

ACTIVIST

NALC

A NEWSLETTER FOR BRANCH LEADERS OF THE NATIONAL ASSOCIATION OF LETTER CARRIERS

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2016 Issue One

Activists & the NALC food drive

For the past 23 years, letter carriers have done double-duty on the second Saturday in May. We deliver the nation's mail and, at the same time, collect food for the nation's tables. The 24th annual Letter Carriers' Stamp Out Hunger® Food Drive will be on Saturday, May 14, and we will be doing double-duty again.

Being food insecure is not a cliché, it is a way of life for some families. Once you get past the nagging feeling that it's wrong for the wealthiest nation on earth to have millions of citizens who don't know where their next meal is coming from, you begin to realize the food drive is more than a day of double-duty.

The activist's role isn't just about being a cheerleader for the food drive. The focus of NALC activists is to ensure the food drive is as smooth as possible for letter carriers. But just how do you do that? We make sure advance preparation is done, there is ample staffing is available, and the tools for doing double-duty are in place. We also must make sure we have full and complete

participation by carriers and managers alike, so we don't miss customer donations.

Different branches and installations manage the food drive in different ways. Some branches use bags to collect food. Some branches have lots of volunteer helpers to carry collected donations. Your knowledge of how your branch and installation organize the food drive is essential.

The first thing you should remember is to keep in communication with your branch food drive coordinator and help push the plan along. Some branches are large enough to have a designated member who fills this role while other branches rely on the branch president or another branch officer to run the show. Regardless of how your branch coordinates the food drive, there are certain things which must be done.

One of the biggest pre-food drive promotional efforts is the informational post cards we de-

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STEWARDS' CORNER

Documenting and proving violations

Have you ever filed a “slam dunk” grievance, citing a clear-cut and obvious violation of the National Agreement, only to receive a Step B decision stating something to the effect of “The union failed to prove a violation of the National Agreement” or “The alleged violation of the National Agreement is not supported by any documentation that proves the violation exists”? If you have, you are not alone. While most stewards properly document and prepare grievance files, there is always room to improve.

The essential roles of an activist properly investigating and preparing a potential grievance are to first determine if a violation exists and then to document that violation using evidence. Generally, the two go hand-in-hand. There are fundamental elements of every grievance that must be documented in order to prove a violation occurred.

Preparing a successful grievance requires a steward or activist to explain an event, or series of events, using evidence as support, so the reader of that grievance can clearly understand exactly what happened. Successful grievances explicitly tell the story of the events and evidence which led to the grievance at hand. This sounds easy but usually takes a lot of effort and work.

So how do you first determine if a violation exists? To start, always

conduct a thorough investigation into the circumstances, so you will have all the relevant information to make an informed decision. Any factual claims you make in a grievance should be supported by documentation and statements from the grieving letter carrier, witnesses, and even yourself. Articles 17 and 31 of the National Agreement and federal law require management to make available to the union all relevant information necessary for collective bargaining or the enforcement, administration, or interpretation of the National Agreement. Gathering this information as soon as possible will assist you in determining if a violation exists and ultimately in developing the grievance.

Evidence

You should always be able to answer the question, “What evidence do I have to prove a violation occurred?” If you don’t have that evidence, then search to see if any actually exists. As you collect all the necessary facts, organize and review them. This will make it much easier to decide if the problem you are investigating is actually a grievance. You should pay attention to the problem presented and not make snap judgments. Remember, your job is to represent the letter carrier or letter carriers involved, so keep an open mind when evaluating evidence to deter-

mine if the collective bargaining agreement was violated.

Just how much investigation is sufficient to make a determination will vary from case to case. As a general rule, the scope of the initial investigation should provide enough evidence so the steward will have a sufficient understanding of the event in order to make an educated and intelligent decision as to whether a contract violation occurred. If a violation exists, you will need all the facts. Take the time to evaluate the circumstances surrounding the event carefully. Consider the evidence obtained and determine what other evidence may be necessary to thoroughly establish the violation.

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Convention resolutions & amendments

The 70th biennial national convention of the National Association of Letter Carriers will be held August 15-19, in Los Angeles. National Resolutions to be considered by delegates must be received by the national secretary-treasurer on or before June 15 in order to be printed in the *Resolutions and Amendments* book provided to delegates. Resolutions received after June 15 still may be considered at the convention. Constitutional amendments, on the other hand, must be received by the national secretary-treasurer by the June 15 deadline to be considered at the convention.

tions properly attested by their President and Secretary-Treasurer for consideration by the appropriate Union authority. Such resolutions must be in duplicate, and each shall be on a separate sheet of paper. Resolutions pertaining to the National Working Agreement, which should, insofar as possible, identify the Article and Section to be changed, shall be forwarded to the Chief Spokesman of the NALC Negotiating Team; those pertaining to legislation shall be forwarded to the NALC Director of Legislation; and all others shall be forwarded to the NALC Executive Council for their con-

Constitution for the Government of Subordinate and Federal Branches, and the Constitution for the Government of State Associations may be presented in writing in the manner herein set forth: (a) by any member of a Branch in good standing, signed by him/her, at a regular meeting of the Branch; providing, the proposal is endorsed by two-thirds of the members present and voting at the meeting; and (b) by any member of the NALC Executive Council, signed by him/her, at a regularly-called meeting of the Executive Council; provided, the proposal is endorsed by two-thirds of the members of the Executive Council present and voting at the meeting. Proposals thus qualifying shall be forwarded to the National Secretary-Treasurer in duplicate, each on a separate sheet of paper, at least sixty (60) days prior to the Convention, signed by the Branch President and Secretary, and in the case of the Executive Council by the Chairperson and Secretary thereof. These proposed amendments shall be printed in the official Journal of this Association at least 30 days prior to the National Convention. All proposed amendments to the Constitution and Laws shall designate the Article and Section to be amended, and shall be referred to the Executive Council, and be reported by them before being acted upon by the

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Resolutions must be received by June 15 to be printed in the convention book

The following language from the NALC *Constitution* provides the instructions for the submission of resolutions and amendments.

Resolutions

Article 12 of the *NALC Constitution* states:

Any Branch in good standing or any State Association may, at any time, forward to the National Secretary-Treasurer resolu-

sions and appropriate action. Those appropriate authorities shall report to the National Convention on all such resolutions and the action taken thereon.

Amendments

Article 19, Section 2 of the *NALC Constitution* states:

Proposed amendments to the Constitution of the NALC, the

Digital storage of branch records

Everyone knows what's needed to maintain paper records: file folders, boxes, filing cabinets, maybe even a storage shed for a large branch. But as the boxes pile up, storing records electronically can seem like a better solution. What could be more satisfying than having a document destruction company cart away all those boxes to be shredded?

Any branch thinking about converting a large percentage of their paper records to digital format should be aware that more is involved than buying a scanner and storing digital records on a thumb drive, external hard drive or in the cloud. For digital conversion to be successful, careful planning and preparation are key.

Digital records maintained to support LM-2, LM-3 or LM-4 filings under the LMRDA [Labor Management Reporting and Disclosure Act] must meet rigorous criteria before they will be acceptable to the Department of Labor. Although the discussion that follows pertains specifically to records related to LMRDA filings, these practices would be essential to any successful digitization project undertaken by a branch, whether the documents fall under the LMRDA or not.

To ensure consistency in record-keeping, a branch should develop (if it does not already have), a branch

records management policy, which is followed by all branch officers and employees. Such a policy should cover all branch records, not just digital items. When conducting an audit, DOL will want to see the policy, and evidence that it is being followed.

Branch policy should build on the NALC retention schedule (available on the web site and in the *NALC Branch Officer's Guide to Finance and Administration*). But it must go beyond defining how long a record is retained and its ultimate preservation or destruction. Additional issues a branch policy should address include where records are stored, how they are backed-up and safeguarded, and who is responsible for keeping records filed and up to date.

Remember, the basic LMRDA requirement is that all records which support the branch's annual LM-2, LM-3 or LM-4 must be maintained for at least five years after the date of filing. By "maintained," DOL means the records must be legible and accessible for five years. And by "accessible," DOL means you must be able to identify and locate a specific record if required.

When preparing to store branch records electronically, the following issues must be addressed:

Scope. Survey the branch's records. Decide what is being converted and what isn't; digital conversion isn't an all or nothing proposition. Think about the amount of material involved, and how it will be used in the future. Will you need it for anything other than satisfying DOL in the event of an audit? If not, and you know you can dispose of it in five years, digital conversion might not be worth the effort.

Collect. Gather and organize the documents to be digitized. If you are organizing documents already in a digital format, you may need to retrieve files from a variety of platforms or devices so they can all be stored in one place.

Format. What format will the electronic records be in? Will everything be scanned to PDF? This choice will go far to ensure future access, but may limit the ways in which the data in those files can be used. Will documents that originate in digital format be maintained in whatever format was used to create them?

Index. Decide on an indexing system for your digital records to ensure that a specific document can be located easily. Each document will need a unique identifier. A separate file should link the identifier to a description of the specific document.

Inventory. Compile and maintain an inventory of the location of all your records, both digital and hard-copy. On-site or off? Are some in the branch office, and some in a storage shed? Are some digital records on the branch computer system, and others on laptops or tablets belonging to individuals? You have to know where all the records are. For ease of access, it's always wise to have a hard copy version of the inventory.

Legibility. DOL requires a "high degree of legibility." Develop a plan to ensure that converted records meet that standard, both on a video screen and if printed out.

Storage. Determine how and where the digital records will be stored, how they will be backed-up, and how they will be protected against deterioration

Procedure. Define the process for conversion: Who will do it? When will it be done (monthly, weekly, at the end of the year)? Where will it be done? Are any records going to be digitized retroactively, or are you simply going to start with your current documents? After the initial conversion is completed, who will be responsible in the future for ensuring the digital files are in fact being kept complete and up-to-date?

Protection. Determine how digital records will be protected against unauthorized changes – additions, alterations, or deletions. Be sure to distinguish the final version of any document from earlier drafts which may also have been digitized.

Passwords. Plan a system to protect and store passwords for encrypted documents, so that access

will not be hampered in the future if the person who set up the password is not available.

Strays. Decide how the branch will store documents that cannot be accurately or completely transferred to an electronic storage system. How will these documents be connected with the electronic files to which they are related?

Test. Establish a procedure to test electronic records for legibility, accessibility, reliability and completeness. After the digital conversion is complete, you cannot dispose of hard copies until the electronic storage system has been tested. Such testing should be done annually as you accumulate a new set of the records that support that year's LM filing.

Change. Assume that technology will change and software will be updated. To ensure access, DOL requires that the hardware and software used to produce digital documents be kept for the five year retention period. After that period is passed, will the branch convert some documents to a newer format to ensure future accessibility? What standards will be used to determine which records should be converted?

Destruction. Schedule the regular destruction of records past their retention period. This applies to both digital and paper records. How and where will the destruction be carried out? Who will do it?

As the above discussion suggests, digital conversion is not a magic, quick fix to records management. It's a lot of work under the best of circumstances. Planning for electronic storage poses a

series of questions with no one right answer. Different branches will reach different conclusions as to what makes sense. But it is crucial that these questions are discussed before embarking on the time consuming project – to ensure that the final result works, that it meets DOL's requirements, and is worth all the effort.

For more information about DOL's requirements for branch recordkeeping, see the following Office of Labor Management Standards (OLMS) publications:

OLMS Fact Sheet: *LMRDA Recordkeeping Requirements for Unions*

www.dol.gov/olms/regs/compliance/lmrdarecordkeeping.htm

OLMS Compliance Tip: *Electronic Recordkeeping*

https://www.dol.gov/olms/regs/compliance/catips/CompTipElecRecordkeeping_2014.pdf

Index Available

A cumulative index for all past issues of the *Activist*, from 1986-2014, is now available in either hard copy or digital format. Please note that this is an *index*, not the full-text of all the back issues of the newsletter. Digital versions of all *Activist* issues back to 1997 are available on the NALC web site. If you would like a copy of the index, contact Nancy Dysart at 202.662.2879 or dysart@nalc.org. Be sure to specify which format you prefer.

Getting ready for local negotiations

With national contract negotiations just underway, it's not too soon for branch leaders to begin making preparations for bargaining local memorandums of understanding (LMOU). If a negotiated national agreement with the Postal Service is reached this May and ratified, the period for negotiating LMOU's could come as early as September 2016. If there is not a negotiated settlement by the end of May, LMOU negotiations will be delayed and will likely not occur until approximately two to three

months after a contract is ratified or awarded by an arbitrator, whenever that may be. Nonetheless, there are things that can be done in the next few months to enable branches to be better prepared when the time for bargaining arrives.

Don't wait to begin preparing — get as much done as you can now

many committees you will need depends upon the size of your branch and how many installations it represents. Smaller branches representing a single installation might be able to get by with one committee where a merged branch may want to establish separate committees for each of its installations.

At this point, the function of the committee is to do the important background work and information gathering that will be used to develop bargaining posi-

its work. Once that is done, the committee can begin preparing for negotiations.

Gather information

One of the keys to any successful negotiation is to have as much information as possible on the matter you are negotiating. For instance, when purchasing an automobile or a major appliance, buyers are in a much stronger bargaining position if, before walking into a dealership, they have done some research on the performance and reliability of the models they are interested in, the pricing of various options, the availability of financing and interest rates, as well as other important factors. When so armed, buyers can make better decisions on what they want and how much they are willing to pay for it. Likewise, a branch will have a greater likelihood of success in local negotiations if they do some research and gather information before sitting down at the bargaining table with management.

Remember – Article 31.3 gives the union the right to “all relevant information necessary for collective bargaining... upon the request of the union, the Employer will furnish such information provided, however, the Employer may require the Union to reimburse the USPS for any costs reasonably incurred in

Select LMOU committees

Committee members should have a solid understanding of the current LMOU and the bargaining history behind it, so it may be necessary to have a few preliminary meetings to bring everyone up to speed before the committee starts

obtaining the information.”

Some items that you might request management to provide include:

Leave records, schedules, time records

Since a large portion of the items negotiated concern the local leave program, obtaining staffing records, weekly schedules, workhour reports, FLASH reports and leave calendars, is a good place to start. This documentary evidence can be used to develop support for proposals regarding the number of carriers allowed off on leave and for the duration of the choice vacation period. These can also be used to defend against management claims that the current leave program creates an “unreasonable burden.” While Article 30.F places the burden to prove this unreasonable burden on management, it doesn’t hurt to have evidence in hand to counter such claims.

Future event documentation

Information projecting future conditions such as volume reports could impact bargaining. Management will likely be using this type of information so it’s important to know what they are looking at and to check it for validity.

There is also information that can be obtained from the branch records.

Past Bargaining Records

Hopefully your branch has kept records and notes from past LMOU bargaining ses-

sions. Reviewing the proposals and counterproposals and the final agreements the parties made in past negotiations will show what each side tried to achieve, how the other side responded and what they finally were able to achieve. This information can be used to formulate the branch’s proposals for the upcoming bargaining session as well as to develop strategies to deal with management’s proposals.

Membership Support

Another function of the committee is to establish procedures for ongoing communications with the membership before, during and after the negotiation process. When developing communication practices, the branch should give consideration to methods, responsibility and confidentiality. Branches may choose to use one or a combination of methods such as flyers, branch meetings, phone trees or mailings, to name a few to facilitate the flow of information to and from the membership. Developing a steward network and engaging branch activists to assist with day to day communication responsibilities could prove to be a helpful use of resources. Most importantly, branches should consider what information is appropriate to share and when to share it. The negotiating team must strike a balance between keeping the membership informed and maintaining a certain level of confidentiality to ensure the bargaining position is not compromised. However it’s done, getting input from and keeping those who are going to be affected by the negotiations up to date is essential for union building.

The sooner the branch begins working toward the negotiations process, the more prepared the negotiating team will be when the time comes. Don’t wait until right before the bargaining period to begin preparing. Once the national agreement is reached, there will not be a lot of time to prepare for LMOU negotiations, so get as much done as you can now.



**DELIVERING
FOR AMERICA**

Resolutions & amendments

(Continued from page 3)

Convention. Said word acted to be interpreted as meaning altering, amending, or changing in any manner whatsoever by a majority vote of the Convention.

Please take note of the requirements for qualification, as on occasion, branches and state associations neglect one or more of them causing the amendment and/or resolution to be returned. Corrections must be resubmitted within the time-frame previously discussed. Any submitted resolution that restates or otherwise reaffirms a resolution approved by a previous convention will not be considered at the national convention in Los Angeles. Resolutions seeking to amend or rescind a resolution approved by a previous convention are permissible.

It's a first:

MDA national ambassador is an adult

My doctors told me I wouldn't live past 12 years old. They told my parents I wouldn't go to high school or graduate from college. I'm grateful I've proven them wrong.

- Joseph Akmakjian

Since 1952, the NALC has welcomed MDA (Muscular Dystrophy Association) Goodwill Ambassadors to our fundraisers, meetings, state conventions and national conventions. These young children shared their stories and inspired our support to "Deliver the Cure" for MDA. For the first time ever, MDA has chosen an adult as a testament to the great strides that have been made

and to help motivate us to support MDA through our donations, fundraising efforts and/or volunteerism. MDA has come a long way since the days of "Jerry's Kids."

As a union, so much of our effort in the past has focused on sending children to summer camp, providing needed services and equipment to families, and funding research. None of that has changed. What has changed is the children, like Joseph Akmakjian, the new ambassador, have grown up. We need to expand our efforts, helping not only the children, but the growing number of adults with this disease.

New ambassador

Let's meet Joe, and discover who he is and how our efforts brought him and MDA where they are today. Joe is 24 years old and grew up in Fort Collins, CO. His dad, a doctor; his mother, a nurse; and two sisters all helped him on his journey to living independently -- an experience that health care professionals never thought Joe would achieve. Life's challenges have taught Joe how to embrace MDA's "Live Unlimited" philosophy. While Joe has not denied the physical challenges he faces, he puts his focus on living beyond limitations. "Can't" is not an option for Joe; "can" is what he seeks to focus on. Joe may not be able to do things the way many of us do them, but key for him is to find ways to do what was once thought impossible.

During a visit to NALC headquarters, when a letter carrier asked him what was on his bucket list, Joe said to go skydiving. Not that he actually had a bucket list -- but skydiving was on so many other people's bucket lists that it just came out as his response.

He remembered this question and his answer when it came time to celebrate reaching his 24th birthday and doubling his original life expectancy. After Joe thought

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Joe Akmakjian meets with the Colorado State Association

Converting to career status

One of the most important responsibilities of a union representative is helping fellow letter carriers understand their rights and benefits. In order to do that effectively, stewards and officers should make sure they stay educated about all the things that make a career as a letter carrier a great and rewarding journey.

Since nearly every office across the country has, or will inevitably have, city carrier assistants (CCAs) converted to full-time status, being versed on their rights and benefits upon conversion is a necessity.

The bullet points in the following three sections cover some important highlights. It is important to convey to new full time regulars that a few of these new benefits require some form of action to access them.

Health insurance

- Carriers have 60 days after conversion to enroll in a Federal Employees Health Benefits (FEHBP) health insurance plan (it's best to enroll through the USPS LiteBlue website and Postal EASE).
- FEHBP has many plans, including the not-for-profit NALC Health Benefit Plan (owned and operated by letter carriers).

- The USPS, in plan year 2016, pays 76% of the weighted bi-weekly premiums under FEHBP.
- If the 60 day mark is missed, the next opportunity for a carrier to enroll is open season in November, unless a qualifying life event takes place (these events are defined by the Office of Personnel Management).
- Coverage begins the first day of the first pay period after the carrier signs up online or submits an election form.
- If the carrier was enrolled in the USPS Non-Career Employee Health Benefits Plan, enrollment in that plan will terminate on the last day of the month that is 28 days after conversion to career.
- To avoid a gap in coverage, the newly converted carrier should enroll in the FEHBP as soon as possible; enrollment is not retroactive.

Life insurance

- Upon conversion, employees are automatically enrolled in basic life insurance, unless they waive coverage.
- Basic life insurance, including accidental death and dismemberment, begins the

first day in a pay and duty status after conversion.

- The value of the policy is the letter carrier's annual salary, rounded up to the next \$1,000, plus \$2,000.
- USPS pays the entire cost of basic insurance.
- Additional optional coverage can be purchased.
- Additional options for life insurance from the NALC Mutual Benefit Association (MBA) are available to union members.

Federal Employees Retirement System

- Once converted, letter carriers are enrolled in the Federal Employees Retirement System (FERS). FERS is made up of three components: Basic Benefit Plan, Social Security and the Thrift Savings Plan (TSP).
- The Basic Benefit Plan and Social Security are defined benefit plans; USPS withholds the carrier's share each pay day.
- With TSP, USPS automatically contributes 1% of each employee's base pay and will match contributions up to 5% of base pay. Even employees who contribute nothing still receive the 1%.

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Food drive

(Continued from page 1)

liver. Things to know about the post cards:

1. These postcards are embossed with the G-10 Postage Permit (Official Postal Service Mail).
2. This mailing is to be treated like all other official US Government mailings. The postcards must be delivered. This is not an option.
3. Every delivery address should receive a food drive post card.

When will the cards arrive at your unit for delivery? This year, the Letter Carriers' Stamp Out Hunger® Food Drive cards will be placed in the mail stream so as to

ensure receipt by the installations of no later than April 15. Receipt of the postcards should be confirmed with management. Delivery of the postcards to our customers should be coordinated to ensure customers have convenient notification prior to food drive day.

To make this easy, discuss when the deliveries will be made in your office. Keep in mind the postcards are mail; we are paid to deliver mail. This is OUR food drive, and we need to do everything we can as activists to ensure success. Be sure your manager is aware of the following three things:

- 1) The G-10 postage indicia
- 2) The letter from Postmaster

General Megan Brennan which says in relevant part:

I am strongly encouraging all postal employees across the country to support the Food Drive by collecting donations, delivering postcards and promotional bags, and doing everything they can to make this year's Food Drive the best in history.

3) David Williams, Chief Operating Officer and Executive Vice President, sent out a letter to all Vice Presidents, Area Operations District Managers, telling them to *give the Food Drive [their] full support.* If you need a copy of either one of these letters they can be found on pages 2 and 3 of the *2016 Food Drive Coordinators Manual*, available on the NALC web site at:

<https://www.nalc.org/community-service/food-drive/body/FINAL-Coordinators-Manual.pdf>

If you anticipate the need for extra equipment because of the food drive, discuss this with management well in advance so arrangements can be made. Some offices use the white plastic flat tubs in delivery vehicles to store collected food. Make sure there are adequate supplies of these tubs if that's what you use.

It may only take a quick phone call from your postmaster/manager to the distribution plant to make this happen, but you don't want to delay making that request. In some offices, you may be able to accomplish this through a simple conversation with our clerk or mail handler colleagues. The point being,



make sure there is plenty of empty equipment on hand to accommodate the food when it's brought back at the end of the day. Extra hampers, plastic flat tubs and APC's are often in short supply, so don't wait for someone else to make this happen. Be an activist and take care of it. —Be sure you plan ahead.

Determine the plan of how collected food will be transferred from the carriers, upon their return to the office, with your manager well in advance of the food drive. We are all doing double-duty on May 14, and a good plan for handling both tasks at the end of the day will make things go much more smoothly. Making the day run smoothly is also making it more enjoyable.

The national business agent can be a resource should issues occur.

Likely your branch's food drive coordinator has been doing his/her job, and many of the points covered in this article are being addressed. However, there always seems to be a detail here or there that is missed, and it takes even greater effort to fix it after the fact. Communicating details with your local coordinator and manager is probably the most important part of making it easy for everyone.

And lastly, make sure every carrier knows their efforts are recognized and appreciated. When the day of double-duty is over, most carriers know they've done a good thing. Generally, carriers don't need a pat on the back for having made the extra effort, but it does go a long way toward planting the seeds for next year. Your hard work preparing to make this year's food drive a success will also make it easy for everyone else who participates. If doing double-duty is

made easy this year, then that sows the seeds of success for next year -- the 25th year for letter carriers to put food on America's tables.

Converting to career

(Continued from page 9)

- Participation in TSP is voluntary, but upon conversion letter carriers are automatically enrolled and 3% of their base pay will be deducted and deposited in their account, unless they elect to change or stop contributions.
- To increase, decrease or cancel contributions to TSP, carriers must go to the USPS LiteBlue website and Postal EASE; to change allocations, carriers have to go to TSP.gov once they've received their account number and password.
- Some contributions are tax-deferred.
- When converted to full-time status, CCAs who participated in the NALC CCA Retirement Savings Plan

may transfer their savings to TSP. The surrender charge will be waived in this instance only.

Finally, stewards should also remember to talk to newly converted career letter carriers to make sure they know and/or understand the rights we sometimes take for granted. Examples of these include seniority, leave (annual, sick, FMLA, dependent care, bereavement and leave sharing), holiday pay and overtime (signing overtime desired list).

For quick reference, all of the information in this article can be found on the NALC website under either the *Members Benefits, Resources for New Members* tab or the *Workplace Issues, Resources* tab. In addition to the information on the website, the November 2015 *Postal Record* includes an article by the Director of City Delivery that details these benefits.

Remember, keeping everyone informed about the rights and benefits enjoyed by NALC members not only helps our brothers and sisters individually, but it also helps build solidarity and support for our great union.



COMPENSATION

Grieving OIG overreach

When a letter carrier files a claim for an on-the-job injury, federal law allows all interested parties: the claimant, the Postal Service and the Office of Workers' Compensation (OWCP), to engage in a non-adversarial process collecting the facts surrounding the injury, so a decision can be rendered.

The Federal Employees Compensation Act (FECA) (5 USC 81) gives OWCP authority to implement regulations (20 CFR Part 10) governing on the job injury claims. The Postal Service is subject to those OWCP regulations, and violations by the Postal Service of OWCP regulations may be grieved.

National agreement article 21.4 incorporates FECA and its implementing regulations into the contract. Article 19 incorporates USPS handbooks and manuals into the contract, including ELM and Handbook EL-505 *Injury Compensation*.

Two OWCP regulations give agencies, including the Postal Service, limited authority to be involved in OWCP claims development.

20 CFR 10.118 regulates employer participation in the claims process.

(a) The employer is responsible for submitting to OWCP all relevant and probative factual

and medical evidence in its possession, or which it may acquire through investigation or other means. Such evidence may be submitted at any time.

(b) The employer may ascertain the events surrounding an injury and the extent of disability where it appears that an employee who alleges total disability may be performing other work, or may be engaging in activities, which would indicate less than total disability. This authority is in addition to that given in 10.118(a). However, the provisions of the Privacy Act apply to any endeavor by the employer to ascertain the facts of the case (see 10.10 and 10.11).

(c) The employer does not have the right, except as provided in subpart C of this part, to actively participate in the claims adjudication process.

The regulations in 20 CFR 10.118 are also found in ELM 545.76.

20 CFR 10.506 limits Postal Service monitoring of injured worker's medical care.

The employer may monitor the employee's medical progress and duty status by obtaining periodic medical reports. Form CA-17 is usually adequate for this purpose. To aid in returning an injured employee to suitable employment, the employer may also contact the employ-

ee's physician in writing concerning the work limitations imposed by the effects of the injury and possible job assignments. (However, the employer shall not contact the physician by telephone or through personal visit.)

When such contact is made, the employer shall send a copy of any such correspondence to OWCP and the employee, as well as a copy of the physician's response when received. The employer may also contact the employee at reasonable intervals to request periodic medical reports addressing his or her ability to return to work.

As the regulations above indicate, the Postal Service has the responsibility to submit to OWCP, at any time, all relevant and probative factual and medical evidence in its possession, or evidence that it may acquire through investigation or other means. Regulations also restrict contact with the injured worker's attending physician.

Injured letter carriers who have filed a claim, or are receiving wage-loss compensation from OWCP, are subject to investigation by the USPS Office of Inspector General (OIG). Investigations can be requested by Postal Service personnel or initiated through periodic reviews by the OIG.

The OIG also uses a predictive statistical model developed to identify OWCP claimants with a

high probability of fraud, based on historical OIG OWCP claimant investigations. This tool was designed to assist investigators with case selection and development. The OIG claims that in FY 2014 the Healthcare Claimant data analysis risk model identified leads resulting in over 120 investigations.

The OIG has authority to conduct criminal investigations, including workers' compensation fraud, and its conduct of such investigations is not subject to OWCP authority. The OIG uses a variety of auditing and surveillance techniques to investigate fraud and abuse. Most injured workers do not know they are being investigated until the Postal Service calls them into an investigative interview, or the OIG confronts them.

The OIG is an agent of the Postal Service, and has no authority to violate the national agreement. For instance, if OIG agents interview an injured worker in furtherance of a criminal investigation, and in the process violates the Weingarten rule, that violation would be subject to the grievance procedure.

The OIG has made the argument that it is not a part of the Postal Service, but instead a stand-alone agency not subject to the provisions of the national agreement. Arbitrators have disagreed, ruling in favor of the union's assertion that OIG documents and videos are subject to disclosure.

While most investigations occur after a claim has been accepted, the Postal Service can controvert continuation of pay using the OIG investigative memorandum.

The FECA regulations regarding controversy are included in ELM 545.75.

ELM 545.75 Controversion Package

FECA limits agencies to written contact with claimant's physicians and requires agencies who contact employee physicians to provide copies of all correspondence to the claimant. This includes claim controversion.

Handbook EL-505 *Injury Compensation* Chapter 8.5 defines the requirement that the Postal Service notify the claimant of controversion or challenge.

EL-505 Chapter 8.5 Notifying the Employee of Controversion or Challenge —

Notify the employee, in writing, that his or her claim is being controverted or challenged...

bases its success on two criteria: a) discipline issued, and b) claims terminated or denied.

The Postal Service OIG *Fall 2015 Semi-Annual Report to Congress* cites 1,034 investigations resulting in 49 arrests, 49 convictions, and 266 administrative actions taken with a projected savings of \$11,883,094.

When OIG interviews a claimant's attending physician, and uses that interview as basis for criminal prosecution or discipline, then the OWCP regulations restricting agency agents from personal contact with an attending physician, and requiring copies of written contacts be sent to OWCP and the injured worker, do not apply. OIG authority to conduct criminal investigation is not subject to OWCP authority.

The Postal Service is subject to OWCP regulations and violations may be grieved

When the OIG makes personal contact with a claimant's physician under the guise of a fraud investigation, and then asks the physician to modify the claimant's work restrictions, it has violated both postal and OWCP regulations.

Sometimes, OIG confuses its investigative authority with agency claims development authority. This is not surprising, for two reasons: 1) agency claims development authority is couched in terms of investigation of circumstances in 20 CFR 10.506, and 2) OIG

However, when the OIG interviews the attending physician, and uses that interview as a basis to controvert or challenge a claim, then the OWCP regulations restricting agency agents from face to face contact with attending physician do apply. Because the OIG is an agent of the Postal Service, when it acts in furtherance of claims development, its actions are subject to OWCP authority – including restrictions on face to face contact with attending physicians.

When the OIG videotapes an injured worker and sends that video

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OIG overreach

(Continued from page 13)

to OWCP, then the USPS (through its agent, the OIG) is conducting claims development in the form of controversion or challenge. That is subject to OWCP and USPS regulations, including the requirement to notify the injured worker of the controversion or challenge.

Review of a recent grievance file places these concepts in stark relief. A letter carrier reported an injury and filed claim. OIG videotaped the carrier, interviewed the attending physician, showed him the videotape, and obtained a written statement. It then sent the videotape and results of the interview to OWCP. OWCP then denied the claim on the basis of the videotape and doctor's statement.

The OIG did not provide any investigative report, the video, or other results of the investigation

In this case, the union had an article 17/31 right to a copy of the video and notes because Postal Service agents (the OIG) conducted claims development. In the process, it violated OWCP and Postal Service regulations regarding face to face contact with an attending physician, and the obligation to notify of controversion.

In many cases, OIG's mixing of its investigative authority (not subject to OWCP regulations) and Postal Service claims development authority (which is subject to OWCP regulations) can result in murkiness. Often the OIG report and materials will be provided to management and result in discipline, and the report and materials will be sent to OWCP in support of controversion.

In this case, however, there was no murkiness. The investigation constituted pure claims development. The results of the investigation were not even provided to man-

regarding the contact with the attending physician.

The fact that Postal Service did not discipline or take other action -- and in fact the OIG did not even provide a report to the Postal Service -- constitutes strong evidence that the OIG improperly mixed its authority to conduct a criminal investigation with the Postal Service's limited authority to conduct claims development.

In other words, when the Postal Service (or its agents) conduct claims development, OWCP rules apply. One such rule is a prohibition on face-to-face contact with a physician. OIG arguably violated that rule when it interviewed the attending physician, and then used that interview only for claims development, not for discipline or other Postal Service administrative use.

Often when the OIG gets involved in an OWCP claim, contractual violations occur. To assist the injured worker in grieving the violations, grievance officers will need to file a comprehensive article 17/31 request with the Postal Service.

Claimants and OWCP representatives often find OIG investigative documents in OWCP claim files where the claimant had no idea an investigation had occurred. When investigating possible violations by the OIG, grievance officers need to work closely with the claimant in requesting documents.

In 2014, the Postal Service entered into a tri-party agreement with OWCP and the National Labor Relations Board to adjudicate union requests for OWCP claim information. The grievance of-

The OIG is an agent of the Postal Service and has no authority to violate the national agreement

to USPS management. Management did not issue any discipline or take any other administrative action. The union requested a copy of the videotape and OIG notes of interviews. The Postal Service refused. The Postal Service argued it had no obligation to provide them to the union under article 17/31 because no discipline or other administrative action was issued or taken by USPS.

agement; they were only sent to OWCP.

The grievance file reflects that the union asked for both the OIG videotape and the OIG notes of interviews. It is also clear that OWCP relied on the videotape and the OIG interview of the attending physician to ultimately deny the claim. While the video evidence was necessary for the case, the OIG investigative report contained the information

OIG overreach

(Continued from page 14)

ficer needs to submit a Privacy Act waiver signed by the claimant, and wait up to 30 days for a decision on the request. The Privacy Act waiver is available on the *Injured on the Job* section of nalc.org.

Claimants and their designated OWCP representatives can request electronic copies of OWCP files by writing the OWCP District Director. OWCP will normally send a copy of the file on CD in two to three weeks. OWCP District Director contact information can be found at: <http://www.dol.gov/owcp/contacts/fecacont.htm>

ECOMP is the best way to request a claim file from OWCP. Information on ECOMP is available on the *Injured on the Job* section of nalc.org. Requesting the claim file directly from OWCP is faster than waiting for the Privacy Act request from the Postal Service. Grievance officers and injured workers should contact their NBA or RWCA if they need further assistance with OIG grievance investigations.

Injured workers may have undergone physical therapy that exceeds medical restrictions comparable to those alleged in OIG investigations. Grievance officers should get physical therapy notes and consider interviewing the physical therapist about the claimant's exercises. It may be worthwhile to videotape the claimant's physical therapy session for comparison with the OIG evidence.

Grievance officers should request the following using 17/31 information requests when investigating a grievance involving

OIG intervention in an OWCP case:

- Copies of any and all OIG ROIs (Reports of Investigation)
- Copies of any and all IMs (Investigative Memorandums) from the Postal Inspectors
- Copies of any and all notes and reports of interviews and investigations conducted by the OIG or OIG WCAs (Workers' Compensation Analysts)
- The names of any and all physicians or health providers contacted by the OIG or OIG WCAs
- All audio and video, edited and unedited, taken by the OIG or any WCA under contract with the OIG
- Copies of any and all communications and correspondence involving the grievant (written, electronic, phone logs) between the OIG and the Postal Service (including both the local level and the District level)
- Copies of any and all OIG investigative logs that involve the grievant, including any and all investigative logs maintained by any WCA under contract with the OIG (the union understands that the OIG may redact from the requested logs information connected with investigations that do not involve the grievant)
- Un-redacted copies of all contracts between the OIG and WCA's involved in the case, including any and all attachments to the contracts

- Copies of any and all communications (written, electronic, phone logs) between various levels of postal management
- Copies of all investigative interviews and notes conducted by management
- Copies of CA-17's from the Post Office and Health Resource Management (Injury Comp)

The following OIG-Related Decisions should be cited as needed:

M-01385

Step 4

June 15, 1999, E94N-4E-C 98037067

The first issue contained in this case is whether management violated the National Agreement when it telephonically contracted limited duty employees' physicians to receive information and/or clarification on a carriers medical progress. The second issue is whether management violated the National Agreement when it contacted limited duty employees' physicians to receive information and/or clarification on a carriers medical progress by letter and did not send a copy of the letter to the carrier.

During our discussion, it was mutually agreed to close this case at this level with the following understanding. The Office of Workers' Compensation Programs (OWCP), U.S. Department of Labor, issued new regulations governing the administration of the Federal Employees Compensation (FECA) effective January 4, 1999. The specific regulation that is ger-

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MDA national ambassador*(Continued from page 8)*

about it a bit, he realized doing something like this for a person who has already overcome so much would be a great way to spend his birthday. So he went skydiving with friends, despite his fear of heights and flying. Joe was securely strapped to his skydiving instructor for the jump. As he got ready to feel the wind on his face at 120 mph, he overcame his fear by shouting “YOLO!” (You only live once.)

My dream is to inspire all types of people to live beyond their perceived limitations and achieve the success inside them.

“For me, defying my limits isn’t about skydiving,” he says. “It’s actually the everyday, simple things — like getting around town on my own, getting dressed in the morning, working in my first job and going places with friends independently. That’s what “living unlimited” means to me.”

Joe’s quality of care and overall well-being has been enhanced by his relationship with MDA. As an ambassador, he gained public speaking skills, learned how to live with less help and reached a future beyond being cared for by family members. Letter carriers have helped make it possible for Joe, and others afflicted with muscular dystrophy, to live well past their original life expectancy, graduate from high school and college, and then get jobs and join

society as productive workers who give back to our communities.

Joe has a college degree; his current career is in public relations. He has just added to that work load by becoming MDA’s first adult goodwill ambassador. For Joe, this assignment is a great honor and one that he wished for when serving as a state ambassador in 2008. Much has changed since then. Joe wants MDA to do more with adults, since so many with muscular dystrophy now become adults. Joe also wants

his generation to understand MDA’s mission and be a part of that change. As MDA’s first adult National Ambassador, he is well on his way to making this happen.

Joe’s responsibilities as National Ambassador include attending meetings with sponsors to thank them, and spending time with other families impacted by muscular dystrophy to share stories and learn from each

other. Bringing awareness through a blog and other social media should help many others understand MDA’s mission.

To understand the impact of our fundraising efforts, you just need to ask someone with muscular dystrophy. Joe wants letter carriers to know that because of our fundraising efforts, he was able to become an adult who has learned how to “Live Unlimited” with MDA. He is living proof that MDA has made significant progress, and that he and others like him are ready to take on the world.

Because of our partnership with MDA, the NALC and its members who through either donation, participation in fundraising events or volunteer opportunities have helped Joe and many others live lives filled with travel, friends, camp, dancing, graduation, and successful careers when they reach adulthood. Much of this was not possible just a generation ago. Let’s continue to make dreams a reality for “Jerry’s Kids,” even after they grow up. ■



Joe goes skydiving

Documenting and proving

(Continued from page 2)

Gathering and presenting the evidence is important to a successful grievance. Documentary evidence contained in the file usually determines the outcome of a grievance. Quoting from the *NALC Shop Steward's Guide*, documentary evidence “*is where the rubber meets the road. ... It does not matter how articulate or persuasive the arguments of a case are written if the documentary evidence is not there to support them. Thus the saying: “It’s not what you say happened that counts, but what you can prove happened.”*”

Documentary evidence includes forms, documents, records, photographs, written statements, interviews and other tangible items that prove the facts of the case. For example, the “Overtime Desired” list is a basic document that can be used in an overtime violation case to establish the overtime preference of the letter carriers in the office. The *TACS Employee Everything Report* is a time record document that can be used to prove a non-overtime desired list letter carrier worked overtime on a route other than his or her own assignment.

Another example of documentary evidence would be a statement from a witness explaining exactly what he or she heard or saw. Statements should always be legible, signed, dated, and of sufficient detail to be relevant and helpful to your case. A common mistake is to include statements in the grievance file which do not support the union’s case or are illegible. When you submit a statement, you should also include the printed name (no nicknames),

title, and contact information for the person who wrote it.

In preparing the documentary evidence, stewards should review each fact they seek to establish in the grievance, and make every effort to ensure there is some sort of written or printed evidence establishing the fact. Sometimes a single piece of documentary evidence can be used to establish more than one fact, but you as a steward should leave no stone unturned, and you

A big part of telling the story in your grievance file is to make sure the file is complete, organized, and legible. Make sure all attachments, supporting documents, and other materials are arranged in an orderly manner. Ensure that photocopied material is legible, and pay particular attention to see that highlighted text or color documents are still legible when copied. Remember to make sure that information contained on the front and back of

You should always be able to answer the question, “What evidence do I have to prove a violation occurred?”

should take nothing for granted. No matter how simple and straightforward the case seems to you, the grievance file must contain facts and documentation proving the violation actually exists.

Often, grievances are appealed to other steps of the grievance procedure, such as Step B or arbitration, where the parties involved have no knowledge of local procedures, policies, circumstances, or individuals involved. When Step B or an arbitration advocate receives a grievance file, they should be able to read, comprehend, and process the grievance without any additional explanation. There should be a clear correlation between the evidence in the grievance file and the contentions that a violation of the National Agreement exists.

pages is copied on separate sheets of paper so only one sided copies are enclosed in the file. This is important so none of the evidence supporting your grievance is overlooked in the event it is appealed to other levels of the grievance procedure.

These measures are all part of building a strong foundation for each grievance you handle. Too often, union representatives end up with a weaker grievance because the case file is incomplete, illegible, lacks the proper evidence, or is difficult to follow along and understand. It is up to the steward to make sure this does not happen. Avoiding this kind of problem isn’t difficult if you use the tips above. Doing that will give you the best chance of achieving successful results from the grievances you prepare. ■

Training Seminars & State Conventions

Listed below are all training sessions, educational seminars, or state conventions currently scheduled. All dates are 2016. For more information on any event, please contact the appropriate business agent.

Region 1 - NBA Chris Jackson 714-750-1982
California, Hawaii, Nevada, Guam

April 8-9 California Joint Training; Westgate Hotel,
Las Vegas NV

May 28-29 Hawaii State Convention; Waikiki Marriott
Hotel, Honolulu HI

Region 3 - NBA Michael Caref 217-787-6545
Illinois

June 16 Steward Training; Crowne Plaza Hotel,
Springfield IL

June 17-18 Training Workshops; Crowne Plaza Hotel,
Springfield IL

October 2 Rap Session; Region 3 Training Center,
Lisle, IL

October 3-4 Fall Training; NIU Conference Center,
Naperville IL

Region 4 - NBA Roger Bledsoe 501-760-6566
Arizona, Arkansas, Colorado, Oklahoma, Wyoming

April 29-30 Colorado State Convention; Millennium
Harvest House, Boulder CO

April 29-30 Oklahoma State Convention; Best
Western Hotel, Lawton OK

June 17-18 Arkansas State Training; Austin Hotel, Hot
Springs AR

September 22-24 Region 4 Rap Session & Training;
Double Tree Hotel, Grand Junction CO

Region 5 - NBA Mike Birkett, 314-872-0227
Missouri, Iowa, Nebraska, Kansas

April 17-19 Nebraska State Convention; Quality Inn
& Suites Sandhill Convention Center, North
Platte NE

May 1-2 Kansas State Convention; Sheraton Four
Points, Manhattan KS

May 3-5 Iowa State Convention; Radisson, Daven-
port IA

June 5-7 Missouri State Convention; Tan-Tar-A Re-
sort, Osage, MO

October 17-19 Nebraska Fall Training; Hotel TBA,
Grand Island NE

October 25-27 Iowa Fall Training; Hotel TBA Coral-
ville IA

Region 6 - NBA Patrick Carroll 586-997-9917

Kentucky, Indiana, Michigan

April 18-19 Indiana State Convention; Doubletree
Hotel, Lawrenceburg IN

October 8-10 KIM Training Seminar; North Kentucky
Convention Center, Covington KY

Region 7 - NBA Chris Wittenburg 612-378-3035
Minnesota, North Dakota, South Dakota, Wisconsin

April 25-29 Regional Training Seminar; Radisson
Hotel, Roseville MN

May 20-21 Wisconsin State Convention; Hotel TBA,
Eau Claire WI

September 16-17 South Dakota Fall Training
Seminar; Hotel TBA, Deadwood SD

October 2-4 Minnesota State Convention; Cragun's
Resort, Brainerd MN

Region 9 - NBA Kenneth Gibbs 954-964-2116
Florida, Georgia, North Carolina, South Carolina

May 17-20 South Carolina State Convention; Em-
bassy Suites, Charleston SC

June 9-11 Georgia State Convention; Hotel TBA, At-
lanta GA

October 13-15 Florida Training Seminar; Doubletree,
Tampa FL

October 28-29 North Carolina Training Seminar; Ho-
tel TBA, Raleigh NC

November 5-6 South Carolina Training; Hotel TBA,
Columbia SC

Region 10 - NBA Kathy Baldwin 281-540-56274340
New Mexico, Texas

June 3-4 New Mexico State Convention; Days Inn &
Suites, Clovis NM

Region 11 - NBA Daniel Toth 440-282-4340

Upstate New York, Ohio

June 4-6 Region Training Seminar; Millennium Hotel,
Cincinnati OH

Region 13 - NBA Tim Dowdy 757-934-1013
Delaware, Maryland, Virginia, West Virginia,
Washington DC

April 14 Congressional Lobby Day; Hotel TBA,
Washington DC

May 1-3 Branch Office Regional Training; Hotel
TBA, Dover DE

September 18 OWCP Regional Training; Hotel TBA,
Washington DC

Region 14 - NBA John Casciano 617-363-9299
Connecticut, Maine, Massachusetts, New Hamp-
shire Rhode Island, Vermont

April 16-17 RAP & Training Session; Biltmore Hotel,
Providence RI

June 3-5 New Hampshire State Convention; Atti-
tash Summit Hotel, Bartlett NH

Region 15 - NBA Larry Cirelli 212-868-0284
Northern New Jersey, New York, SW Connecticut,
Puerto Rico, Virgin Islands

September 25-27 New Jersey State Convention;
Caesar's Atlantic City Hotel & Casino, Atlantic
City, NJ

OIG overreach

(Continued from page 15)

mane to the instant case is 20 CFR 10.506 which specifically prohibits phone or personal contact initiated by the employer with the physician. The EL- 505 Section 6.3 specifically states that the employee will be sent copies of such correspondence.

M-01628

USPS Letter

March 22, 2005

Please be advised that pursuant to the enclosed memorandum, certain types of work place investigations of employee misconduct are being transitioned to the Office of Inspector General from the Inspection Service. This transition will not restrict, eliminate, or otherwise adversely affect any rights, privileges, or benefits of either employee of the Postal Service, or labor organizations representing employees of the Postal Service.

M-01308

Pre-arbitration Settlement

July 14, 1997, E90N-1E-C 93048688

The issue in this grievance is whether management violated the National Agreement by failing to turn over requested postal inspection service notes and video tapes during the investigation of a grievance.

During our discussion, it was mutually agreed that the following constitutes full and final settlement of this grievance:

The USPS understands its obligation to release properly requested information to the union that is relevant and necessary for collective bargaining and/or contract administration.

C-28218

Regional Arbitrator Talmadge

April 30, 2009, B06N-4B-D 08387028

The OIG's sending the grievant's doctor a letter instructing him to refrain from disclosure for one year the matters discussed and the Union's inability to question the doctor created a significant hurdle for the preparation of the grievant's case.

C-28422

Regional Arbitrator Cenci

September 3, 2009

Denial of the grievant's Weingarten rights during the investigatory interview conducted by the OIG was not rendered harmless by a later PDI in which the grievant admitted to the conduct while represented by a steward. The investigation was fatally flawed when the grievant was not afforded his contractual rights during the investigatory interview conducted by the OIG. That meeting was the first time the grievant was questioned about his employment application and the denial of his rights at that stage could not be subsequently corrected.

While OWCP rules can be complex and difficult to comprehend, responding to OIG investigations places an additional burden on injured workers. Grievance officers should contact their national business agent or Regional Workers' Compensation Assistant when investigating cases of OIG overreach.

ACTIVIST

NALC

A NEWSLETTER FOR BRANCH LEADERS
 NATIONAL ASSOCIATION OF LETTER CARRIERS
 100 Indiana Ave. NW
 Washington DC 20001



Non-Profit
 U.S. Postage
PAID
 Washington, D.C.
 PERMIT NO. 2255

USPS BY THE NUMBERS

Operations

FY 2016 Q1	Number	Change from SPLY*
Total mail volume (Millions of pieces)	41,888	-1.9%
Mail volume by class (millions)		
<i>First-Class</i>	16,402	-2.2%
<i>Periodicals</i>	1,455	-3.5%
<i>Standard (bulk mail)</i>	22,090	-3.0%
<i>Shipping & Packages</i>	1,447	16.2%
<i>International</i>	2,455	2.1%
<i>Other</i>	290	-12.4%
Average days to delivery FY15 Q4		
First-class mail	2.6	
Package services	4.9	

*SPLY=Same Period Last Year

Finances

FY 2016 Q1 (millions)	Number	Change from SPLY*
<i>Operating Revenue</i>	\$19,347	3.3%
Operating Expenses	\$19,002	-2.4%
<i>Controllable Operating Income</i>	\$1,257	
PSRHBFB Expenses	\$1,450	
<i>Workers' Comp adjustments</i>	-\$196	
Net operating loss	\$307	

Employment

2016 - PP2	Number	Change
City carrier career employment	167,987	2.3%
<i>Full Time</i>	166,709	2.9%
<i>PT Regular</i>	534	-6.1%
<i>PTF</i>	734	-53.9%
City Carrier Assistant 1	32,269	-7.9%
City Carrier Assistant 2	6,845	-7.9%
City carriers per delivery supervisor	13.3	
Career USPS employment	497,133	2.1%
Non-career USPS employment	150,662	0.9%