New Employee Experience, Retention and Mentoring Program



MEMORANDUM OF UNDERSTANDING BETWEEN THE UNITED STATES POSTAL SERVICE AND THE

NATIONAL ASSOCIATION OF LETTER CARRIERS, AFT -CIO

Re: New Employee Experience, Retention and Mentoring Program

Pursuant to the Memorandum of Understanding (MOU) Re: City Delivery and Workplace Improvement Task Force, the parties agreed to conduct two pilot programs related to the onboarding, retention, and mentoring of new employees. These pilot programs, outlined in MOU Re: New Employee Experience and Retention Program and MOU Re: New Employee Mentoring Program, were agreed to in April 2021, and August 2021, respectively. The programs were subsequently combined and modified through an addendum in June 2022.

As a result of the testing and expansion of these programs within hundreds of offices throughout the country, as well as the proven success in the pilot sites, the parties agree to implement the New Employee Experience, Retention and Mentoring Program within all USPS installations in which city letter carriers work. All newly hired city letter carriers will be informed of this program as part of the education they receive at the Carrier Academy. The guidelines of the program are as follows:

New Employee Experience and Retention

Prior to leaving the Carrier Academy and reporting to their employing office, all newly hired city letter carriers will receive:

- Contact information for the applicable employing office, including the direct phone number/email address of the employee's immediate supervisor, the office phone number, address of the delivery unit, building access information, and the employee's reporting date and time.
- A defined work schedule for the employee's first week in the delivery unit. This schedule will include anticipated reporting start and end times, daily hours of work, and scheduled day(s) off. It will also identify days specified for training with an on-the-job instructor (OJT). An employee's first day in the office will not be on a Sunday.
- An Employee Identification Number (EIN) and instructions for completing time reporting records.

No later than the first day in the employing office following completion of the Carrier Academy, or as soon as administratively possible, all newly hired letter carriers will receive:

- A new USPS-branded reflective vest, mail satchel, and hat. These employees will also receive dog spray and all other items regularly supplied to new employees.
- Introduction to and familiarization with the employing office, including a facility tour, introduction to union steward/officials, management staff, and other key personnel, and locations of communication/bulletin boards. The introduction and tour will be performed jointly by USPS and NALC representatives.

Additionally, the following policies will be in effect:

 All City Carrier Assistant (CCA) and Part-time Flexible (PTF) city letter carriers will be guaranteed a minimum of one (1) nonscheduled day each service week, except during the penalty overtime exclusion period. This exception to receiving at least one nonscheduled day each service week during the penalty overtime exclusion period does not apply to CCAs or PTFs during Weeks 1 through 8 following completion of the Carrier Academy. Effective beginning Week 9, CCAs and PTFs may volunteer to work beyond six days per service week.

- Following completion of the Carrier Academy, work-hours and work locations for CCAs and PTFs will be limited as follows (week 1 begins the week the new employee begins OJI training):
 - Weeks 1 through 8 restricted to working only in their employing office. This includes restricting these employees from working in hubs outside of the employing office.
 - Weeks 1 through 4 limited to a maximum of 8 workhours per day and 40 workhours per week, including OJI training.
 - Weeks 5 through 8 limited to a maximum of 10 workhours per day and 56 workhours per week.
 - Effective beginning week 9 11 limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.32), and 60 workhours per week.
 - Effective beginning week 12 limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.37.

Note: CCAs and PTFs are unavailable beyond the hours specified above during weeks 1-11.

- All CCAs and PTFs will receive a defined work schedule, identifying anticipated non-scheduled days, start and end times, and route assignments. This schedule will be posted by the close of business on the Wednesday of the preceding week.
- All newly hired city letter carriers will receive training on Sunday/Dynamic Delivery procedures with an experienced employee prior to performing Sunday delivery services on their own.
- Progress reviews for newly hired city letter carriers will be conducted at 30-, 60-, and 80-day intervals in accordance with current guidelines. During these progress reviews, local management will identify opportunities for improvement, provide constructive feedback, and consider additional OJI/hands-on training, as necessary. Copies of these reviews will be provided to the local union.
- Employees will have access to updated route books and maps. Prior to delivering a new route assignment, employees will be provided reasonable time to review the route book and, if desired, converse with another carrier familiar with the assignment.
- To the extent possible, newly hired letter carriers will be provided consistent route assignments to help promote confidence, route knowledge, quality of service, and familiarity with the employing office. It is the paries' expectation that newly hired letter carriers will be given the same assignment as was worked the previous day, to the extent possible during their first 12 weeks. In circumstances in which a letter carrier is assigned to work on a route with which they are not familiar, the reasonable amount of time necessary to become familiar with the route will be considered when evaluating the carrier's performance.

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 New employees are prohibited from performing work outside of the city letter carrier craft during their first 90 work days or 120 calendar days, whichever comes first.

- During the first 90 work days or 120 calendar days of a new city letter carrier's employment, a meeting should occur prior to any voluntary or involuntary separation. When practicable the new employee, a union representative, their mentor, and the appropriate management representative should discuss the reasons for the potential separation and whether there are possible alternatives or resolutions to address the underlying issues. Note: The new employee has the right to decline union or mentor representation during these conversations.
- Joint Retention Teams (JRTs) may be established by mutual agreement of the USPS District Manager and NALC National Business Agent, or designees. JRTs are comprised of one NALC member (compensated on a no loss, no gain basis) and one USPS member. The respective NALC National Business Agent, or designee, will select the NALC team member and the District Manager, or designee, will select the USPS team member. JRTs will educate, assist, and monitor compliance with this program at installations with city letter carriers.

Mentoring Program

Research concerning mentoring programs has shown that mentoring relationships increase retention rates and help employees adapt to new workplaces. Employees who have workplace mentors have been found to be more likely to experience greater job satisfaction, and mentoring relationships can help eliminate obstacles, difficulties, and stumbling blocks new employees may encounter. Additionally, effective mentoring programs provide opportunities for new employees to freely ask questions, gain information necessary to effectively perform their jobs and help build effective and diverse organizations. With this in mind, a mentoring program will be established for all newly hired city letter carriers.

City letter carriers interested in serving as mentors may submit their names to the postmaster or branch president, or their designees, for consideration. Mentors will be jointly selected by the applicable NALC National Business Agent and USPS District Manager. or their designees, based on the following criteria:

- Sufficient understanding of USPS policies, rules, and regulations
- Ability to convey a positive image and attitude
- Demonstrated good communication skills, safe working practices, and regular attendance
- Commitment to a four-month mentoring relationship, during which time the mentor will make themselves available for telephonic and/or in-person discussions during regularly scheduled workhours
- Willingness to meet, both independently and with mentee participation, with management concerning the work performance of mentee
- Ability and willingness to successfully complete a mentor training program jointly developed by the national narties

Once a reasonable amount of time has been provided for employees to volunteer as mentors, the local parties (installation head or designee and the branch president or designee) will begin to facilitate mentor-mentee relationships. Pairings will be jointly selected by the local parties.

Mentoring relationships established by this program will include the following:

- When practicable, the mentor will participate in the mentee's tour of the delivery unit, introducing the new employee to colleagues and providing them with an overview of the workroom floor
- The mentor and mentee should meet regularly, as needed, to discuss the mentee's experiences and to address any workrelated concerns or issues the mentee may be experiencing. Such requests should not be uprascomably denied.
- The mentor should provide encouragement and advice to the new employee regarding their performance and ability to adapt to the requirements of being a city letter carrier
- During the first 120 calendar days of a mentee's employment as a city letter carrier, whenever possible, topics and results of any discussions related to the performance of a mentee (positive or negative), including 30-, 60-, and 80-day evaluations as described by Handbook EL-311, Employment and Placement, Section 584, Employee Evaluation, should be shared with the mentor. Note: The new employee may choose to not have this information shared with the mentor.

Mentor and mentee participation in this program will be voluntary. While the parties have a joint expectation that mentoring relationships will last for a period of four calendar months, the mentorship may be terminated by either the mentor or mentee at any time. In these circumstances, when practicable, efforts will be made to jointly assign a new mentor to the newly hired amployed.

This program will be implemented as agreed upon by the national parties. Prior to implementation, all city letter carriers will be provided with information about the program. This agreement is without prejudice to the position of either party in this or any other matter.



- New MOU resulting from a four-year pilot in 881 stations and offices throughout the country.
- Creates guidelines related to the onboarding, retention, and mentoring of new employees.
- Will be implemented nationally on July 1 as agreed upon by the national parties.
- Currently working on organizing joint teams in each district for training.
- All newly hired city letter carriers will be informed of this program as part of the education they receive at the Carrier Academy.



- Prior to leaving the Carrier Academy and reporting to their employing office, all newly hired city letter carriers will receive:
 - Contact information for their employing office, including their immediate supervisor's information, the office phone number, address of the delivery unit, building access information, and the employee's reporting date and time.
 - An Employee Identification Number (EIN) and instructions for completing time reporting records.
 - A defined work schedule for their first week in the delivery unit. This schedule will include:
 - Anticipated reporting start and end times,
 - Daily hours of work,
 - Scheduled day(s) off, and
 - Days specified for training with an on-the-job instructor (OJI).
 - An employee's first day in the office will not be on a Sunday.



- No later than the first day in the employing office following completion of the Carrier Academy, or as soon as administratively possible, all newly hired letter carriers will receive:
 - A new USPS-branded reflective vest, mail satchel, and hat.
 These employees will also receive dog spray and all other items regularly supplied to new employees.
 - Introduction to and familiarization with the employing office, including:
 - A facility tour,
 - Introduction to union steward/officials, management staff, and other key personnel, and
 - Locations of communication/bulletin boards.

The introduction and tour will be performed jointly by USPS and NALC representatives.



Workhour and work location restrictions:

- Weeks 1 through 8 restricted to working only in their employing office. This includes restricting these employees from working in hubs outside of the employing office.
- Weeks 1 through 4 limited to a maximum of 8 workhours per day and 40 workhours per week, including OJI training.
- Weeks 5 through 8 limited to a maximum of 10 workhours per day and 56 workhours per week.
- Weeks 9 through 11 limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.32), and 60 workhours per week.
- Effective beginning week 12 limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.32).



- All CCAs and PTFs will receive a defined work schedule, identifying anticipated non-scheduled days, start and end times, and route assignments.
- The schedule will be posted by the close of business on the Wednesday of the preceding week.
- All newly hired city letter carriers will receive training on Sunday/Dynamic Delivery procedures with an experienced employee prior to performing Sunday delivery services on their own.
- Progress reviews will be conducted at 30-, 60-, and 80-day intervals in accordance with current guidelines.
 - During these progress reviews, local management will identify opportunities for improvement, provide constructive feedback, and consider additional OJI/hands-on training, as necessary.
 - Copies of these reviews will be provided to the local union.



- Employees will have access to updated route books and maps.
- Prior to delivering a new route assignment, employees will be provided reasonable time to review the route book and, if desired, converse with another carrier familiar with the assignment.
- To the extent possible, newly hired letter carriers will be provided consistent route assignments to help promote confidence, route knowledge, quality of service, and familiarity with the employing office.
- It is the parties' expectation that newly hired letter carriers will be given the same assignment as was worked the previous day, to the extent possible during their first 12 weeks.
- In circumstances in which a letter carrier is assigned to work on a route with which they are not familiar, the reasonable amount of time necessary to become familiar with the route will be considered when evaluating the carrier's performance.



- New employees are prohibited from performing work outside of the city letter carrier craft during their first 90 work days or 120 calendar days, whichever comes first.
- During the first 90 work days or 120 calendar days of a new city letter carrier's employment:
 - A meeting should occur prior to any voluntary or involuntary separation.
 - When practicable the new employee, a union representative, their mentor, and the appropriate management representative should discuss the reasons for the potential separation and whether there are possible alternatives or resolutions to address the underlying issues.
 - The new employee has the right to decline union or mentor representation during these conversations.



Joint Retention Teams (JRTs) may be established by mutual agreement of the USPS District Manager and NALC National Business Agent, or designees.

- JRTs are comprised of one NALC member (compensated on a no loss, no gain basis) and one USPS member – each selected by the respective NBA and DM, or their designees.
- JRTs will educate, assist, and monitor compliance with the program at installations with city letter carriers.



Mentoring Program

- Research concerning mentoring programs has shown that mentoring relationships increase retention rates and help employees adapt to new workplaces.
- Employees who have workplace mentors have been found to be more likely to experience greater job satisfaction, and mentoring relationships can help eliminate obstacles, difficulties, and stumbling blocks new employees may encounter.
- Effective mentoring programs provide opportunities for new employees to freely ask questions, gain information necessary to effectively perform their jobs and help build effective and diverse organizations.
- The idea first introduced in 2019 negotiations.



City letter carriers interested in serving as mentors may submit their names to the postmaster or branch president, or their designees, for consideration. They will then be jointly selected by the NBA and DM, or their designees, based on the following criteria:

- Sufficient understanding of USPS policies, rules, and regulations
- Ability to convey a positive image and attitude
- Demonstrated good communication skills, safe working practices, and regular attendance
- Commitment to a four-month mentoring relationship, during which time the mentor will make themselves available for telephonic and/or in-person discussions during regularly scheduled workhours
- Willingness to meet, both independently and with mentee participation, with management concerning the work performance of mentee
- Ability and willingness to successfully complete a mentor training program jointly developed by the national parties



Mentoring relationships will include the following:

- When practicable, the mentor will participate in the mentee's tour of the delivery unit.
- The mentor and mentee should meet regularly, as needed, to discuss the mentee's experiences and to address any work-related concerns or issues the mentee may be experiencing. Such requests should not be unreasonably denied.
- The mentor should provide encouragement and advice to the new employee regarding their performance and ability to adapt to the requirements of being a city letter carrier.
- During the first 120 calendar days of a mentee's employment as a city letter carrier, whenever possible, topics and results of any discussions related to the performance of a mentee (positive or negative), including 30-, 60-, and 80-day evaluations should be shared with the mentor.
 (Note: The new employee may choose to not have this information shared with the mentor.)



- Mentor and mentee participation in this program is voluntary.
- The parties have a joint expectation that mentoring relationships will last for a period of four calendar months, but the mentorship may be terminated by either the mentor or mentee at any time.
- In these circumstances, when practicable, efforts will be made to jointly assign a new mentor to the newly hired employee.

Article 8



Overtime Provisions

 Article 8, Sections 2, 4, and 5 have been modified to increase overtime protections and provide more opportunities for letter carriers, as well as the introduction of a new pay rate.

 Article 8, Section 3 has been modified to guarantee CCAs and PTFs a nonscheduled day and to provide a weekly posting of their schedule.



- New section.
- Provides full-time carriers not on ODL or WAL with the right to terminate their tour of duty when reaching their respective work hour limits without being subject to disciplinary action.
- For those who are not on an "Overtime Desired" list or on the Work Assignment list, this means that they may clock out and leave when reaching eleven and a half (11.5) hours of work in a day or sixty (60) hours in a service week.
- For full-time carriers who are on an "Overtime Desired" list or on the Work Assignment list, they may clock out and leave when reaching twelve (12) hours of work in a day or sixty (60) hours in a service week. (Covered by Article 8, Section 5.G.3)



Article 8, Section 2. Work Schedules

D. Full time employees who are not on an "Overtime Desired" list or on the Work Assignment list, shall not be required to work beyond eleven and a half (11.5) hours of work in a day or sixty (60) hours of work in a service week, and shall not be subject to disciplinary action for terminating their tour of duty when these limits on hours of work are reached.



Article 8, Section 3

 PTFs and CCAs guaranteed a minimum of one non-scheduled day each service week.

 There is an exception to this during the penalty overtime exclusion period.

Schedule posted weekly by Wednesday.



Article 8, Section 3

Article 8, Section 3. Exceptions

.....All PTFs will be guaranteed a minimum of one (1) nonscheduled day each service week, except during the penalty overtime exclusion period. Management will notify PTF employees of their assigned nonscheduled day by the Wednesday preceding the service week.

.....All CCAs will be guaranteed a minimum of one (1) nonscheduled day each service week, except during the penalty overtime exclusion period. Management will notify CCAs of their assigned nonscheduled day by the Wednesday preceding the service week.



- New section.
- Guarantees pay at the rate of two and one-half time the base hourly straight time rate for any work beyond twelve (12) hours in a day and sixty (60) hours in a service week.
- A grievance no longer will need to be filed to ensure carriers are provided the additional pay for violations of the 12/60 work hour limitations. This will no longer be necessary as the pay rate will now be automatically applied when these work hour limits are exceeded.



Until the USPS payroll system is updated to do this:

- Management at the district level will review the work hours each pay period for hours worked beyond 12/60 during the preceding pay period.
- Management will input adjustments in GATS to compensate an additional 50% of the base hourly straight time rate for all hours worked in excess of 12/60.



Until the USPS payroll system is updated to do this:

- A record of the adjustments, to include the name of the employee; employee identification number; finance number; number of hours worked; and the GATS adjustment input, will be provided each pay period to the NALC at the national level.
- NALC HQ will provide that information to the regional offices.
- Any disputes regarding the proper payment input in GATS will be addressed by the national parties.



Article 8, Section 4. Overtime Work

G. For any hours worked beyond twelve (12) hours in a service day or sixty (60) hours in a service week the employee is to be paid at the rate of two and one-half (2 1/2) times the base hourly straight time rate.



- Modified to create new ODLs.
- One ODL for employees desiring to work up to 12 hours per day on their regularly scheduled days only.
- Another ODL for employees desiring to work only overtime for eight hours per day on their non-scheduled days.
- Employees may sign both lists and are eligible to work up to 12 hours per day on their regularly scheduled days and their nonscheduled days.
- Employees are no longer able to indicate a preference to work in excess of 10 hours on a scheduled day.



Article 8, Section 5. Overtime Assignments

A. Employees desiring work g to overtime shall place their names on either one or both of the "Overtime Desired" lists defined below or the "Work Assignment" list during the two weeks prior to the start of the calendar quarter, and their names shall remain on the list until such time as they remove their names from the list. Employees may switch lists during the two weeks prior to the start of the calendar quarter, and the change will be effective beginning that new calendar quarter.



1. Full-time Letter carriers, including those on limited or light duty, may sign up for either one or both of the following regular Overtime Desired Lists:

Employees desiring to work up to twelve (12) hours per day on their regularly scheduled day(s). Employees signing only this list are not on the Overtime Desired List on their nonscheduled day(s). However, employees signing both regular Overtime Desired Lists are eligible to work up to twelve (12) hours per day on their regularly scheduled day(s) and their non-scheduled day(s).



 Employees desiring to work eight (8) hours per day on their non-scheduled days. Employees signing only this list are not on the Overtime Desired List on their regularly scheduled days or beyond eight (8) hours on their non-scheduled days. However, employees signing both regular Overtime Desired Lists are eligible to work up to twelve (12) hours per day on their regularly scheduled day(s) and their non-scheduled day(s).



Overtime Desired List Signup Sheet

For Employees Desiring to Work Up to 12 Hours Per Day on Their Regularly Scheduled Days

This Overtime Desired List (ODL) is for full-time letter carriers who want to work overtime on any assignment only on their regularly scheduled days. Signing up for only this ODL does not create any entitlement or obligation to work overtime on a non-scheduled day. For purposes of overtime on a non-scheduled day, carriers who are only on this ODL are treated exactly the same as any other full-time carrier not on the ODL—They may only be required to work overtime under the provisions of Article 8.5.D. Full-time letter carriers who sign this ODL are considered to be available up to 12 hours per day on regularly scheduled days.

Letter carriers who sign this ODL cannot place their name on the Work Assignment List, however in accordance with Article 8.5.A they may also place their name on the ODL for employees desiring to work 8 hours per day on their non-scheduled days. Employees who sign both ODLs are eligible to work up to 12 hours per day on their regularly scheduled days and their non-scheduled days.

<u>Name</u>	<u>Name</u>
1.	<u>11.</u>
2.	12.
3.	13.
4.	14.
5.	<u>15.</u>
6.	
7.	17.
8.	18.
9.	19.
10.	20.



Overtime Desired List Signup Sheet

For Employees Desiring to Work 8 Hours Per Day on Their Non-Scheduled Days

This Overtime Desired List (ODL) is for full-time letter carriers who want to work overtime on any assignment only on their non-scheduled days. Signing up for only this ODL does not create any entitlement or obligation to work overtime on a regularly scheduled day or beyond 8 hours on their non-scheduled days. For purposes of overtime on a regularly scheduled day or beyond 8 hours on their non-scheduled days, carriers who are only on this ODL are treated exactly the same as any other full-time carrier not on the ODL—They may only be required to work overtime under the provisions of Article 8.5.D. Full-time letter carriers who sign this ODL are considered to be available for up to 8 hours per day on non-scheduled days.

Letter carriers who sign this ODL cannot place their name on the Work Assignment List, however in accordance with Article 8.5.A they may also place their name on the ODL for employees desiring to work up to 12 hours per day on their regularly scheduled days. Employees who sign both ODLs are eligible to work up to 12 hours per day on their regularly scheduled days and their non-scheduled days.

<u>Name</u>	<u>Name</u>
1.	11.
2.	12.
3.	13.
·	10.
4.	14.
5.	15.
6.	16.
7.	17.
8.	18.
9.	<u>19.</u>
10.	20.





Work Assignment List Signup Sheet

The Work Assignment List is for full-time letter carriers who only want to work overtime on their own assignment on regularly scheduled days. Signing up for Work Assignment overtime does not create any entitlement or obligation to work overtime on a nonscheduled day. For purposes of overtime on a non-scheduled day or on other than their own assignment, carriers on the Work Assignment List are treated exactly the same as any other full-time carriers not on the ODL—They may only be required to work overtime under the provisions of Article 8.5.D. Full-time letter carriers who sign the Work Assignment List are considered to be available for up to 12 hours per day on regularly scheduled days.

Letter carriers who sign the Work Assignment List cannot place their name on either of the Overtime Desired Lists defined in Article 8.5.A.

Name	Name
1.	11.
2.	<u>12.</u>
3.	13.
4.	14.
5.	15.
6.	16.
7.	17.
8.	18.
9.	19.
10.	20.
21.	22.
23.	24.



Article 8, Section 5.C.2.b

 Modified to make it clear that overtime must be equitably distributed amongst employees who are on the same ODL.



Article 8, Section 5.C.2.b

C.2. a. When during the quarter the need for overtime arises, employees with the necessary skills having listed their names will be selected from the "Overtime Desired" list.

b. During the quarter every effort will be made to distribute equitably the opportunities for overtime amongst those employees on the same "Overtime Desired" list.



- New section created to provide a new opportunity for <u>ODL</u>
 carriers to volunteer to exceed twelve (12) hours of work in
 a day or sixty (60) hours of work in a service week.
- ODL carriers, including WAL carriers, cannot be forced to work beyond the applicable work hour limits and receive protection from discipline for terminating their tour when those limits are reached.
- Does not change the requirement for management to work ODL employees up to 12/60 prior to requiring non-ODL employees to work overtime.
- No requirement to work volunteers beyond 12/60.



.....Employees on the "Overtime Desired" list:

3. may volunteer to exceed twelve (12) hours of work in a day or sixty (60) hours of work in a service week (subject to the payment of Section 4.G). Those who do not volunteer shall not be subject to disciplinary action for terminating their tour of duty when the limits on hours of work in paragraph 2 above are reached.



Questions and answers coming....