



NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

NAPS/USPS Consultative Meeting Agenda

July 13, 2016 @ 10 AM - USPS HQ

US Postal Service Headquarters

Bruce Nicholson, USPS Labor Relations
Seth Lennon, USPS Labor Relations
Lauren Zalewski, Mgr., Operations Industrial Engineering
Jenny Bennett, Mgr. (A) Retail Operations & Strategy
Lia Reed, Senior Organization Design Consultant
Joseph Bruce, Mgr. Human Resources

National Association of Postal Supervisors

Louis M. Atkins, President
Ivan D. Butts, Exec. Vice President
Brian J. Wagner, Secretary/Treasurer
Larry Ewing, Chairman (telecom)

Agenda Items

1. NAPS received correspondence from NAPS Central Gulf Area Vice President regarding USPS leadership in Region 2 instructing non-exempt EAS employees to schedule travel for EEO Counselor Training in Dallas TX from June 6-10, 2016 outside their normal schedule in an attempt to avoid compensation of the respective EAS.

The attached email, written by Dwight Plybon, has instructions for non-exempt EAS to fly outside their regular tour of duty. The reason given by Mr. Plybon was clearly stated; "So we can keep reasonable tabs on compensable time associated with this training".

USPS instructions by leadership in Region 2 are in conflict with the current travel policies and procedures as found in Handbook F-21. The provision for Travel Away From Home Overnight found in F-21.261.164.d states;

d. Scheduling of Travel.

Travel away from home overnight is to be scheduled by management on a reasonable basis *without a purpose either to avoid compensation for the travel time or to make the travel time compensable (Emphasis added).*

The respective EAS employees scheduled for EEO Counselor Training were also instructed not to claim the complimentary breakfast that was provided by the hotel during this week of training. NAPS notes that this is also a clear violation of the Policies and Procedures as stated in F-21;

7-4.2.1.2

When Traveling Between Average- and High-Cost Areas

Reminder: Be sure to reduce the per diem rate for any meals that you received at no cost or at a nominal fee. *Complimentary breakfast provided by hotels are not claimed as a meal deduction. (Emphasis added).* On eTravel system under expense type "Per Diem," click in the field labeled "# of Breakfast Provided," and enter number. Do the same in fields labeled "# of Lunches Provided" and "# of Dinners Provided."

NAPS is requesting that the EAS employees scheduled for EEO Counselor Training the week of June 6-10, 2016, receive compensation for all travel time they would have received if traveling within their established hours of service. In addition, NAPS is requesting the EAS in question receive reimbursement for the lost per diem as a result of Region 2 Leadership's instructions not to claim the complimentary hotel breakfast.

USPS Response: This agenda item is still under review and a response will be provided to NAPS.



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The NAPS organization contends that the issue is the Postal Service's non-adherence to and manipulation of the USPS travel policies and procedures to deliberately avoid paying EAS for travel.

2. NAPS is requesting an updated response to agenda item #7 from the May 2016 NAPS/USPS consultative where NAPS consulted and received the following response;

7. NAPS HQ has received a request for an update to the Salt Lake City District request for an EAS-17 Product Information Quality Analyst (PIQA) position that was submitted through the Western Area. Western Area leadership states that the request is pending review by HQ Organizational Effectiveness. NAPS is requesting a status update on this review.

Response: Organization Design (OD) returned the request for a Product Information Quality Analyst position back to the Western Area for additional information and review. Once that is completed, the Western Area will send it back to OD for final determination.

USPS Response: USPS responded during the May 2016 consultative meeting that the position request from the Salt Lake City District was returned to the Western Area for additional information and review from HQ. Local NAPS representatives should contact the Western Area to confirm the status of this matter.

3. NAPS was made aware from a NAPS Area Vice President that the USPS has implemented a new program called "Future Ready HR". NAPS has not been briefed on this program as is required by 39 U.S. Code § 1004(b), which states;

(b) The Postal Service shall provide a program for consultation with recognized organizations of supervisory and other managerial personnel who are not subject to collective-bargaining agreements under chapter 12 of this title. Upon presentation of evidence satisfactory to the Postal Service that a supervisory organization represents a majority of supervisors, that an organization (other than an organization representing supervisors) represents at least 20 percent of postmasters, or that a managerial organization (other than an organization representing supervisors or postmasters) represents a substantial percentage of managerial employees, such organization or organizations shall be entitled to participate directly in the planning and development of pay policies and schedules, fringe benefit programs, and other programs relating to supervisory and other managerial employees.

NAPS is requesting to be properly briefed on the "Future Ready HR" program in accordance with 39 U.S. Code § 1004(d), which states;

(1) In order to facilitate consultation and direct participation by the supervisors' organization in the planning and development of programs under subsection (b) of this section which affect members of the supervisors' organization, the Postal Service shall—

(A) provide in writing a description of any proposed program and the reasons for it;



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(B) give the organization at least 60 days (unless extraordinary circumstances require earlier action) to review and make recommendations with respect to the program; and

(C) give any recommendation from the organization full and fair consideration in deciding whether or how to proceed with the program.

USPS Response: Lia Reed, Senior Organization Design Consultant provided a briefing on Future Ready HR. The objective of Future Ready HR is to create an HR function that is prepared to support the Postal Service now and into the future. The underlying philosophy is to have a more participative process with HR and its employees and to provide more transparency in the process. HR is in the very beginning stages of this process. USPS HQ met with HR executives at the Bolger Academy to introduce the Future Ready HR initiative.

The first step is to receive feedback on what is working well or needs improvement in HR and where there are other opportunities to improve processes and systems. The expectations are to make improvements to the HR processes, policies, and structure. USPS HR wants input from everyone in HR through focus groups and HR executives for initial feedback. The goal is to ensure HR is ready to support the business of the USPS. Everyone is HR Executives, HQ field managers and non-managers. USPS will be having a HR webpage on BLUE that pertains to Future Ready HR. USPS is looking at all areas of HR where there are process problems like hiring, finding qualified applications, steam lining hiring, etc. USPS plans to go back out to the Area VP's for more input. This is a new approach for USPS to prepare for future HR restructuring. At this time the USPS is not planning any restructuring until after reviewing the input received.

In discussion, NAPS asked if the issues in HR were a process or structural issue. USPS responded that until after the review it could be both. USPS did state it will consult with NAPS on any future impacts of EAS positions in HR after the final HR Future Ready results are in.

4. NAPS has been informed that the USPS has implemented a process called "A3". NAPS has not been briefed on this process in accordance with 39 U.S. Code § 1004(b) states;

(b) The Postal Service shall provide a program for consultation with recognized organizations of supervisory and other managerial personnel who are not subject to collective-bargaining agreements under chapter 12 of this title. Upon presentation of evidence satisfactory to the Postal Service that a supervisory organization represents a majority of supervisors, that an organization (other than an organization representing supervisors) represents at least 20 percent of postmasters, or that a managerial organization (other than an organization representing supervisors or postmasters) represents a substantial percentage of managerial employees, such organization or organizations shall be entitled to participate directly in the planning and development of pay policies and schedules, fringe benefit programs, and other programs relating to supervisory and other managerial employees.

NAPS contends that EAS are being tasked with the completion of this "A3" process though many EAS have had no formal training on the vital elements of this process, such as the creation of Fishbone graphs and Pareto charts. This lack of engagement by leadership has required EAS to work on average 3-5 hours to complete the A3 process.



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NAPS requests that the A3 process be immediately terminated until it can be briefed in accordance with 39 U.S. Code § 1004(d), which state;

(1) In order to facilitate consultation and direct participation by the supervisors' organization in the planning and development of programs under subsection (b) of this section which affect members of the supervisors' organization, the Postal Service shall—

(A) provide in writing a description of any proposed program and the reasons for it;

(B) give the organization at least 60 days (unless extraordinary circumstances require earlier action) to review and make recommendations with respect to the program; and

(C) give any recommendation from the organization full and fair consideration in deciding whether or how to proceed with the program.

USPS Response: Lauren Zalewski, Manager, Operations Industrial Engineering provided a briefing on the A3 process and Jenny Bennett, Manager (A) Retail Operations & Strategy participated. The A3 history was explained to NAPS as a problem solving tool in industry, where Toyota uses A3's to problem solve. It is about storyboarding a problem you are trying to solve. The A3 concept is trying to solve a problem using data to measure results. The A3 is used to determine a problem, implement a solution, and determine who is responsible to implement various steps of the solution process and measure results. The A3 is a template to organize the thoughts to a problem to resolve and measure results. This system/process is used in all industries. USPS has done training on the A3 project. There has been success in retail and outside of retail using the A3 process. The A3 process has been a successful tool in problem solving for the USPS HQ.

NAPS asked who rolled out the A3 concept. It was explained that it came from the Operations Industrial Engineer and Continuous Improvement. It is a tool used in engineering to solve problems. NAPS also raised concerns that the A3 process is not the problem but how USPS leadership is communicating and using the process. NAPS stated the A3 process is creating more problems than fixing them. Higher level management doesn't seem to understand the A3 process. A manager directs a supervisor, who has had no training, to complete an A3 in an hour or two, when in reality to properly complete an A3 may take a week, or two or even a month due to compiling the data, analyzing the problem, the determining the steps to implement get the desired results.

The A3 process has become more of a directive from higher level management to complete an A3 just to make sure that manager can state "an A3 was done". Unfortunately, when it is not completed properly by a supervisor who has yet to receive A3 training, the supervisor is again instructed to redo the A3.

NAPS asked if the USPS is tracking quantifiable data and was told the USPS is having results in retail and operations. NAPS further brought up the fact that the time line needed to complete a proper A3 takes away from a supervisors' time to run their operation creating more problems resulting in the supervisor completing more A3's. Furthermore, NAPS expressed that the lack of A3 training and providing a reason why completing the A3 has value and is generating real results is not being filtered down to NAPS members in the field.



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5. NAPS is requesting an update to agenda item #1 from the June 2016 consultative where NAPS requested and the USPS responded;

1. NAPS is requesting the breakdown of the February 2016 Postal Pulse responses by employee type (i.e., clerk, carrier, EAS etc.).

USPS Response: Kelvin Williams explained that the data will be available after a June 20 briefing with Gallup, Inc. He stated that it takes Gallup time to calculate the data. Once requested data is available it will be forwarded to NAPS. Mr. Williams stated there are two EAS data segments; nonbargaining which is all EAS including executives, the other is all EAS-17 customer service and plant supervisors only.

USPS Response: USPS provided NAPS with the information on Tuesday, July 5. (PowerPoint copies attached to minutes)

6. NAPS is requesting an update to agenda item #5 from the March 2016 consultative where NAPS requested and the USPS responded;

5. During the May 2015 consultative NAPS presented an agenda item regarding the EAS staffing of the Local Operation Center (LOC). At that time the USPS responded;

USPS Response: USPS HQ Manager, Delivery and Planning, is working with Organizational Effectiveness (OE) to consider and determine what EAS staffing is needed for LOC's to ensure it works effectively and efficiently. Once USPS HQ has a decision, NAPS will be notified.

NAPS contents that the lack of a funded EAS staff for these work units is reducing supervisory oversight in the field by:

- Taking Customer Service EAS 17's away from the offices they are assigned.
- Having EAS work 7 days a week with the mandate that the EAS assigned to the LOC on any given day must stay until the last carrier returns to the office.
- Taking EAS support personnel from their assigned duties to oversee the LOC.

NAPS is requesting that the USPS create a dedicated funded staffing model for the purpose of properly managing the LOC's.

USPS Response: HQ Delivery Operations and Organization Effectiveness (OE) have met with field managers from across the country through telecoms and focus groups regarding District staffing. The Postal Service has preliminary review of the results pending with each of the Area Vice Presidents. LOC staffing will be addressed at that time and once we have something definitive, it will be provided to NAPS.



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In the meantime, LOC's should not be staffed with field personnel as stated to NAPS resident officers from Mr. Ed Phelan during a meeting on June 23, 2015. LOC's should be staffed with existing staff at the district.

NAPS stated that EAS in the field are being scheduled to work in the LOC. NAPS stated it works best when you use the District personnel than field EAS. NAPS commented that the USPS needs to establish a "best practice" for LOC staffing. In some LOCs it is a bad practice to use field EAS.

USPS Response: Headquarters has received feedback from the field and will provide to Retail and Customer Service Operations and Delivery Operations for review and input. As stated during the March 2016 consultative meeting with NAPS regarding staffing of the Local Operations Centers, once we have something definitive, we will provide it to NAPS.

7. NAPS would like to consult on the continual problem of employees being detailed to non-existent/unauthorized positions. Some of these employees have held these positions for years. When there is an employee detailed to a non-existent/unauthorized position the unmanned Form 50 position creates an undue burden on operations to provide coverage over an extended period of time.

NAPS is requesting that after a mutually agreed upon time frame (prior to the 120 day rule violation) that all EAS details be considered operationally necessary and an EAS job be created and posted to fill this EAS position.

USPS Response: Understands the issue of long-term details and not getting a position. The USPS is not looking to establish positions in the field. Special projects and amount of work needed to do the work. There is a science to creating positions in the field and USPS does not just want to create positions and later delete them after the work is gone or new management comes in and decides the position is not needed. USPS would like to know the positions that NAPS is talking about. USPS is just not going to create jobs. USPS asked for data around particular positions in the field rather than establish a blanket policy to fill the positions in question. Any PS Form 1723 that is longer than a year has to be approved by the respective Area VP. USPS asked for a list of people/details that have been going on longer than a year or longer.

NAPS explained that the DRT through the National Agreement requires a permanent union position, then why not have a permanent EAS position? Many Not-To-Exceed (NTE) 2-year positions are going longer with the same person in the position, NAPS contend those positions need to be considered for permanent for posting.

The Postal Pulse
Your Views About Your Workplace

Engagement in the U.S. Postal Service

Second Administration

Executive Analysis

June, 2016



GALLUP

Overall engagement improvements were driven largely by gains among Non-Bargaining and Career workforces.

For Non-Bargaining, Career and Inspection Service groups, engagement GrandMean increased meaningfully. While response rates dropped significantly across the organization, the Inspection Service increased their participation to 73%, from 59% in 2015.

KEY POPULATIONS	N SIZES	2015	2016	PERCENTILE RANGE IN GALLUP DATABASE:				PERCENTILE RANK	GRANDMEANS	RESPONSE RATES	GIM CHANGE	
				1 st -24 th	25 th -49 th	50 th -74 th	75 th -99 th					MEANINGFUL CHANGE
USPS NATIONWIDE	270,092	178,753	1	1				3.16	3.24	47%	30%	0.08
FIELD	263,106	169,127	5	7				3.16	3.22	46%	29%	0.06
HEADQUARTERS	6,978	9,541	17	20				3.53	3.59	66%	60%	0.06
BARGAINING	230,480	139,838	4	5				3.11	3.13	44%	26%	0.02
NON-BARGAINING	39,604	38,830	15	24				3.48	3.67	67%	69%	0.19
CAREER WORKFORCE	215,938	149,431	4	6				3.08	3.19	46%	32%	0.11
NON-CAREER WORKFORCE	54,146	29,237	16	16				3.51	3.51	49%	25%	0.00
INSPECTION SERVICE	1,349	1,682	17	26				3.54	3.71	59%	73%	0.17
CUSTOMER SERVICE	209,676	139,343	6	8				3.21	3.27	48%	32%	0.06
PROCESSING & DISTRIBUTION	53,430	29,784	2	3				2.92	3.00	39%	21%	0.08

*"Meaningful" difference is defined as .1 for groups of 1,000 or more, and .2 for groups of less than 1,000.

Note: Percentiles based on Gallup's 2016 Q1 Overall Company Level Database (for USPS NATIONWIDE) and Workgroup Level Database (for all other groups)



For the Non-Bargaining workforce, several engagement elements have surpassed the bottom quartile.

	PERCENTILE RANGE IN GALLUP DATABASE:					75 th -99 th	MEANINGFUL CHANGE											
	1 st -24 th	25 th -49 th	50 th -74 th															
2015 2016																		
GRANDMEAN	3.15	3.24	3.16	3.22	3.53	3.59	3.11	3.13	3.42	3.67	3.03	3.19	3.51	3.21	3.27	2.92	3.00	
N SIZE	270,092	178,753	263,106	169,127	6,978	9,541	230,480	139,838	39,604	58,850	215,938	149,431	54,146	29,237	209,677	196,943	53,430	29,764
Learn & Grow	2.92	3.04	2.90	3.00	3.55	3.58	2.30	2.83	3.59	3.77	2.78	2.95	3.48	3.47	3.96	3.05	2.66	2.77
Progress	2.62	2.71	2.59	2.66	3.60	3.60	2.51	2.48	3.25	3.52	2.50	2.64	3.09	3.06	3.65	2.71	2.36	2.42
Best Friend	2.84	2.94	2.83	2.88	2.95	3.24	2.87	2.90	2.62	3.09	2.87	2.88	2.72	2.76	2.83	2.92	2.57	2.95
Quality	3.40	3.46	3.39	3.45	3.70	3.66	3.33	3.34	3.79	3.87	3.32	3.40	3.73	3.74	3.51	3.55	2.91	2.95
Mission	3.42	3.54	3.41	3.53	3.68	3.73	3.36	3.44	3.75	3.89	3.33	3.48	3.87	3.87	3.45	3.57	3.21	3.36
Opinions	2.71	2.84	2.70	2.83	3.21	3.29	2.51	2.66	3.28	3.47	2.65	2.81	2.54	2.99	2.76	2.86	2.44	2.58
Development	2.85	2.93	2.84	2.90	3.36	3.43	2.73	2.76	3.30	3.52	2.72	2.84	3.42	3.37	3.21	2.95	2.57	2.65
Cares	3.29	3.33	3.27	3.30	3.85	3.85	3.23	3.20	3.93	3.79	3.20	3.28	3.63	3.59	3.33	3.35	3.04	3.07
Recognition	3.60	3.70	3.58	3.67	3.96	3.96	3.53	3.57	3.96	3.96	3.50	3.64	3.86	3.86	3.65	3.71	3.42	3.48
Do Best	3.63	3.68	3.62	3.68	3.62	3.70	3.60	3.64	3.64	3.66	3.53	3.62	4.00	4.00	3.59	3.74	3.38	3.43
Materials	3.62	3.55	3.51	3.54	3.67	3.69	3.49	3.48	3.59	3.60	3.41	3.48	3.88	3.88	3.58	3.59	3.22	3.27
Expectations	4.20	4.22	4.13	4.22	4.15	4.15	4.20	4.20	4.28	4.14	4.18	4.18	4.39	4.39	4.26	4.26	4.03	4.05

Based on the 2015 Annual Workforce Study. The Gallup database has the top 25% of all employees in the United States. The bottom 25% of employees are in the bottom quartile.



Engagement improved meaningfully for one of the largest crafts, clerks. However, rural and city carrier engagement decreased slightly.

2015 2016	PERCENTILE RANGE IN GALLUP DATABASES:										MEANINGFUL CHANGE					
	1 st -24 th	25 th -49 th	50 th -74 th	75 th -99 th												
	USPS NATIONWIDE	CLERK CRAFT	FRONTLINE SUPERVISORS	MAIL HANDLER CRAFT	MAINTENANCE CRAFT	MOTOR VEHICLE MAINTENANCE CRAFT	MOTOR VEHICLE OPERATOR CRAFT	RURAL CARRIER CRAFT	CITY CARRIER CRAFT							
GRANDMEAN	3.16	3.24	3.35	3.48	3.79	2.81	2.92	3.13	3.05	3.13	2.99	3.37	3.34	2.91	2.87	
N SIZE	270,092	178,753	8,982	9,511	17,170	7,826	11,404	7,866	2,083	1,573	2,137	56,059	36,767	70,558	38,115	
Learn & Grow	2.92	3.04	3.46	3.60	2.41	2.42	2.79	2.69	2.04	2.74	2.78	2.48	3.03	2.97	2.46	2.42
Progress	2.82	2.71	3.09	3.25	2.16	2.13	2.41	2.23	2.52	2.42	2.49	2.23	2.56	2.61	2.22	2.17
Best Friend	2.84	2.94	2.84	2.68	2.85	3.00	2.83	2.86	2.84	2.84	2.85	2.85	2.85	2.97	2.91	2.97
Quality	3.40	3.46	3.44	3.54	2.70	2.72	3.02	2.88	3.05	2.95	3.22	3.07	3.76	3.66	3.29	3.23
Mission	3.42	3.56	3.65	3.75	3.10	3.19	3.47	3.15	3.51	3.45	3.50	3.35	3.65	3.67	3.15	3.19
Opinions	2.71	2.84	3.24	3.36	2.36	2.30	2.65	2.62	2.80	2.78	2.62	2.41	2.59	2.87	2.95	2.81
Development	2.86	2.93	3.27	3.41	2.39	2.40	2.71	2.58	2.90	2.74	2.77	2.50	3.03	3.00	2.47	2.37
Cares	3.29	3.33	3.53	3.64	2.88	2.82	3.25	3.13	3.45	3.28	3.28	2.99	3.53	3.44	3.97	2.88
Recognition	2.60	2.79	2.83	2.99	2.31	2.32	2.58	2.48	2.63	2.57	2.52	2.29	2.73	2.72	2.33	2.28
Do Best	3.55	3.68	3.53	3.68	3.15	3.32	3.39	3.30	3.62	3.55		3.63		3.97	3.37	3.34
Materials	3.32	3.55	3.51	3.59	3.10	3.10	3.27	3.17	3.44	3.24	3.37	3.16		3.75	3.46	3.21
Expectations	4.20	4.22	4.15	4.21	4.04	4.01	3.95	3.92	4.14	4.07		4.24		4.40	4.06	4.06

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