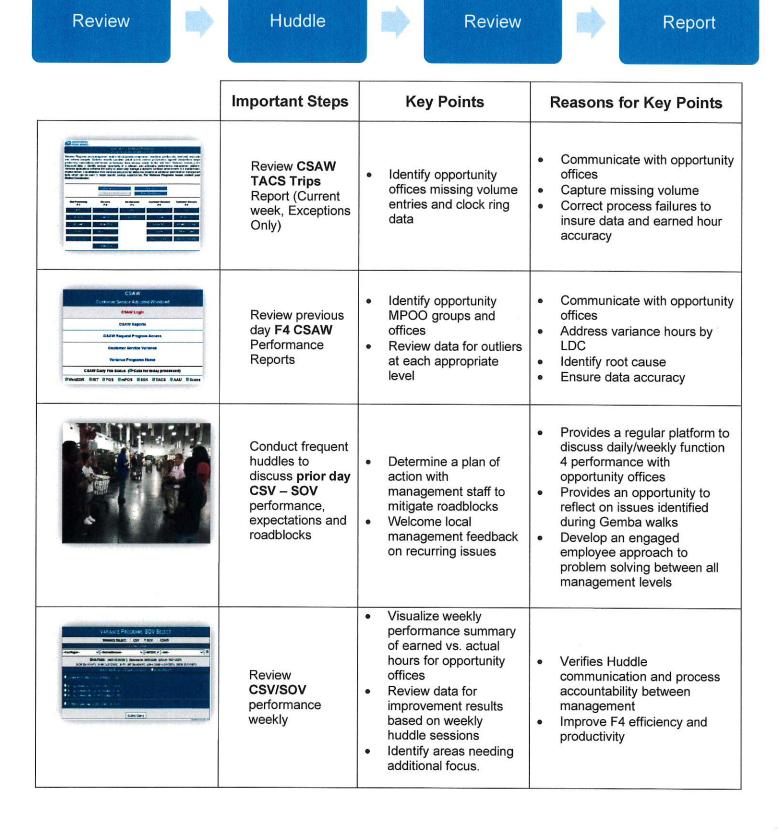


13. Go To **GEMBA** 

On site visits provide an accurate picture of current conditions

 Visits to vital offices are crucial to promote collaboration and cooperation with stake holders

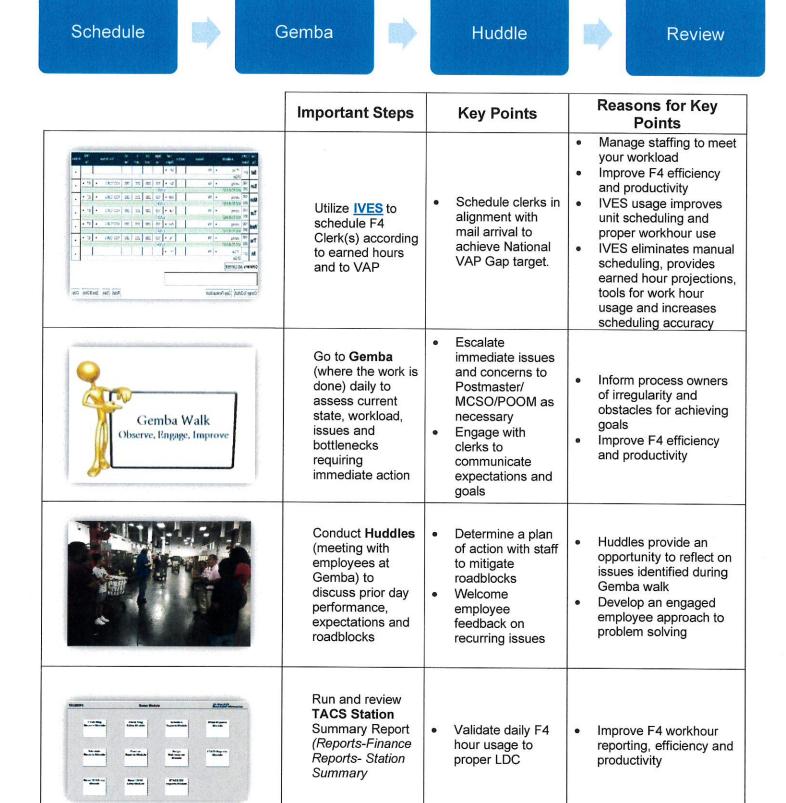
#### Work Instructions: F4 Play- MPOO/MCSO/PCES PM Performance SWI



### Work Instructions: F4 Play- MPOO/MCSO/PCES PM Performance SWI

Valuable PROSEQUE GSV St.CC*  Where there is not to the index of the control of t	Report <b>CSV/SOV</b> performance with District Manager	•	Provide data to Area	•	Create a cadence of accountability
Varione Programs Function 4 PM Barganing Unit Mon Med 1995 Sammery & Barganing Unit Mon Med 1995 Sammery & Research March Mon Sam No. 18 Barton Source Class (State Control Sattle 1995) Program Sammer Sattle (State Control Sattle 1995) Program Sattle (State Control Sattle 1995) Progr	Level 18-offices only  Review 1260 report on Monday	•	Ensure Postmasters are performing and reporting their allotted 15 hours clerk work	•	Improve F4 efficiency and productivity Maintain budget and fiscal responsibility

#### Work Instructions: F4 Play- Station Manager/Postmaster SWI



## Work Instructions: F4 Play- Station Manager/Postmaster SWI



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



	Important Steps	Key Points	Reasons for Key Points			
Control of the contro	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			
	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.			
Huddles  1 → 8 MIN.  GOOD NEWS Costs Achieved  TARGETS And terragonic are tunky are today what today looks like  ROADBLOCKS Active on any readblocks	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	<ul> <li>Huddles provide an opportunity to reflect on issues identified during Gemba walk</li> <li>Develops an engaged employee approach to problem solving</li> </ul>			
	<ul> <li>4. Perform daily assigned tasks as required by the F4 Playbook</li> <li>5. Attend HQ/Regional/District meetings as required</li> <li>6. Continue Gemba walks and ensure workload is completed efficiently in alignment with productivity goals.</li> </ul>	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	<ul> <li>Maintains a proper balance of workload for daily management</li> <li>Provides visibility of unforeseen issues</li> <li>Keeps unit aware of operational issues</li> <li>Maintains management and process control to support unit productivity and efficiency</li> </ul>			

#### Work Instructions: F4 Play- Supervisor Performance SWI



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

F4 Guidebook LDC Explanations and Operation Codes

F4 Training & Development

**F4 General Information** 

Policies & Procedures (Job Aids & SOPs)

SST

DOIS - WBT

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



	Important Steps	Key Points	Reasons for Key Points
	Arrive to unit on time, as scheduled in IVES	Ensure promptness to schedule	Timeliness impacts     F4 workhour use and     unit productivity
RE REE HERE  AND THE PROPERTY OF THE PROPERTY	Clock-In to proper operation upon Begin Tour	Ensure to clock into OPN #079     Clock into correct operation numbers	Charge HOURS to appropriate activity by work performed     Accurate clock rings eliminate clock ring error corrections
Huddles  TARGETS  Good Ments  Good Activation of the tracking for the trac	3. Attend Daily Huddle to discuss workload, issues and barriers as well as impacts on office	<ul> <li>Determine a plan of action with team to mitigate issues</li> <li>Provide operational feedback on issues based on local knowledge</li> </ul>	<ul> <li>Huddles provide an opportunity to escalate/highlight issues encountered during daily operations</li> <li>Provide a forum to discuss metrics, goals and daily operating plans</li> </ul>
	4a. Perform AM Processing tasks as required by the F4 Playbook	<ul> <li>Scan &amp; Throw ALL SPRs &amp; Parcels, FIRST!</li> <li>Designated Clerk Distribute NLM Mail ONE Hour before Carriers BT</li> <li>Designated Clerk Prepare Accountable Cart(s)</li> <li>Designated Clerk Report to Hot Cases to Process Working Mail ONE Hour before Carriers BT</li> <li>Retrieve equipment, Organize &amp; Setup Distribution Areas</li> </ul>	Ensures the processing of all SPRs & Parcels by scheduled DUT     Making DUT allows carriers to leave to the street on time     Designated clerks allow other clerks to continue to throw parcels to meet DUT     Post-processing setup allows for efficient P.M mail processing and does not delay the distribution of Day Zero Mail

## Work Instructions: F4 Play- Clerk Performance SWI

4b	. Perform <b>PM Processing</b> tasks as required by the <b>F4 Playbook</b>	•	Set Delivery Day indicator to NEXT day prior to processing Make entries on DDI Log to ensure compliance Scan & Throw ALL SPRs & Parcels prior to end of Tour Organize Equipment and properly Setup Distribution	•	Processing ALL Day ZERO parcels allows for the Clerks in the AM to process committed SPRs & Parcels and make DUT Post-processing equipment organization allows for efficient AM mail processing hand-off and does not delay the distribution of committed SPRs and Parcels
5.	Review operational issues with team/Supervisor and escalate and/or downflow concerns and expectations, as required	•	Report issues beyond clerk control to unit supervisor Complete ALL other Housekeeping tasks prior to leaving the building	•	Addresses operational barriers and issues encountered within or outside clerk controls Verifies operational communication and process accountability between clerks and local management Promotes overall success of the unit by streamlining workflow

**HQ F4 Guidebook**