

ACTIVIST

NALC

A NEWSLETTER FOR BRANCH LEADERS OF THE NATIONAL ASSOCIATION OF LETTER CARRIERS
VOL. 24, NO. 3 Summer 2011

Dispute Resolution Process Intervention

As the 20th Century drew to a close, the USPS and NALC had long recognized that too many grievances had been piling up for too long, clogging the grievance system and delaying decisions, appeals and arbitrations. These backlogs, sometimes five years or longer, weakened contract compliance, delayed justice for aggrieved letter carriers, and led to much ill will between the parties.

The accumulation of unresolved disputes was costly to both parties, monetarily as well as to their relationship. Worse, it diverted the parties' attention from our shared long-term interests of maintaining a viable and successful Postal Service, good, secure jobs for letter carriers, and first-rate service to the American people.

Therefore, in early 1998, after months of discussions, the NALC and USPS forged an experimental "revised dispute resolution process" which was tested for two years in 19 USPS districts around the country. The Dispute Resolution Process (DRP) represented a sweeping redesign of the Article 15 grievance procedure that had been used by the parties for almost three decades. It was designed upon the principles of swift resolution of disputes at the lowest

level, enhanced fairness and consistent compliance with the contract through educational decisions.

The DRP was a resounding success in the test sites. In most postal districts, grievances were resolved quickly, fairly, and consistently, greatly reducing the number of grievances appealed to arbitration. Based on this, the parties agreed to roll the process out to all districts nationwide. With the signing of the 2001 National Agreement, Article 15 was rewritten to incorporate the new DRP procedures.

In addition to making the DRP part of the contract; the parties recognized that its continued nationwide success depended on the successful operation of the process at each level. They agreed to establish an oversight and intervention process that would allow the parties to identify locations that were not having the expected level of success and to take the appropriate steps to get them back on track. As a result, the parties jointly developed the DRP Intervention Process and signed a series of joint memos describing it. In summary, these memos state the following:

Purpose

To provide a timely, proactive and instructive joint response to local issues which prevent the local parties from identifying, documenting, discussing and resolving non-interpretive disputes within contractual time limits. In essence, the intervention process is to find out why the DRP is not working in certain

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Don't be shy . . .

If you don't know, ask

It happens to all of us. Whether you're a steward, branch president, Step B representative or even an arbitration advocate, there are times when you need some help. Maybe not help in the physical sense, but help in the form of guidance, research or just a sounding board.

You're clicking along prepping a grievance case and all of a sudden you hit a brick wall. What else do I need to put in the file? Did I make all the right arguments? What will management argue and how do I defend against it? Could this issue be interpretive? These are all very good questions. Questions that may require you seeking the assistance/guidance of someone with a little more experience. Well, luckily for you, the NALC has what you need!

Because supervisors, managers and even postmasters rely on their very limited experiences to make their decisions, sometimes it seems like a miracle that we ever get anything resolved. They may not know where to turn or who to ask for assistance, or they are afraid that they will look bad to their superiors if they ask questions. Pretending to know all about the issue versus actually knowing about the issue are two different things.

While the USPS information highway gets bottlenecked, we are cruising in the fast lane. The NALC has a network of highly motivated, dedicated people available to field your questions and give you the right answer. You'll notice that I

said "right answer" as opposed to "an answer." To clarify, the answer you get may not be the answer you would like to hear, but it will be correct.

Resources available

The resources that are available to you are vast and proven over years of use. Whether you seek your guidance from a branch leader (in your branch or another branch) or you speak to your NBA's office, take comfort in knowing that those committed individuals are at your disposal. By starting with the next higher level and working your way up to the NBA's office, you will not only keep everyone in the loop, but you will get the added bonus of gaining a new perspective of the issue. Inasmuch as knowledge is power, the more knowledge you obtain, the more power you have to represent our members.

So, now you know the right people to talk to, why stop there? The NALC has a long history of arming our members with information. There are a number publications (like the one you're reading now), *The Postal Record*, past issues of *The Advocate* and others, that place invaluable information right at your fingertips. Additionally, a world class website is a mouse click away. Rest assured that a lot of time an effort has gone into providing you with all possible tools necessary to be effective.

OK, so you're tired of reading and your computer crashed. What about attending a branch meeting,

state training session or a regional training session? Lots of good information is being put out there too! Not only can you gain a better understanding of issues covered in the training sessions, it's a great time to network with others who may be able to help you in the future.

Share the wealth

Once you have a handle on how to get information, and you have attended your branch meetings, plus state and regional training sessions, your brain is full with all the information you have gained. Time to empty and refill! Remember, the train runs both ways. In much the same way you gained information, you should be passing information

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Fredric Rolando, President



© 1

Documentation . . .

The key to building quality case files

The most important part of any grievance is the contents of the case file. The case file should include documentation to support all the relevant facts of the case. In a contract case, the union bears the burden of proving that the alleged contract violation happened by providing evidence in the form of statements, postal forms and other documents.

The Dispute Resolution Process is designed to resolve issues at the lowest level possible. In order to give your grievance the best chance of success as well as a chance to be resolved at the lowest level possible, it is important to determine the relevant facts and obtain the documents supporting each fact before the Informal Step A meeting.

Never assume that anyone knows anything about the facts of your grievance. Be as detailed as possible. Always prepare every case file as if the case is going all the way to arbitration, even if you think the grievance will be settled at a lower step in the process. If the grievance is appealed to Step B, the Step B team will likely have no knowledge of what goes on in your office. No fact is too small to include if it is relevant to the case.

Simplify the process

Building a case file can seem overwhelming especially to a new shop steward, so here are some tips for simplifying the process.

People are required to document facts all the time in everyday life. It

is a simple concept. For example, let's say you are asked to document your birthday. You could use your driver's license or birth certificate to document the day you were born. What if you need to prove that you own the car you are driving? A

tract violation occurred. Each case is different, so be sure to determine every relevant fact and what documents prove each fact before moving on to the next step.

After you have determined all the facts, the next step is request-

No fact is too small to include if it is relevant to the case.

copy of the vehicle's title or registration would support this fact. The process of documenting facts in a grievance file is no different than these examples.

The first step is to determine the relevant facts that you need to prove and what documents will prove them. Let's say you have a possible daily overtime violation in which a letter carrier not on the overtime desired list was forced to work overtime when a letter carrier on the overtime desired was available to work the overtime.

You need to prove who is on the overtime desired list and who is not. A copy of the overtime desired list would prove this fact. You would also need to prove the amount of overtime worked by each letter carrier and on what assignment it was worked. The TACS Employee Everything Reports for these letter carriers would show this information.

These are just some of the facts that would be needed to show a con-

tract violation documenting each fact. Article 17, Section 3 and Article 31, Section 3 of the National Agreement give shop stewards the right to obtain information. In the above example, you would request a copy of the current overtime desired list, the TACS Employee Everything Reports, and any other documents you need to prove the facts of your case.

Informal Step A

Now you are ready to discuss the case at the Informal Step A meeting. Hopefully, the documentation will provide a road map to resolution. If a resolution is not reached, forward all the documentation along with the PS Form 8190 to the NALC Formal Step A representative.

Article 15, Section 2, Formal Step A (d) of the National Agreement states in relevant part:

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Failure to comply . . .

Not the end of the game

Two recent Regional Arbitration Awards point the way towards not giving up when management fails to live up to an agreement. Case number one out of the Compton, California Post Office involves managements failure to adhere to settlements by the Step “B” Team. In case no. F06N-4F-C 09141040 (C-29339) before Arbitrator Jonathan A. Monat, the union was challenged by management’s repeated failure to make five Part-Time Flexibles (PTF’s) full-time. In June 2007 the Step B Team issued a decision ordering PTF’s to be compensated. The local union filed another grievance in

full-time. According to the Manager of Labor Relations, only the Complement Committee, of which he was a member, had could authorize the conversion of PTF’s to full-time employees.

In response to management’s allegation, Arbitrator Monat states:

There is a conflict between Mr. Marney’s claim that authority for conversion rests with the Complement Committee while local management and the Union have the authority to settle grievances under Article 15. The Union correctly argued that Article 15.2 requires Formal Step

all parties as the mutually agreed upon interpretive document for the NA [national agreement].

In other words, the contract, and not the Complement Committee, has the final say.

Arbitrator Monat then turns to the question of remedy, which includes the years that have passed and management’s continued failure to adhere to previous Step B decisions. In crafting a remedy Arbitrator Monat states:

This case has been in the dispute resolution process for almost four (4) years during which time the Step B Team issued two decisions finding against management. Management complied only with part of the remedy of the second decision, the payment of the \$250 lump sum payment. Local management determined the PTFs should be converted but was improperly overruled by higher level management. Management continues to benefit from its continuing violation from the point at which conversion should have occurred. It has made the legitimate argument that withholding prevented conversion. There have been serious economic pressures on the Postal Service, those pressures do not mitigate or obviate its obligation to comply with contractual requirements and prior DRT decisions.

Each carrier denied conversion to Full-time Flexible has suffered harm in wages, seniority

The arbitrator makes clear that excuses will not be accepted when the party has a contractual responsibility to fulfill.

August 2007 for failure to comply with the prior decision. That grievance was subsequently upheld by the Step B Team. In November 2007 the union filed the grievance under discussion here for management’s failure to comply with previous decisions.

One of management’s primary arguments in this case was that local management did not have authority to convert employees to

A designees to fully develop the file which was done at the direction of the Step B Team. More importantly to this case, Article 15.2 states that at Formal Step A, “the grievant shall be represented by a steward or Union representative who shall have the authority to resolve the grievance... The installation head or designee also shall have authority to resolve the grievance in whole or part” (JCAM, 15-5). The JCAM is binding on

and its benefits, retirement contributions and other aspects of holding a full-time position with a 40-hour guarantee. The Union has been harmed by the violation of its negotiated rights under Articles 7 and 15. The remedy must reflect the seriousness of the violation without being punitive, at least in economic terms, because of the extended period involved. Management cannot benefit unfairly from using its internal processes to delay compliance with legitimate remedial orders. The Step B Team clearly found that management was culpable for this violation.

The Arbitrator ordered that management immediately convert the five PTF's to full-time and pay each of them another lump sum payment of \$250.

In the second case, Arbitrator Donald J. Barrett had previously sustained two cases involving the National Reassessment Process (NRP). The arbitrator's previous awards involved return to duty orders that management failed to adhere to. In case nos. B06N-4B-C 08396202 & B06N-4B-C 09087694 (C-30039A&B) Arbitrator Barrett was faced with claims by the union that management failed to fully implement his previous awards. Management claimed that they were unable to fully comply due to circumstances beyond their control. Both cases involved back pay, but one required full backpay, while the other employee had retired and was awarded the difference between her retirement pay and that of her postal salary.

Arbitrator Barrett discusses the issue of delay by the Service stating:

The Service's advocate argues that initially he was on leave when the awards were

received at the Boston office. He offered that a labor relations specialist informed him of its arrival and offered to open the envelope(s) but he instructed the person to leave it for his return. The advocate also adds that it would have been illegal for anyone else to open same. Whatever procedures may be in place within this structure is of no business of the arbitrator; however the responsibility remains with the Service no matter the leave status of one person to continue to function appropriately. I do not find this to be a viable reason for the initial delay.

Next the Service offers that due to the complexity, and highly unusual demands of the award (s), and the fact that the organizational changes has created a vacuum of experienced official personnel to respond appropriately, it was necessary to seek guidance beyond the Boston District, and initially there was confusion as to who had specific responsibility for doing so.

Arbitrator Barrett continues:

The Service is a national institution that subscribes to a national bargaining agreement which states in relevant part, "All decisions of an arbitrator will be final and binding." (See Article 15.4.A.6) To allow delay, or interruption of the implementation of a binding decision due to the unfortunate, and sometimes unavoidable level of inexperience of those charged with fulfilling that responsibility would not only be unfair, but unjust. To argue that responsible officials, because they were unfamiliar with the procedures to implement a lawful process should be given a greater understanding, and therefore a pass may be equivalent of an inexperienced union steward, unfamiliar with the grievance procedure filing a

grievance long after the fourteen day time frame imposed upon the parties, and then seeking forgiveness due to that inexperience, and the ability to proceed to arbitration successfully. While the analogy may be debatable, the fact is that the institutional responsibility remains and the individual remains responsible to it, to its terms, conditions, implementation of its provisions, and in this matter, the fulfillment of the final and binding decision.

The arbitrator makes clear that excuses will not be accepted when the party has a contractual responsibility to fulfill. The remedies that Arbitrator Barrett imposed on management include: providing the grievants with competent counseling to assist them in deciding whether to return to duty or remain in a retired status, paying all monies owed to them, and paying the local branch \$1,000 to cover costs incurred by rehearing the matter. Finally, the arbitrator required that the award be fully implemented within 21 days of receipt of the award; failure to comply with the 21 day rule will result in an additional payment of \$100 per day to each grievant until management complies.

As the above awards make clear, Article 15 of the National Agreement is not without teeth. Arbitrators understand the import of following settlement agreements in a timely manner, whether the order comes from an Arbitrator, or the Step "B" Team. When faced with a management failure to follow a settlement agreement, the union should always consider whether an appropriate course of action would be to grieve management's failure to comply.

DRP intervention process*(Continued from page 1)*

locations and to help get them back on track.

Responsibility

The NBA's and Area Managers of Labor Relations (AMLR's) are responsible for monitoring the Step B Teams within their jurisdictions and when certain conditions are present that indicate there may be problems, they are to investigate and determine the cause.

To achieve this goal, both parties have put in place methods for monitoring each Step B site. On the NALC side, the NALC Step B Team member provides a weekly report to the NBA regarding the Team's caseload, decision rates, timeliness issues and other factors. The USPS Step B Team member provides similar information to the AMLR. If necessary, the NBA will call the Team to clarify what the issues might be or to seek further information regarding them. These reports are also forwarded to NALC Headquarters where the Teams' workloads are monitored nationally. When warranted, the parties will jointly agree move cases from an overloaded team to another Team who is experiencing a lighter workload at that time.

Indicators

In order to monitor the process, the parties established seven criteria, or indicators, which they have agreed point to a need for the NBA and AMLR to take a closer look at what's going on. These are:

1. A steady increase in grievance activity at Steps A or B.

In such situations, the parties are to compare data over a period

of time and to look at internal and external influences that may have been a contributing factor, such as a work method changes like FSS Implementation, changes in leadership on either side, or pressure from constituencies like higher level managers or the workroom floor.

2. Grievance processing delays at Step A or B.

One of the most important goals of the DRP is the timely resolution of disputes. Grievance procedure time limits are to be adhered to and extensions or delays are to be the exception rather than the rule. If there are more than occasional delays at Step A or B, the reasons need to be examined and steps taken to correct this.

as well. Something occurring twice over a 12-month period does not a pattern make.

4. Step A files not properly prepared.

Grievance case files missing important elements can lead to unsatisfactory decisions at Step B or cause a delay in the resolution when the case is remanded to Step A. Overall as well as local remand rates are looked at to determine the scope of the problem and narrow the focus before getting to the root cause. Is the incompleteness of the file due to the inexperience or lack of knowledge of the local Step A parties, or are there other factors in play which cause the files to be appealed with key documents and other information missing?

The NBA and the Area Manager of Labor Relations are ultimately responsible for ensuring that the DRP is functioning in their respective jurisdictions.

3. Reoccurring grievances at Step A or B.

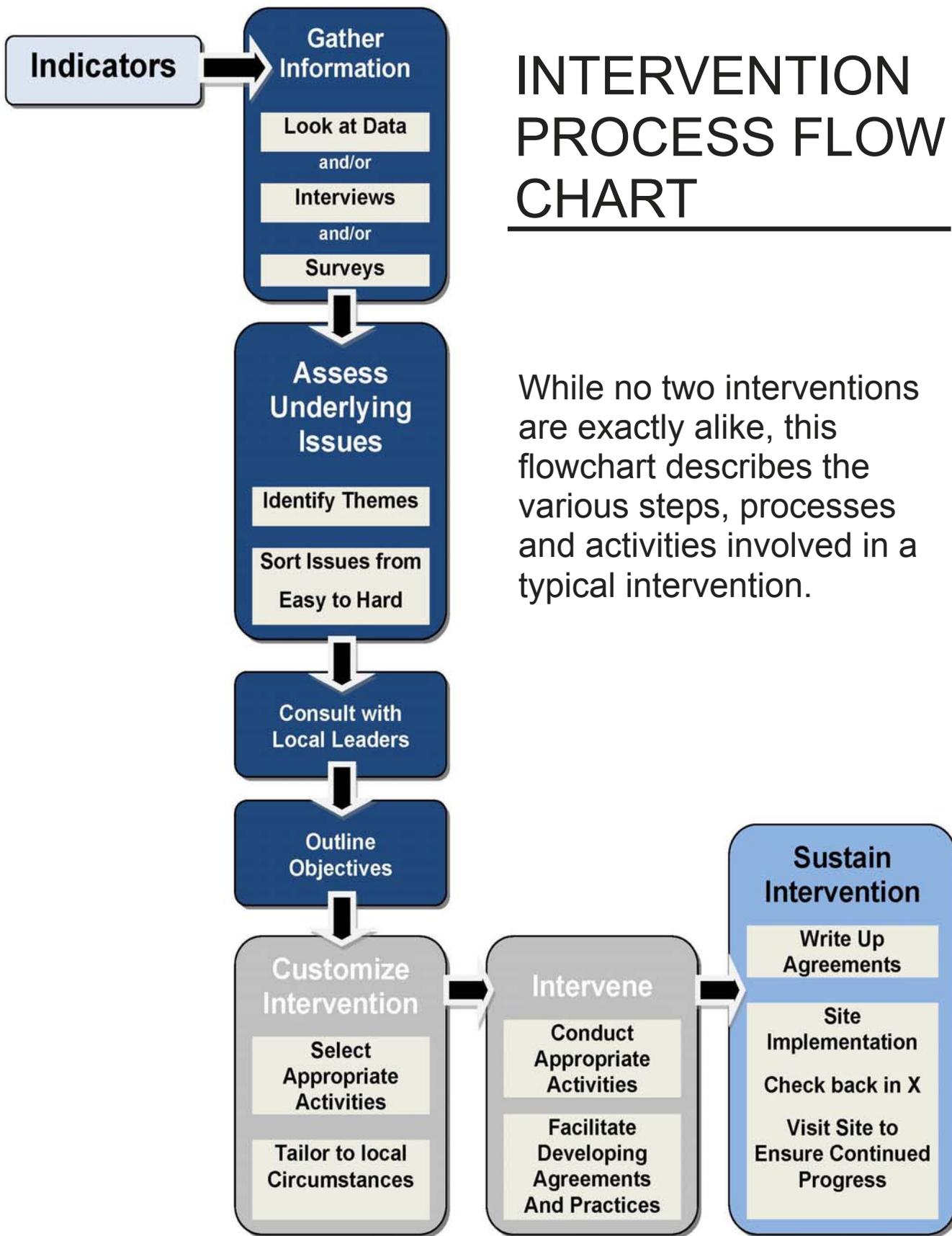
When the same or similar grievances keep arising over and over again in the same location, this indicates further investigation needed. The parties will look at the case to determine if they are repetitive disputes over a previously resolved issue(s) and are not fact specific. The frequency of the dispute is an aspect to be factored

5. Step B resolution rate below 80%.

The fact that the Step B Team is not resolving most of the cases they receive could be an indicator of a problem. The NBA's and AMLR's are tasked with reviewing their Teams' resolution rates on at least a quarterly basis to ensure they are resolving at least 80% of the cases appealed to them. They should look beyond the mere numbers to see

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INTERVENTION PROCESS FLOW CHART



While no two interventions are exactly alike, this flowchart describes the various steps, processes and activities involved in a typical intervention.

M-01769

Mr. Fredric V. Rolando
President
National Association of Letter
Carriers, AFL-CIO
100 Indiana Avenue, NW
Washington, DC 20001-2144

Re: Q06N-4Q-C-11022051
Class Action
Washington DC 20260-4101

Dear Mr. Rolando:

Recently, our representatives met in prearbitration discussion of the above-referenced grievance.

The issue in this grievance is whether the office efficiency tool used to project office and street time in the Greater Indiana District violates the National Agreement.

After reviewing this matter, we mutually agree to settle the grievance as follows:

The subject office efficiency tool is a management tool for estimating a carrier's daily workload. The office efficiency tool used in the Greater Indiana District or any similar time projection system/tool(s) will not be used as the sole determinant for establishing office or street time projections. Accordingly, the resulting projections will not constitute the sole basis for corrective action. This agreement does not change the principle that, pursuant to Section 242.332 of Handbook M-39, "No carrier shall be disciplined for failure to meet standards, except in cases of unsatisfactory effort which must be based on documented, unacceptable conduct that led to the carrier's failure to meet office standards." Furthermore, as stated in the agreement for case H1N-1N-D 31781, "there is no set pace at which a carrier must walk and no street standard for walking."

Projections are not the sole determinant of a carrier's leaving or return time, or daily workload. The use of any management created system or tool that calculates a workload projection does not change the letter carrier's reporting requirements outlined in section 131.4 of Handbook M-41, the supervisor's scheduling responsibilities outlined in section 122 of Handbook M-39, or the letter carrier's and supervisor's responsibilities contained in Section 28 of Handbook M-41.

This settlement is made without prejudice to the parties' rights under the National Agreement.

Please sign and return the enclosed copy of this decision as acknowledgement of our agreement to resolve this case, removing it from the national arbitration docket.

Time limits were extended by mutual consent.

Sincerely,



Alan S. Mobre
Manager
Labor Relations Policy
and Programs



Fredric V. Rolando
President
National Association of Letter
Carriers, AFL-CIO

Date: 9-16-11

National level dispute settled

The NALC and the USPS have settled a national level interpretive dispute over management's use of an "office efficiency tool" developed in the Greater Indiana District. This settlement has been assigned Materials Reference System (MRS) number M-01769 (for the text, see page 8.). It is available on the NALC website at nalc.org on both the City Delivery and MRS pages.

A 2007 settlement (M-01664) protected Letter Carriers from management's use of Delivery Operations

tem/tool(s) will not be used as the sole determinant for establishing office or street time projections." (emphasis added)

The terms of this settlement are applicable to any management time projection tool. Shop stewards are advised to consider citing violations of this settlement in all grievances concerning management's use of office and street time projections. M-01769 may also be applicable to management's use of Managed Service Points (MSP) data to issue per-

Documentation

(Continued from page 3)

*"The parties' representatives shall cooperate fully in the effort to develop **all** necessary facts, including the exchange of copies of **all** relevant papers or documents in accordance with Articles 17 and 31."* (emphasis added)

Not only is it in the best interest of both parties to include documents to support their respective positions, the National Agreement requires the parties at Formal Step A to develop all necessary facts and exchange all relevant documents. In order to do this, the parties on both sides of the table must determine which facts are relevant and have documents to support each fact. This process begins with the shop steward well before the Informal Step A meeting.

The Formal Step A representative will have all relevant facts and documentation in hand. He or she will be in a better position to fully develop and discuss the facts of case at the Formal Step A meeting.

Well documented case files increase the chance of success on any grievance. First, determine what the relevant facts are and what documents you need to support each fact. Next, request the documents you need. Finally, share all the facts and documentation at the Informal A meeting. Building a quality case file this way will increase the chance of resolving a grievance at the lowest level possible. It will also put the union in a much better position to argue our case should the grievance be appealed to Step B or to arbitration. ■

New interpretative step settlement strengthens letter carriers' protection from management's time projection

Information System (DOIS) projections. M-01769 extends similar protections to the "office efficiency tool" that was the subject of this particular grievance. Additionally, M-01769 provides these same protections from any other tools and/or systems currently being used and those developed in the future to project office and street times. The settlement states in relevant part:

"The office efficiency tool used in the Greater Indiana District or any similar time projection sys-

formance related discipline or other forms of improper use of MSP data. For example, management's projected intervals between scan points is a form of street time projections, which are covered by M-01769. In such cases, Shop stewards should consider using M-01769 in conjunction with the March 13, 2002 national level settlement on MSP (M-01458). ■

DRP intervention process

(Continued from page 6)

why the resolution rate is so low and take appropriate action where necessary.

the NBA and AMLR (or their designees) will contact the local parties to define and discuss the issues to be addressed and any

DRP's continued success depends on the successful operation of the process at each level

6. Step B decisions not educational.

Step B Decisions should educate the local parties so they can resolve future disputes locally and prevent future violations and frivolous grievances. The NBA's and AMLR's read, or assign staff to read, every Step B decision and give regular feedback to the Teams to monitor for repetitive violations due to unclear decisions.

7. Arbitration Cases not scheduled within 120 Days.

The parties agree that impasse cases should be scheduled promptly. The NBA's and AMLR's are to see that cases are scheduled for hearing within 120 days of being impasse and to take necessary steps to maintain this goal.

The NBA's and AMLR's are jointly ultimately responsible for ensuring that the Dispute Resolution Process is functioning properly in their respective jurisdictions. When any of the above indicators are present, they are to jointly determine what the underlying issues are and may collect additional data and consult with the local parties in order to do so. If intervention activity is warranted,

additional data collection that may be needed.

Intervention – how it works

The essential elements of an intervention include:

- An assessment of the underlying causes
- A time line for completion
- Specific goals and expectations
- A recording of agreements between the parties
- Encouraging the local parties to develop practices that support desired conduct.

A diagram of the intervention process can be found on page seven.

In the next issue of the *Activist*, we will discuss the nuts and bolts of the DRP Intervention Process and look at some examples where the intervention process was used. ■

JARAP–2011

Route Adjustment Review Reminders

➔ If a route adjustment review is needed, the Local Office Contacts (LOCs) should request a review within 120 days of the day the adjustment was implemented.

➔ The LOC should fill out a “Spring JARAP 2011 – Review Request Form” (M-01761) and send it to your national business agent. This form is available online at <http://nalc.org/depart/cau/pdf/mrs/M01761.pdf>.

➔ If the zone was evaluated but no adjustment was made, the LOC may still request a review. However, the 120 day period begins the day the District Evaluation and Adjustment Team (DEAT) agreed to make no adjustment in the zone. If you are unsure of when your DEAT made this agreement, contact your NALC DEAT member or your NALC District Lead Team (DLT) member. If you do not know who your DEAT or DLT members are, contact your national business agent.

➔ If adjustments were implemented in the zone before August 22, 2011, the review period to be used will be September 1 – October 15, 2011.

➔ If adjustments were implemented in the zone after August 22, 2011, the review period to be used will be September 17 – October 29, 2011.

For more information on the route adjustment review process in JARAP – 2011, see the Director of City Delivery's column and “Contract Talk” section of the September 2011 *Postal Record* or contact your national business agent. ■

Training Seminars & State Conventions

Listed below are the training sessions, educational seminars, and state conventions scheduled for October—December 2011. For more information on any event scheduled, please contact your business agent. Regions not listed have not reported any training scheduled for this time period.

Region 2—NBA Paul Price, (360) 892-6545
Alaska, Utah, Idaho, Montana, Oregon, Washington
Oct. 30– Nov. 4 Regional Assembly, Coeur d’Alene, ID

Region 3—NBA Neal Tisdale (217) 787-7850
Illinois
Oct. 24-26 Regional Training Seminar, Peoria, IL

Region 4—NBA Roger Bledsoe, (501) 760-6566
Arizona, Arkansas, Colorado, Oklahoma, Wyoming
Sept. 30– Oct. 1 Regional Rap Session, Colorado Springs, CO

Region 5—NBA Dan Pittman, (314) 872-0227
Missouri, Iowa, Nebraska, Kansas
Oct. 29-30 Nebraska Fall Training, Grand Island, NE
Oct. 30–Nov. 1 Iowa Fall Training, Coralville, IA

Region 6—NBA Patrick Carroll (586) 997-9917
Kentucky, Indiana, Michigan
Oct. 8-10 KIM Region Seminar, Detroit, MI

Region 7—NBA Chris Wittenburg, (612) 378-3035
Minnesota, North Dakota, South Dakota, Wisconsin
Oct. 3-4 Minnesota State Convention, Brainerd, MN
Oct. 29-30 North Dakota State Convention, Fargo, ND
Nov. 5-6 Wisconsin State Convention, La Crosse, WI

Region 9—NBA Judy Willoughby, (954) 964-2116
Florida, Georgia, North Carolina, South Carolina
Oct. 28-30 Florida State Training, West Palm Beach, FL
Nov. 5-6 South Carolina State Training, location TBA

Region 10—NBA Kathy Baldwin, (281) 540-5627
New Mexico, Texas
Oct. 7-10 Region 10 Fall School, Albuquerque, NM

Region 12—NBA Bill Lucini, (215) 824-4826
Pennsylvania, Central and South New Jersey
Sept. 22-24 Pennsylvania State Convention, Erie, PA

Region 13—NBA Tim Dowdy, (757) 934-1013
Delaware, Maryland, Virginia, West Virginia, Washington DC
Oct. 9 Delaware State Convention, Newcastle, DE
Oct. 9-11 MD/DC State Convention, Ocean City, MD



If you don't know, ask

(Continued from page 2)
the other way. No matter at what level of the organization you are, it is your responsibility to mentor those that will follow in your footsteps. All the hard work you did, all the time you spent gaining knowledge, all the obstacles you faced will not only help you make better decisions. You'll also be able to help others in the union, continuing the NALC's tradition of making resources available to all. ■

Useful web site



To track all Congressional action on legislation of interest to letter carriers, go to:

<http://thomas.loc.gov>

Thomas is produced by the Library of Congress, and is designed to make federal legislative information freely available to the public. In one convenient location, you can find the text of all proposed legislation or a list of co-sponsors, and easily monitor Congressional action on any bill. ■

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 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 2011 - Postal Quarter 3	Number	Change from SPLY*
Total mail volume YTD (Millions of pieces)	126,072	-1.3%
Mail volume by class (YTD in millions)		
First-Class	56,160	-6.5%
Periodicals	5,379	-2.9%
Standard (bulk mail)	63,688	3.9%
Packages	496	0.1%
Shipping Services	1,134	3.9%
Workhours (YTD in thousands)		
City Delivery	300,512	-2.2%
Mail Processing	163,562	-4.5%
Rural Delivery	132,813	0.5%
Customer Service/Retail	114,140	-6.5%
Other	155,791	-1.5%
Total Workhours	866,818	-2.8%

*SPLY=Same Period Last Year

Finances

FY 2011 through Postal Quarter 3 (millions)

Operating Revenue	\$49,877	-2.4%
Controllable Operating Expenses	\$51,133	1.2%
Controllable Operating Income	- \$1,256	
PSRHBFB Expenses	\$4,125	
Workers' Comp adjustments	\$166	
Net operating loss	-\$5,547	

Employment

FY 2011 —Pay Period 15

	Number	Change from SPLY*
City carrier employment	180,086	-3.2%
Full Time	161,940	-3.5%
PT Regular	774	-7.1%
PTF	17,372	-11.9%
Transitional	6,389	-1.7%
MOU Transitional	7,793	-1.9%

City carriers per delivery supervisor 17.2

Career USPS employment	561,224	-4.4%
Non-career USPS employment	88,849	0.7%