

*Dealing with . . .***Management pressure**

Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds is considered by most to be the motto or creed of the United States Postal Service. While that phrase certainly describes some of the physical elements which letter carriers face throughout the country on a daily basis, this statement does not encompass all of our many challenges.

Letter carriers constantly feel increasing pressure from their managers to “make the numbers” or deliver more mail than they can realistically handle in the time allotted by their supervisor.

As NALC activists and representatives, stewards and branch officers must educate the membership about the proper procedures for dealing with pushy supervisors. It is our job as activists to educate our members about their con-

tractual rights outlined in the National Agreement, as well as the proper daily reporting procedures contained in USPS handbooks and manuals. *The 2011 NALC Letter Carrier Resource Guide* is a great educational resource regarding this subject. The NALC created this guide to provide advice, information, and guidance in areas that directly affect letter carriers. Chapter 1, Section 1 specifically addresses the issue of how to deal with supervisors who give unrealistic expectations and projections. This article discusses the information provided in that section of the guide.

The dispute over the value of management’s daily workload projections, such as DOIS, has been resolved twice in two national-level settlements (M-01664, signed July 30, 2007 and M-01769, signed September 16, 2011).

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It's never too soon . . .

Planning for retirement

I am 52 years old and have 26 years with the Postal Service. I have been thinking about the day I could retire my entire career. Will I be ready when that time comes? If you think you are, there are a few things that you should do to make sure. You can start gathering information now. To help everyone prepare for retirement, branch leaders should make sure our members know about the online eRetire application available on LiteBlue.

eRetire is a web-based application that allows you to plan for or begin the retirement process. If you are a full time employee within five years of eligibility for retirement you can request a USPS Computer Generated Annuity Estimate through eRetire. Part-time (PT) employees require a manual annuity estimate and must contact the HR Shared Service Center (HRSSC) to request this. A manual annuity estimate will be mailed to the employee's address of record within 7-10 business days. Contact HRSSC at 1-877-477-3273, menu option 5 to request an annuity estimate. Every letter carrier should know how to request and review their annuity estimate, whether manually or online.

Annuity estimate

To request your annuity estimate online go to www.liteblue.usps.gov. You will need your employee ID number and USPS password. Log on. Once logged in find eRetire. On the eRetire page you will see "Go to eRetire now!" From here you can:

View/Print Optional or Disability Annuity Estimate: This option provides you an estimate of what your retirement income may be on a specific date. You may download this document to your computer. You will also have the ability to view and/or print the estimate.

Request Date Specific Annuity Estimate: This estimate is for planning purposes. Select your projected retirement date. Please note: annuity estimates are calculated for the first day of the month. After you submit your request, return to this site on the next business day to view/print the annuity estimate for your requested date. Requests submitted on Saturday or Sunday will not be available for viewing until the following Tuesday.

Begin the Retirement Process/Schedule a Counseling Session: Select this option only if you have selected a retirement date (no more than six months from today's date), and you are ready to start the retirement process. Use eRetire to schedule a counseling session.

It is important to verify all information for accuracy. If you find errors, they need to be reported to HRSSC in writing at PO Box 970100, Attn: RTR Greensboro, NC 27497-0100. Please explain the discrepancy in detail and provide supporting documentation.

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Fredric Rolando, President



Previously FERS employees did not receive credit for their unused sick leave. This has changed. Those retiring after December 31, 2013, receive 100% of accrued unused sick leave hours. This information and more is available on the detailed annuity estimate generated for the specific employee requesting the information.

Most current letter carriers qualify for Social Security. Now is a good time to request that estimate as well. This can be done at www.socialsecurity.gov. You will be able to view your estimated benefits at age 62, 67 or 70, those of your eligible survivors, and what you would receive if you became disabled.

pensate annuitants who are less than 62 years old for their inability to collect Social Security benefits, the FERS Basic Benefit Plan provides a temporary annuity supplement to FERS employees who retire with unreduced annuity benefits. The FERS annuity supplement is designed to approximate the monthly retirement benefit employees will receive from Social Security at age 62 for their years of service under FERS. The annuity supplement, which is subject to the Social Security earnings test, is payable until age 62, at which time Social Security retirement benefits may begin.

Letter carriers who retire voluntarily under FERS on an

The supplement is computed as if the retiring employee were age 62 and fully insured for a Social Security benefit when the supplement begins. By law, the U.S. Office of Personnel Management (OPM) first estimates what the employee's full career (40 years) Social Security benefit would be. Then OPM calculates the amount of civilian service under

FERS and reduces the estimated full career Social Security benefit accordingly. For example, if the employee's estimated full career Social Security benefit would be \$1,000 and he or she worked 30 years under FERS, OPM would divide 30 by 40 (.75) and multiply (\$1,000 X .75 = \$750). The result would be the retiring employee's special retirement supplement, prior to any reductions.

The supplemental benefit, like the Social Security benefit it is designed to approximate, is subject to the Social Security earnings test. The supplement is reduced by \$1 for every \$2 it exceeds the earnings limit (\$15,480 in 2014) imposed on Social Security recipients who are under the full retirement age. OPM will furnish instructions on how to report earnings when it is required.

Use this information to help you and all NALC members plan for retirement. Once you know what your retirement consists of, you can either relax or take additional steps now so you are prepared for your future. ■

Every letter carrier should know how to request and review their annuity estimate

Additionally, you can review your earnings record. If there is an error, correct the information now. If you notice an error call 1-800-772-1213; have your tax returns available.

Annuity supplement

FERS annuity benefits are designed to supplement Social Security retirement benefits. However, FERS annuitants are not eligible to receive Social Security benefits until they reach age 62. In order to com-

plete annuity which is not reduced for age are eligible for the FERS annuity supplement. FERS employees may also be eligible for the supplemental annuity once they reach their minimum retirement age (MRA) if they retired involuntarily or voluntarily because of a major reorganization or reduction in force. Those retiring on disability, deferred retirement or an immediate MRA + 10 benefit are not eligible for the supplement.

STEWARDS' CORNER

Steward's Guide

The role of every NALC activist and shop steward is to enforce the rights of their members. The members count on their union leadership to represent them and rarely are NALC representatives successful without proper education and preparation involving the subject at hand. Recently the NALC created and distributed to every shop steward in the country a few tools to assist with their education. Each steward should have received a hard copy of the *NALC Shop Steward's Guide* as well as a DVD of the NALC 2014 Shop Steward's Toolkit. Every branch received a supply of these resources to distribute to their stewards.

The *NALC Shop Steward's Guide* was produced in print as well as electronic format. The electronic version can be found on the NALC 2014 Shop Steward's Toolkit DVD. If you haven't checked either version of the guide out yet, then you should do so soon.

The *NALC Shop Steward's Guide* was written for every steward and activist who handles grievances at Informal Step A or Formal Step A. The guide provides direction for

what stewards should do, as well as an explanation of what happens before, during and after each step of the grievance procedure from Informal Step A all the way to arbitration. It includes advice on how to handle matters when management fails or refuses to participate in

available to stewards, the contractual rights of stewards, how to file a grievance, what makes up a good grievance, and the entire grievance-arbitration procedure. Just as its name states, this is a complete guide for the NALC shop steward. The guide is easy to use and

The Shop Steward's Guide is written for everyone who handles grievances at Informal or Formal Step A

the grievance procedure as required by our contract with the USPS.

There also are individual sections on topics such as time limits for grievances, investigative interviews, information requests, remedies, tips for writing statements, grievance handling forms and more. The samples in the grievance handling forms section can be tailored for use in your branch.

The *NALC Shop Steward's Guide* was designed to make it easy to understand the roles of the steward, the resources

easy to follow. It has a complete table of contents and a very thorough index for quick referencing of specific subjects.

The electronic version of the guide is more than just a written version of the guide on your computer screen. This guide is completely interactive. Green links let you move internally from one part of the guide to another. If you find a specific topic that you are interested in learning about in the table of contents or the index, then just click on the subject or the page number and you will be redi-

rected to that page of the guide. Blue links take you to external resources such as step 4 settlements, arbitration awards, and websites. If you are reading along in the guide and an external website is mentioned, then click the website link and you will be automatically redirected to that website. The same goes for external documents in PDF format such as an arbitration award, memorandum of understanding, national-level settlement, or an NALC publication. When you come across one of the colored links, then just click it and check out the resource. Having all these links in the electronic version of the *NALC Shop Steward's Guide* assists activists and stewards in their research and studies. They drastically reduce the time needed for investigating and researching topics.

The NALC 2014 Shop Steward's Tool Kit is a great resource for you as well. It is a user-friendly DVD, designed to put everything you may need for grievance handling in an electronic format in one easy to access place. It includes updated versions of the *NALC Shop Steward's Guide*, 2014 JCAM, 2011-2016 NALC-USPS National Agreement, Materials Reference System (MRS), 2014 NALC Grievance Starters, *Defenses to Discipline*, many USPS handbooks and manuals, and much more. Just like the *NALC Shop Steward's Guide*, many of these resources are interactive with links which can guide you to a multitude of

other resources and documents to aid in your research and preparation.

One of the great resources in the NALC 2014 Shop Steward's Tool Kit is the 2014 NALC Grievance Starters. These grievance starters are designed to assist shop stewards and branch officers with writing grievances on a variety of contractual violations. Each starter provides the user with:

1. A suggested proper issue statement thoroughly outlining a potential violation by management.
2. A suggested list of fact circumstances which led to the violation.
3. A suggested list of contentions with proper contractual and manual citations.
4. A suggested remedy to resolve the specific violation.

Of note, these are called grievance starters because they are designed to simply be a place to start. Each steward will have to take the time to investigate and make the facts and contentions fit your specific situation. The idea is to give stewards a structured place to start.

A complete list of grievance starter topics is too large to list here. Anytime you feel you have a grievance, check out the 2014 NALC Grievance Starters first to see if it is listed. If so, then examine that specific grievance starter and use it to prepare your grievance. By using this re-

source to properly frame your issue statement, properly document your facts and contentions, and ask for the proper remedy, hopefully you will be able to improve your success in the grievance-arbitration procedure.

If you haven't yet included the *NALC Shop Steward's Guide* and the NALC 2014 Shop Steward's Tool Kit in your research, education, and preparation, you should start now. The NALC is continuously working to provide activists with educational and informational resources such as these. Use them to your advantage to represent the membership. As stated earlier, the members count on you to represent them and it is extremely important to use all the resources available to accomplish that task. The *NALC Shop Steward's Guide* and the NALC 2014 Shop Steward's Tool Kit can undoubtedly increase the representational abilities of all NALC activists.

The initial supply of the *NALC Shop Steward's Guide* and the NALC 2014 Shop Steward's Tool Kit has been distributed. Branches that want additional copies of these materials for use in the future can obtain them from the NALC Supply Department for \$5 per set.

Non-productive operational codes:

Clock ring codes that take time from your route

The *2011 Letter Carrier Resource Guide* discussed in detail the importance of recording time on the proper operational codes. This bears repeating because potential data integrity issues can compromise the success of the City Delivery Route Alternative Adjustment Process 2014-2015 (M-01846 – CDRAAP). CDRAAP is data driven. The proper recording of a letter carrier's time on a route is essential for accurate adjustments to be made.

It is very important to be sure you and all letter carriers in your office are on the proper operation code while at work. Individual time records store data that is later used as part of the basis for evaluating and adjusting routes. This is not only true during CDRAAP. For any adjustment to be fair and accurate, time associated with each route must be captured.

Letter carriers working on the wrong operation code on the time clock while doing normal letter carrier duties don't usually affect anyone getting paid. This can cause a lack of concern for most letter

carriers about operational codes as they work.

The trouble with this kind of thinking is the time spent performing normal letter carrier duties while on certain operation codes disappears in the system and is not credited as time worked on a route. This makes it more difficult to evaluate and adjust routes properly under CDRAAP.

Let's review how the Postal Service's clocking system works and which operation codes cause time to be taken from your route.

The first thing to remember is that from the moment letter carriers clock in at the beginning of their tour until clocking out to go home, all time is recorded on operation codes. When performing normal letter carrier duties, most swipes with a time card record these operation codes automatically. Care should be taken when letter carriers are instructed to swipe to a different operation code.

Let's start with talking about the most common operation codes that make legitimate route time disappear in the system. Letter carriers

working on operation codes **743 (Carrier Customer Support Activities)**, **354 (Standby-Delivery Service)**, **782 (Training-Delivery Service)**, and **632 (Meeting Time – Delivery Services)** will not receive time credit for their route in the system. If letter carriers are doing work that is part of their normal duties over the course of a week, they should not be on one of these operation codes but instead on **normal office or street time**.

So what are normal office duties? Basic office tasks include such activities as casing and pulling down mail, collating mail, going through mail brought back from the street, change of address work, etc. Other office tasks such as doing edit book work, attending safety/service talks, customer connect stand-up talks, etc. don't usually occur on a daily basis, but are considered normal office duties nonetheless.

Here are some tasks letter carriers might perform where using these operation codes may be appropriate:

- **354 (Standby. Delivery Service)** you should only

be on this operation code when you have absolutely no office or street work to do. For example, you should never run out of mail to case and swipe over to this function, then return to your case and work on your COAs. Working on COAs is a recurring office function that should be recorded as normal office time.

- **632 (Meeting Time. Delivery Service)** this operation code should only be used for time spent in meetings that don't occur on a normal ba-

sis such as an adjustment consultation.

- **743 (Carrier Customer Support Activities)** this operation code should be reserved for AMS and other customer support activities that are out of the ordinary - such as reviewing lines of travel after a route adjustment, putting in new case labels, or going out to the street with an AMS Tech for an audit.
- **782 (Training. Delivery Service)** this operation code

should only be used when you are actively engaged in training activities such as getting training on new equipment, participating in the dry run for a route inspection, etc.

Router Time

Router time is recorded on operation codes 709, 710, and 711. These codes can affect letter carrier office time. If letter carriers are told by their supervisor to move to one of these three operation codes,

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OPERATIONAL CODES

354	STANDBY – DELIVERY SERVICE*	726	2-TRIP MIXED MOTOR – OFFICE
613	STEWARDS – CARRIERS*	727	1-TRIP MIXED FOOT – STREET
622	TRAVEL – DELIVERY SERVICES*	728	1-TRIP MIXED FOOT – OFFICE
632	MEETING TIME – DELIVERY SERVICES*	729	1-TRIP MIXED MOTOR – STREET
709	ROUTERS	730	1-TRIP MIXED MOTOR – OFFICE
710	ROUTERS	731	COLLECTIONS – STREET
711	ROUTERS	732	COLLECTIONS – OFFICE
713	VIM ROUTE – STREET	733	PARCEL POST – STREET
714	VIM ROUTE – OFFICE	734	PARCEL POST – OFFICE
715	2-TRIP BUSINESS – STREET	735	RELAY – STREET
716	2-TRIP BUSINESS – OFFICE	736	RELAY – OFFICE
717	1-TRIP BUSINESS – STREET	737	COMBINATION – STREET
718	1-TRIP BUSINESS – OFFICE	738	COMBINATION – OFFICE
719	RESIDENTIAL FOOT – STREET	739	CARRIER DRIVERS – STREET
720	RESIDENTIAL FOOT – OFFICE	740	CARRIER DRIVERS – OFFICE
721	RESIDENTIAL MOTOR – STREET	743	CARRIER CUSTOMER SUPPORT ACTIVITIES*
722	RESIDENTIAL MOTOR – OFFICE	744	PM – CARRIER OFFICE TIME
723	2-TRIP MIXED FOOT – STREET	757	CITY EMPLOYEE ON RURAL ROUTES*
724	2-TRIP MIXED FOOT – OFFICE	768	CITY CARRIER – TERTIARY DISTRIBUTION
725	2-TRIP MIXED MOTOR – STREET	782	TRAINING – DELIVERY SERVICES*

* Indicates the time a letter carrier spends on these operation codes will not be credited to the route.

Labor-Management committee meetings . .

Communicate-Communicate-Communicate

Continuous, open and honest communication is at the core of any strategy for building and strengthening relationships, whether personally or professionally. Achieving a quality working relationship with your management counterpart(s) can sometimes be elusive, especially in offices where there has been a history of distrust. Article 17.5 of the National Agreement provides for a forum to work on problems and solutions in the form of labor-management committee meetings. In addition to this language, many branches have locally negotiated specific aspects of the meetings through Article 30.

Unfortunately, in some offices these meetings are either non-existent or just an exercise in futility. In fact, dysfunctional meetings where the participants are unable to overcome a negative history, are overly judgmental, exhibit expressions of blamelessness, get caught up in petty issues, or repeatedly act in bad faith, do more harm than good!

Now is the time to change that dynamic. Someone must take the first step towards that change. Why not you? If you

haven't been having labor-management committee meetings, ask management to begin scheduling them at regular intervals. If you are having meetings but just going through the motions, create a new atmosphere at your next meeting.

What can you bring to the table? Polling your members at union meetings and gathering information from stewards are two good places to start when identifying problems that need addressing. Listen to your members and identify the problems where a labor-management meeting is the appropriate venue to address them.

Our goal should be to organize the information we gather into topics of discussion where each side of the table has a legitimate role in the problem-solving process. Defining the problem (who, what, when, where and why), identifying why it is happening, brainstorming to fix it and developing a plan for implementing solutions are all topics where each side of the table can have valuable input. Finally, monitoring and evaluating the plans put into place can solidify lasting solutions.

Regardless of how well intended we may be, if the labor management committee meeting doesn't have a sound structure it could make it more difficult and take longer to get to the results we want. There are a few things you can do to be proactive and help ensure a constructive meeting:

1. Both sides should have an agenda well in advance of the meeting so the parties are prepared to discuss the issues
2. Schedule enough time to accommodate the agenda
3. Try to ensure individuals with decision making power are present
4. Designate a note-keeper and ensure all notes are reviewed and approved before their release

Labor management committee meetings have a long history in the workplace and they can be a powerful tool if they are used wisely. We are fortunate that our bargaining agreement pushes us in a direction to communicate with each other. Brothers and sisters, don't disregard the opportunities which may be right in your grasp because of the past.

Look to the future and be part of making positive changes to the workroom floor for all letter carriers.

Non-productive codes

(Continued from page 7)

the time spent casing is not credited to a route. For example if you spend a total of two hours in the office casing mail on your route and 30 minutes of this two hours was recorded on operation code 709, 710, or 711, only an hour and a half of office time will be credited to the route.

Operational Codes

A list of operation codes that letter carriers may be instructed to use during the course of a day can be found on page 7. Familiarize yourself with these codes and also remember that if letter carriers are doing work that is part of their normal duties over the course of a week, they should not be on one of these operation codes but instead on normal office or street time.

Customer Connect . . .

Moving toward \$2 billion

Every letter carrier strives to provide their customers with top quality service every day, and at the same time we seek to strengthen our employer. Quality service and a stronger Postal Service is at the very foundation of our mission as a union – protecting jobs and the service we provide to our customers.

Customer Connect has given letter carriers another way of helping our customers, and at the same time, helping the Postal Service. Our customers benefit when we can point them in the direction of big savings on their shipping costs. (And with the recent price changes by our biggest competitors, those savings are even greater.) The Postal Service benefits by the increased revenue. It's a win-win for letter carriers.

So, as we move toward \$2 billion in additional estimated annual revenue generated by Customer Connect, we have to keep the leads coming in. We recently passed the \$1.94 billion mark, and with a steady flow of leads, we will celebrate the \$2 billion mark in a matter of months. More details will be coming out later, but we recently had a carrier's lead turn into \$4.4 million in new revenue.

Stick to the basics of the Customer Connect program. Stay plugged into Customer Connect related communication and motivate fellow carriers during the stand-up talks to seek and submit leads. If you have difficulty locally with management and Customer Connect, contact your NBA and seek their guidance.

Remember, Customer Connect is a program that is designed to leverage the relationships and trust that we have forged with our customers. Customers like their letter carriers, and they will listen to what they have to say. A cold call by a sales representative does not hold a candle to the letter carrier's relationship with the customer. It is the same way at your house. If a friend or family member tries to sell you on a product or idea, you are much more receptive than you are to an unknown sales person ringing your doorbell or calling your phone.

Keep the leads coming so we can blow by the \$2 billion mark and start working on \$3 billion.

CCA Organizing Update

NALC branch leaders and union activists have been taking the shots necessary to organize City Carrier Assistants (CCAs) into the National Association of Carriers. And they're scoring!

In the spring edition of the 2014 *NALC Activist* we discussed the importance of reaching out to every non-

We have continued to increase the membership of the NALC in all categories by working together. At the close of 2014, 90.9% of total craft members were organized: 93.2% of active career letter carriers; and **81.7%** of CCAs. This represents an increase of 4.5% for CCAs.

Congratulations to the branches in the chart on the

Branch leaders and union activists may reference the spring 2014 Edition of the *Activist* and review those effective steps that will assist your branch in organizing non-members. Please contact your national business agent's for any of your organizing needs.

Watch for the next edition of the 2015 *Activist*. It will feature branches with 99 CCAs or fewer that have organized 90% or better of the CCAs in their branch as indicated by NALC membership records.

Go ahead, take that next shot and shoot for 100% organized!

You miss 100% of the shots you don't take

Wayne Gretzky

member within our organization until they are convinced that joining the NALC is simply the right thing to do.

At that time, 90.5% of total craft members were organized: 93.0% of active career letter carriers and 77.2% of CCAs.

That's all thanks to you, the leaders of the NALC. Your continued organizing efforts are making a difference.

following page. These NALC branches have over 100 CCAs within their branch and have been very successful in organizing 89% or more of these new letter carriers.

When talking to CCAs, union activists should point out the fact that since September 2013 nearly **15,000 CCAs** have been converted to full-time career status.

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. If you would like a copy, contact Nancy Dysart at 202.662.2879 or dysart@nalc.org. Be sure to specify which format you prefer.

CITY CARRIER ASSISTANTS

	Branch	Nonmembers	Members	Total	Organized
134	Syracuse NY	2	103	195	98.1%
411	San Bernardino CA	3	125	128	97.7%
20	CT Merged	3	113	116	97.4%
210	Rochester NY	4	147	151	97.4%
1690	W. Palm Beach FL	6	211	217	97.2%
1071	Miami FL	23	729	752	96.9%
2502	LA Vegas NV	9	265	274	96.7%
11	Chicago IL	30	751	781	96.2%
86	Hartford CT	9	208	217	95.9%
34	Boston MA	23	380	403	94.3%
36	New York NY	43	714	757	94.3%
70	San Diego CA	22	360	382	94.2%
294	Flushing NY	11	176	187	94.1%
3	Buffalo/West NY	13	205	218	94.0%
693	Westchester NY	7	108	115	93.9%
28	St. Paul MN	13	196	209	93.8%
1111	Greater East Bay CA	27	382	409	93.4%
82	Portland OR	21	277	298	93.0%
908	South Jersey	7	92	99	92.9%
132	Lone Star Branch	36	418	454	92.1%
343	Dan J Gould MO	27	311	338	92.0%
157	Keystone Branch	32	366	398	92.0%
24	Los Angeles CA	43	477	520	91.7%
9	Minneapolis MN	22	239	261	91.6%
41	Brooklyn NY	32	341	373	91.4%
869	San Juan PR	11	112	123	91.1%
4374	Utica NY	9	92	101	91.1%
2	Milwaukee WI	27	270	297	90.9%
920	Bux-Mount PA	12	114	126	90.5%
73	Atlanta GA	34	322	356	90.4%
5	Omaha NE	10	93	103	90.3%
78	Columbus OH	20	184	204	90.2%
38	NJ Merged	70	642	712	90.2%
30	Kansas City MO	18	164	182	90.1%
176	Baltimore MD	39	351	390	90.0%
576	Geo T Russell Merged	27	229	256	89.5%
46	Springfield MA	14	119	133	89.5%
1100	Garden Grove CA	115	974	1089	89.4%
39	Hoosier City IN	20	163	183	89.1%

Negotiating techniques and strategies

We negotiate things all the time. We negotiate with our kids, our spouse, with the dog, the traffic, even the terrain on our route. While we are talking about negotiations as a union representative with management, it is important to keep in mind all these daily encounters as we develop our negotiation strategies.

What is the “best” style of negotiation? There is truly no “best” style. Some people come to the negotiating table as table pounders, some are calm and reserved and some combine a little of both. All of us have basic personality traits and we need to accept this fact. If you are loud and boisterous, coming to the table trying to be meek as a lamb may cause you problems. Likewise, if you tend to be quiet and reserved but enter negotiations in a strident way, everyone will notice the difference. In negotiations, trying to be someone you are not may create an atmosphere of distrust which automatically puts you at a disadvantage. Your personality isn’t something you should focus on—you are who you are. What we are going to address in this short article

are techniques and strategy. The first point you should realize is that negotiation is hardly ever a one-time transaction. It is a process that begins with the first impression you make when you meet and continues to the moment that both parties sign off on a deal. It involves give and take, for both parties, and the goal should be to forge a win-win agreement. Don’t think of the other person as an opponent — you are not trying to one-up them. Instead, you are seeking to create an exchange whereby each party gains something for their efforts that they consider valuable.

What is principled negotiation?

Principled negotiation is the name given to the interest-based approach to negotiation set out in the best-known conflict resolution book, *Getting to Yes*, first published in 1981 by Roger Fisher and William Ury. Everyone who engages in negotiation (such as union representatives) should read this book. It provides a wonderful explanation of the foundation of successful negotiation.

The book advocates four fundamental principles of negotiation:

1. Separate the people from the problem
2. Focus on interests, not positions
3. Invent options for mutual gain
4. Insist on objective criteria

Following these four fundamental principles will allow you to be “soft on the people” while being “hard on the issue.” The most common mistake in negotiating, particularly in a labor-management environment, is to view the negotiation as union vs. management in a personal way. Approaching negotiation with a goal of finding a solution will result in better results almost every time. Below are some tips on negotiating that will be helpful to you.

Be a good listener.

Listening is an art. Listen carefully and critically. Every time either party speaks they stake out a position. When one side provides an example to illustrate their point, they are often setting boundaries.

What is *negotiation*?

A Noun:

Mutual discussion and arrangement of the terms of a transaction or agreement: "the negotiation of a treaty."

A Verb:

To discuss something formally in order to make an agreement

was always looking a little confused, unable to remember where he put his keys and walking around in an apparent mental fog. The object of the investigation usually got cocky and his

Often they don't even realize their examples are giving you insights into their thinking. For instance, if management indicates it cannot agree to increase the percentage of carriers off on annual leave because of the number of unscheduled absences which occur each week. Now you know that if you show unscheduled absences are not at the level management asserts, it has no excuse to keep the percentage from increasing. A good listener is also a good note taker, so you can use details you learned in the future.

Get the other side to commit first.

If you can, get the other side to make their offer before you spell out your position. If you are entering into local negotiations, or something outside the grievance process, get your counterpart to spell out what they want. What does this do for you?

When they make the first offer you may find out it is better than you had hoped. Assuming you have already clarified your needs and

wants, management's first offer may allow you to avoid offering your own negotiating goals, since they have already been met. Second, hearing their offer will give you information about your counterpart before you disclose anything. Lastly, although there may be other advantages, it sets a baseline from which they cannot easily back away. Of course, when you make your offer first management gets the same advantage over you.

Whether in interest-based negotiation — such as an LMOU—or grievance remedy negotiation, keep in mind you are equal to your counterpart. Even if they are your boss in other regards, when you are negotiating as a union representative, you are equals.

Check your ego at the door.

This may sound counter intuitive, but check your ego at the door. If anything, act dumb and avoid acting as if you are the smartest person in the room. Remember the television detective Columbo? He

own ego couldn't resist telling more than he should and before you knew it...he was in cuffs and off to jail.

Those who let their ego rule may look in control but it allows several things to work against them. They often don't allow themselves time to think things through. They don't feel the need to check with anyone about their decisions. They aren't inclined to check with experts, and they would never stoop to concessions. They tend to neglect important details—they know it all anyway – and these types rarely take extensive notes about the discussion.

Checking your ego at the door and not projecting what you really know give you several advantages. It allows you time to think everything over. It allows you to defer while you check with the grievant or the negotiating group. You can ask for more time to consult with experts. It even gives you an opportunity to ask for concessions without committing to a settlement or agreement. You can play good guy/bad guy. You have time to think about things

(Continued on page 17)

Management pressure

(Continued from page 1)

These settlements very clearly state daily workload projections by management are not the sole determinant of a carrier's leaving or return time or daily workload. Workload projections still create a breeding ground for disputes when a letter carrier fills out a 3996 in many locations.

Here is some advice on both how to handle situations if these national-level settlements are ignored, and how a PS Form 3996 should be filled out:

1. Verbally inform your manager when you believe you can't complete your assignment in eight hours

Sections 131.41 and 131.42 of *Handbook M-41, City Delivery Carriers Duties and Responsibilities* require you to verbally inform your manager as follows:

131.41 It is your responsibility to verbally inform management when you are of the opinion that you will be unable to case all mail distributed to the route, perform other required duties, and leave on schedule or when you will be unable to complete delivery of all mail.

131.42 Inform management of this well in advance of the scheduled leaving time and not later than immediately following the final receipt of mail. Management will instruct you what to do.

This language requires every letter carrier to tell the manager when you cannot carry all the mail distributed to your case in eight hours or within your normal schedule. Management is required to tell you what it wants you to do. Follow the manager's instructions. If you still believe you will not be able to finish your route in eight hours, proceed to step 2 and request a PS Form 3996.

2. Request PS Form 3996

Section 122.33 of *Handbook M-39, Management of Delivery Services* requires the manager to provide you with a 3996 when you request it. That section reads:

122.33 The employee, upon request, will be provided a Form 3996, Carrier - Auxiliary Control, after the supervisor has been verbally informed as to the reason for the request. The employee shall not be denied the form and, upon request, a duplicate of the completed form will be provided the employee.

Explain that the instruction you were given by your supervisor does not change the fact that you cannot complete your assignment in eight hours and request a PS Form 3996. No matter what your manager says to you, say the words "***I am requesting a 3996***" and explain the reasons for your request. If you are denied the form, immediately request to see your shop steward. If your request to see your shop steward is denied, then make sure

another carrier hears you say the words.

3. Fill out the form completely

Write down where and at approximately what time you plan to take your lunch. Also make sure you take your lunch when and where you said to the extent you can. This way you can avoid any misunderstandings on where you were and what you were doing later.

In the "reason for the request" box, you must write down why you believe you cannot complete your assignment in eight hours. If your belief is related to your mail volume or type of mail you have, you should write comments such as: "full set of AD-VOs," "half set of marriage mail," "utility bills," "full set of coupons," "circulars in the DPS," etc. Your reason could also be related to your street duties. Situations that may affect your ability to complete your assignment within eight hours could be: known road construction, weather related issues, excessive accountable mail, etc. Comments such as "heavy volume" or "route overburdened" aren't enough in this section. You must fully explain your situation.

Often, there are other circumstances present which may add to (or be) the reason why you will need overtime or auxiliary assistance on a given day. Here are some examples: collating mail, 15 certi-

fied letters, late leaving, stand-up/safety talks, excessive DPS mail, excessive parcels, not feeling well, unfamiliar with route, weather (describe conditions), the need to deviate for Priority Mail Express, new deliveries (growth), road construction, etc. You get the idea. Always list the circumstances that are present that will prevent you from finishing your assignment in eight hours on PS Form 3996 as explained above.

Statements by your supervisor such as "This is your demonstrated performance" or "You are not making standards" are **not legitimate** and do not change your situation. Most importantly, don't let these comments get under your skin and stop you from requesting the assistance you need.

The computer doesn't take any of the other possible circumstances listed above into consideration. If you don't write these things down, then you leave the door open for management to accuse you of working "unauthorized overtime" and possibly issue you discipline over the issue. If you do write these things down, then you give your supervisor an opportunity to make a more informed judgment regarding your request. Any supervisor who is interested in treating you fairly will take these things into consideration prior to making decisions on how much time to approve for you. If your su-

pervisor is not interested in treating you fairly, then you have to look at protecting yourself. Recording the best information you can on your 3996 will give your shop steward a better chance of successfully defending you should the need arise later.

4. Keep your cool.

Don't lose your cool. This whole process is sometimes very insulting, but you will do nothing to help yourself by getting excited or becoming angry and possibly losing your temper. If your manager denies your request for overtime or assistance, state to him or her that you will do your best. Then politely ask what they want you to do in the event that all the mail isn't delivered by the time they want you back. Typically, their answer will be something like, "I just told you what I want you to do" or "Deliver all the mail, and be back in eight hours." Your manager has just put the ball back in your court and placed you in a situation where you can't honor his or her instructions.

5. Don't argue.

There is no advantage to arguing with your manager at this point. It will not help your cause to stand there and argue, because your manager has already made up his/her mind. The only thing you will accomplish by arguing with your manager at this point is to become frustrated and an-

gry. The smartest thing you can do at this point is to just say "OK, I'll do my best" and ask for a copy of your 3996. Then, finish your office work and go to the street. Do the best that you can. Take your breaks where you are supposed to and take your lunch when and where you listed it on the 3996 you filled out.

6. Don't make any decisions.

This is the point where many letter carriers make a mistake by forgetting how our current system works. Letter carriers get paid to deliver mail and managers get paid to make decisions. You should do everything you can to put the ball back in the manager's court. Many times, letter carriers make the decision to either bring some mail back or deliver all the mail and get back late. After all, these seem to be the only available options. The trick is to force the manager to make the choice. After all, that's their job, isn't it?

The best way to handle this situation is to call your supervisor, per local instructions. If you have no local instructions, try calling at least an hour and a half to two hours before the time you are scheduled (approved on PS Form 3996) to be back. Let your supervisor know where you are and how long you think it will take you to finish. Ask him or her whether they want you to

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Scribes and branch items

In February 1908, Branch Items, described as “local news from official correspondents,” became a regular feature in NALC’s *Postal Record*. These entries, along with updates from state associations, have continued ever since. Every month, they serve as a reminder that the NALC is a diverse and varied organization, and not just the national office in Washington.

In the January *Postal Record*, Branch Items took up 11 pages. If you look through them, you’ll find accounts of branch events, reflections on actions by the Postal Service, either local or national, commendations for work well done by branch members, and comments on elected officials and the political process. The list goes on and on. Does your branch have a scribe that contributes regularly?

All items are edited by the *Postal Record* staff. To make it easier on them, and to hopefully improve your branch’s entry, all scribes should bear in mind the following points. Most apply to State Summaries as well.

- Think about your audience. Don’t presume

knowledge in your readers, and assume that everyone has your level of experience in either the Postal Service or the union. Always be sure your article includes all the information and references any reader, even a newly hired CCA who is looking at the *Postal Record* for the first time, will need to understand it. Remember, the postal record is mailed to nearly 280,000 active and retired letter carriers with varying levels of experience and knowledge.

- This will help the editors at the *Postal Record* as well. Although they have all necessarily learned a great deal about the Postal Service, they are not letter carriers.
- Avoid repetition – your message can get lost. There is a virtue in saying something just once, and saying it well.
- Don’t use phrases like, “I think” or “I believe” – that seems tentative and detracts from your message.
- Watch out for over-capitalization: “At the Branch Meeting, the Branch President talked to the Letter Carriers about the upcoming Food Drive

and MDA Golf Tournament.”

- Limit your exclamation points! They don’t help get your message across! Writing a simple, clear sentence, and using a period at the end of it, will have more impact.
- Don’t write about the same thing over and over again, month after month. People will tend to stop reading.
- Always give the complete name of any politician (or other public figure) referred to in the entry. Readers not from your area will not know if Rep. Smith is Rep. Steven Smith or Rep. Sarah Smith.
- Write your entry as if it’s the day the *Postal Record* arrives in your mailbox, even if you are writing before an event described in it occurs. So a retirement dinner, for example, that will have taken place by the time the issue comes out should be described in the past tense.
- Pay attention to the edits made to previous items you’ve submitted. They

will be an indication of ways to improve your writing.

- Read other branch items to get ideas about what to include. Which entries are the most interesting? Why? Reading other people's writing is a good way to pick up ideas to improve your own.
- All items are due by the 10th of the month for the next month's issue – there is no guarantee an item that is late will be included.
- Entries are limited to 300 words.
- Nothing libelous can be printed.

A little extra effort will result in a branch item that doesn't require much editing by the *Postal Record* staff, and that, more importantly, NALC members will want to read. ■

Management pressure

(Continued from page 15)

bring the mail back or finish the route. Let him or her make the decision about what they would like you to do with the mail: deliver it or bring it back.

7. Carrying loops/splits/kickoffs/relays/hand-offs/trips/pushes/bumps etc.

If you're instructed to carry part of another route, whether on "projected under time" or for overtime, a PS Form 3996

should be provided to you indicating this additional work. Make sure you fill out the bottom of PS Form 3996 showing both your travel and delivery times for whatever loop/split/kickoff/relay/hand-off/trip/push/bump you are carrying.

If you don't believe you can complete the work in the amount of time authorized, explain to the supervisor why this is true. If you can't get your supervisor to agree with you, then say the words and handle this situation in the same manner as explained above in item #2.

Many times letter carriers fail to use these procedures. Then management in an office takes advantage of the situation and keeps pressuring letter carriers to perform more work without challenge.

You should take the time to read the entire section of *The 2011 NALC Letter Carrier Resource Guide* which explains in even greater detail how to handle daily situations such as the ones described in this article. Encourage your coworkers to read this guide as well. An electronic version of the guide is available on the NALC website under the Workplace Issues/City Delivery/Workroom Floor Issues tabs as well as on the newly released NALC 2014 Shop Steward's Toolkit. ■

Negotiating strategies

(Continued from page 13)

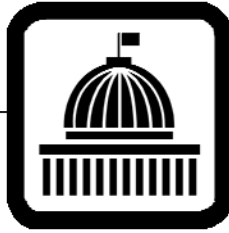
under the ruse of checking your notes.

Remember, your goal is to achieve your previously established bargaining goals. If checking your ego at the door gets the other side to be overconfident and careless, who cares if they think you are not their equal—you are. You just proved who has the upper hand in these negotiations by achieving the results you wanted.

Stay on the issue(s).

Don't be distracted by the actions of the other negotiator. Don't allow yourself to be sucked into peripheral discussions. There is nothing inherently wrong with talking about other issues but don't allow it to become a distraction from what you are negotiating. If the issue is the percentage of carriers off on annual leave don't let the discussions wander into how many sick calls the supervisor got last week—this isn't the issue at hand. If you are negotiating the remedy in a disciplinary action regarding someone's failure to be regular in attendance, don't allow the supervisor to take the discussion down a road about work performance if that isn't the charge. Be courteous and listen but take the discussion/negotiation back to the main issue. maintain focus on the issue at hand.

(Continued on page 21)



Who's who in the...

114th Congress

On this and the following pages are the members of the Congressional committees and subcommittees with influence over the future of the Postal Service.

Senate Committee on Appropriations

Republicans

Thad Cochran (MS)
Chairman

Mitch McConnell (KY)
Richard C. Shelby (AL)
Lamar Alexander (TN)
Susan Collins (ME)
Lisa Murkowski (AK)
Lindsay Graham (SC)
Mark Kirk (IL)
Roy Blunt (MO)
Jerry Moran (KS)
John Hoeven (ND)
John Boozman (AR)
Shelley Moore Capito (WV)
Bill Cassidy (LA)
James Lankford (OK)
Steven Daines (MT)

Democrats

Barbara Mikulski (MD)
Ranking Member

Patrick J. Leahy (VT)
Patty Murray (WA)
Dianne Feinstein (CA)
Richard J. Durbin (IL)
Jack Reed (RI)
Jon Tester (MT)
Tom Udall (NM)
Jeanne Shaheen (NH)
Jeff Merkley (OR)
Chris Coons (DE)
Brian Schatz (HI)
Tammy Baldwin (WI)
Christopher Murphy (CT)

Financial Services and General Government Subcommittee

Republicans

John Boozman, *Chairman*

Jerry Moran
James Lankford

Democrats

Chris Coons,
Ranking Member
Richard Durbin



For more information on the Senate Appropriations committee, go to www.appropriations.senate.gov/.

The website of an individual senator can be found at <http://<lastname>.senate.gov>.

House Committee on Appropriations

Republicans

Harold Rogers (KY5)
Chairman

Rodney Frelinghuysen (NJ11)

Robert B. Aderholt (AL4)

Kay Granger (TX12)

Mike Simpson (ID2)

John Culberson (TX7)

Ander Crenshaw (FL4)

John R. Carter (TX31)

Ken Calvert (CA42)

Tom Cole (OK4)

Mario Diaz-Balart (FL25)

Charlie Dent (PA15)

Tom Graves (GA14)

Kevin Yoder (KS3)

Steve Womack (AR3)

Jeff Fortenberry (NE1)

Tom Rooney (FL17)

Chuck Fleischmann (TN3)

Jaime Herrera Beutler (WA3)

David Joyce (OH14)

David Valadao (CA21)

Andy Harris, MD (MD1)

Martha Roby (AL2)

Mark Amodei (NV2)

Chris Stewart (UT2)

Scott Rigell (VA2)

David Jolly (FL13)

David Young (IA3)

Evan Jenkins (WV3)

Democrats

Nita M. Lowey (NY17)
Ranking Member

Marcy Kaptur (OH9)

Peter J. Visclosky (IN1)

José E. Serrano (NY15)

Rosa L. DeLauro (CT3)

David E. Price (NC4)

Lucille Roybal-Allard (CA40)

Sam Farr (CA20)

Chaka Fattah (PA2)

Sanford D. Bishop, Jr. (GA2)

Barbara Lee (CA13)

Michael M. Honda (CA17)

Betty McCollum (MN4)

Steve Israel (NY3)

Tim Ryan (OH13)

C.A. Dutch Ruppersberger
(MD2)

Debbie Wasserman Schultz
(FL23)

Henry Cuellar (TX28)

Chellie Pingree (ME1)

Mike Quigley (IL5)

Derek Kilmer (WA6)

Adam Schiff (CA-28)

Financial Services and General Government Subcommittee

Republicans

Ander Crenshaw,
Chairman

Steve Womack

Tom Graves

Kevin Yoder

Mark Amodei

Scott Rigell

Jaime Herrera-Beutler

Democrats

Jose Serrano,
Ranking Member

Sanford Bishop

Mike Quigley

Chaka Fattah



For more information on the House Appropriations committee, go to <http://appropriations.house.gov>.

The website of an individual congressional representative can be found at <http://<lastname>.house.gov>.

House Committee on Oversight and Government Reform

Republicans

Jason Chaffetz
Chairman (UT3)

Blake Farenthold (TX27)
Cynthia Lummis (WY)
Buddy Carter (GA1)
Gary J. Palmer (AL6)
Glenn Grothman (WI6)
Jim Jordan (OH04)
Jody Hice (GA10)
John Duncan, Jr. (TN2)
John Mica (FL7)
Justin Amash (MI3)
Ken Buck (CO4)
Mark Meadows (NC11)
Michael Turner (OH10)
Mick Mulvaney (SC5)
Paul Gosar (AZ4)
Rod Blum (IA1)
Ron DeSantis (FL6)
Scott Desjarlais (TN4)
Steve Russell (OK5)
Thomas Massie (KY4)
Tim Walberg (MI7)
Trey Gowdy (SC4)
William Hurd (TX23)

Democrats

Rep. Elijah Cummings
Ranking Member (MD07)

Carolyn Maloney (NY12)
Eleanor Holmes Norton (DC)
Gerald E. Connolly (VA11)
Jim Cooper (TN5)
Matt Cartwright (PA17)
Michelle Lujan Grisham (NM1)
Peter Welch (VT)
Robin Kelly (IL2)
Stephen Lynch (MA8)
Tammy Duckworth (IL8)
William Lacy Clay (MO1)
Mark DeSaulnier (CA11)
Ted Lieu (CA33)
Brenda Lawrence (MI14)
Bonnie Watson Coleman (NJ12)
Brendan Boyle (PA13)
Stacey Plaskett (VI)

Government Operations Subcommittee

Republicans

Mark Meadows, *Chairman*
Ken Buck
Buddy Carter
Thomas Massie
Tim Walberg
Jim Jordan
Trey Gowdy
Mick Mulvaney
Glenn Grothman

Democrats

Gerald Connolly, *Ranking Member*
Eleanor Holmes Norton
Stephen Lynch
William Lacy Clay
Carolyn Maloney
Stacey Plaskett



For information on the House Committee on Oversight and Government reform, go to oversight.house.gov/.

Senate Committee on Homeland Security and Governmental Affairs

Republicans

Ron Johnson
Chairman (WI)

John McCain (AZ)
Rob Portman (OH)
Rand Paul (KY)
James Lankford (OK)
Michael Enzi (WY)
Kelly Ayotte (NH)
Joni Ernst (IA)
Ben Sasse (NE)

Democrats

Thomas Carper
Ranking Member (DE)

Claire McCaskill (MO)
Jon Tester (MT)
Tammy Baldwin (WI)
Heidi North Heitkamp (ND)
Cory Booker (NJ)
Gary Peters (MI)

Federal Spending Oversight and Emergency Management Subcommittee

Republicans

Rand Paul, *Chairman*
Joni Ernst
Ben Sasse
Kelly Ayotte
James Lankford
Michael Enzi

Democrats

Tammy Baldwin,
Ranking Member
Gary Peters
Claire McCaskill
Cory Booker

Negotiating strategies

(Continued from page 17)

Don't allow yourself to be distracted by the actions of your counterpart—concentrate on the issues, not the personalities. Keep your cool! There is nothing wrong with showing passion for your position as long as you don't allow the passion to control the position. When you lose control, you will almost surely lose the upper hand in negotiation.

Congratulate and thank the other side when you are done.

As was said at the beginning, negotiations are hardly

ever a one-time thing. Don't gloat; it only serves to stroke your own ego and may sabotage your next negotiations. Take the time to let the other side know they did a good job and provided a challenging experience. Don't be dishonest, but point out to your counterpart things you learned from them. Why? You want the other side to think they've won. You will likely be sitting across the table from them again and you don't want to have to begin the next round from a deficit. Remember negotiation is a mutual endeavor and it's not about you, it's about who you represent—the membership. ■



For more information on the Senate Committee on Homeland Security and Governmental Affairs, go to <http://www.hsgac.senate.gov>.

For fact sheets on issues and congressional bills important to letter carriers, check the NALC website (www.nalc.org) or contact your Regional Field Coordinator.

Training Seminars & State Conventions

Listed below are all training sessions, educational seminars, or state conventions currently scheduled. For more information on any event, please contact the appropriate business agent. All dates are 2015.

Region 1 - NBA Chris Jackson 714-750-2982

California, Hawaii, Nevada, Guam

April 24-25 Region 1 Training/Rap Session and Congressional Breakfast; Pasadena Hilton, South Pasadena CA

May 14-16 Nevada State Convention; Grand Sierra Resort, Reno NV

Region 2 - NBA Paul Price, 360-892-6545

Alaska, Utah, Idaho, Montana, Oregon, Washington

March 16-19 Shop Steward College - Session 1; Silver Falls Conference Center, Silver Falls OR

April 5-9 Shop Steward College - Session 2; Silver Falls Conference Center, Silver Falls OR

April 13-16 Shop Steward College; Courtyard by Marriott—Summit Conference Center, Ogden UT

April 17-19 Utah State Convention; Courtyard by Marriott—Summit Conference Center, Ogden UT

April 27-30 Shop Steward College; Best Western Coeur d'Alene Inn, Coeur d'Alene ID

May 1-2 Idaho State Convention; Best Western Coeur d'Alene Inn, Coeur d'Alene ID

May 1-3 Washington State Convention; Red Lion, Olympia WA

May 15-17 Oregon State Convention; Holiday Inn-Springfield, Eugene OR

May 18-21 Shop Steward College; Hilton Garden Inn, Great Falls MT

May 22-23 Montana State Convention; Hilton Garden Inn, Great Falls MT

October 26-29 Regional Assembly; Skamania Lodge, Stevenson WA

Region 3 - NBA Michael Caref, 217-787-7850

Illinois

June 18-20 Illinois State Convention; Marriott Hotel and Conference Center, Normal IL

Region 4 - NBA Roger Bledsoe, 501-760-6566

Arizona, Arkansas, Colorado, Oklahoma, Wyoming

April 24-25 Arizona State Convention; Doubletree Hotel, Tempe AZ

Region 4 (continued)

April 30-May 1 Oklahoma State Convention/ Training; Clarion Hotel, Elk City OK

May 15-16 Colorado State Convention; Rocky Mountain Park Inn, Estes Park CO

May 29-30 Wyoming State Convention; Best Western, Casper WY

June 11-13 Arkansas State Convention; Austin Hotel, Hot Springs AR

August 27-29 Region 4 Rap Session; Little America Hotel, Flagstaff AZ

Region 5 - NBA Michael Birkett, 314-872-0227

Missouri, Iowa, Nebraska, Kansas

February 28-March 1 Region 5 Rap Session; Sheraton Overland Park Hotel, Overland Park KS

April 17-19 Nebraska Convention; Quality Inn Sandhills Convention Center, North Platte NE

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

May 3-5 Iowa Convention; Radisson Quad City Plaza, Davenport IA

June 5-7 Missouri Training; Ta-Tar-A Resort, Osage Beach MO

Region 6 - NBA Patrick Carroll 586-997-9917

Kentucky, Indiana, Michigan

April 10-11 Indiana State Convention; Hilton Indianapolis Hotel & Suites, Indianapolis IN

May 3-5 Michigan State Convention; Motor City Casino Hotel, Detroit MI

June 14-16 Kentucky State Convention; Hilton Lexington Suite, Lexington KY

October 10-12 KIM Region 6 Training Seminar; Radisson Hotel at Star Plaza, Merrillville, IN

Region 7 - NBA Chris Wittenburg 612-378-3035

Minnesota, North Dakota, South Dakota, Wisconsin

April 17-18 South Dakota State Convention; Highland Conference Center, Mitchell SD

April 25-26 North Dakota State Convention; Canad Inn, Grand Forks ND

Region 7 (continued)

April 27-May 1 Regional Training Seminar; Radisson, Roseville MN
 May 16-17 Wisconsin State Training Seminar; Location and Hotel TBA
 October 4-7 Minnesota State Convention; Cragun's Resort, Brainerd MN

Region 8 - NBA Pete Moss 252-828-8205

Alabama, Louisiana, Mississippi, Tennessee
 April 17-18 Mississippi State Convention; Hilton Garden Inn, Tupelo MS
 June 4-5 Tennessee State Convention; Greystone Lodge, Gatlinburg TN
 June 19-20 Alabama State Convention; Embassy Suites, Tuscaloosa AL
 July 8-10 Louisiana State Convention; Lowe's Hotel, New Orleans LA

Region 9 - NBA Kenneth Gibbs 954-964-2116

Florida, Georgia, North Carolina, South Carolina
 March 27-28 North Carolina Training; Holiday Inn Raleigh Downtown, Raleigh NC
 May 14 South Carolina Training; Embassy Suites Columbia-Greystone, Columbia SC
 June 12-14 Georgia Training; Atlanta Airport Hilton, Hopeville GA
 June 19-20 North Carolina State Convention; Holiday Inn Raleigh Downtown, Raleigh NC
 July 23-25 Florida State Convention; Bayfront Hilton, St. Petersburg FL
 August 20-23 Region 9 Rap Session; Embassy Suites, Ft. Lauderdale FL
 November 7 South Carolina Training; Branch 233 Union Hall, Columbia SC

Region 10 - NBA Kathy Baldwin 281-540-5627

New Mexico, Texas
 June 5-6 New Mexico State Convention; Elks Lodge #460, Santa Fe NM
 June 24-26 Texas State Convention; The Menger Hotel, San Antonio TX

Region 11 - NBA Dan Toth 440-282-4340

Upstate New York, Ohio
 November 22-23 Regional Training; Holiday Inn, Liverpool NY

Region 12 - NBA Bill Lucini 215-824-4826

Pennsylvania, South and Central New Jersey
 May 13 Pennsylvania Congressional Breakfast; Hyatt-Regency, Washington DC

Region 13 - NBA Tim Dowdy 757-934-1013

Delaware, Maryland, Virginia, West Virginia, Washington DC
 March 5-6 Virginia Shop Steward Training; Hotel NA, Richmond VA
 April 30-May 1 West Virginia Shop Steward Training; Hotel NA, Morgantown WV
 May 3-5 Branch Officer Training and Regional Rap Session; Hotel NA, Morgantown WV
 September 27 OWCP Regional Training; Hotel NA, Washington, DC

Region 14 - NBA John Casciano 617-363-9299

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
 March 21-22 Vermont State Convention; Comfort Inn, South Burlington VT
 April 12 Rhode Island State Convention; Branch 15 Union Hall, Cranston RI
 April 19-20 Connecticut State Convention; Mystic Harbor Marriott Hotel, Groton CT
 April 25-26 Region 14 Rap & Training Session; Biltmore Hotel, Providence RI
 May 15-17 Massachusetts State Convention; Double Tree Hotel, Hyannis MA
 May 16-17 Maine State Convention; Northeastland Hotel, Presque Isle ME
 June 5-7 New Hampshire State Convention; Attitash Mountain Resort, Bartlett NH

Region 15 - Larry Cirelli 212-868-0284

Northern New Jersey, New York, SW Connecticut, Puerto Rico, Virgin Islands
 March 1-3 Region 15 Training Session; Bally's Hotel and Casino, Atlantic City NJ
 August 2-4 New York State Convention; Hilton Long Island, Huntington NY
 September 27-29 New Jersey State Convention; Caesar's Hotel and Casino, Atlantic City NJ



**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.

U S P S *BY THE NUMBERS*

Operations

<u>FY 2014</u>	<u>Number</u>	<u>Change from SPLY*</u>
Total mail volume (Millions of pieces)	155,375	-1.8%
Mail volume by class (YTD in millions)		
<i>First-Class</i>	63,603	-3.3%
<i>Periodicals</i>	6,045	-7.6%
<i>Standard (bulk mail)</i>	80,311	-0.6%
<i>Shipping & Packages</i>	4,015	8.1%
<i>International</i>	899	-0.3%
<i>Other</i>	502	-26.8%
Average days to delivery		
First-class mail	2	
Package services	4.4	

*SPLY=Same Period Last Year

Finances

<u>FY 2014 (millions)</u>	<u>Number</u>	<u>Change from SPLY*</u>
<i>Operating Revenue</i>	\$67,830	0.8%
<i>Operating Expenses</i>	\$73,178	1.5%
<i>Controllable Operating Income</i>	\$1,374	
<i>PSRHBFF Expenses</i>	\$5,700	
<i>Workers' Comp adjustments</i>	\$,485	
<i>Net operating loss</i>	-\$5,508	

Employment

<u>FY 2014 - PP26</u>		
City carrier employment	164,626	-1.7%
<i>Full Time</i>	161,905	1.5%
<i>PT Regular</i>	589	-9.4%
<i>PTF</i>	2,132	-70.3%
City Carrier Assistant 1	28,757	25.0%
City Carrier Assistant 2	7,322	-1.4%
City carriers per delivery supervisor	14.5	
Career USPS employment	488,305	-0.6%
Non-career USPS employment	129,577	2.3%