

# the Postal Supervisor

February 2016

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**The USPS  
Must Recognize  
the Importance  
of Our EAS  
Employees**

*page 3*

# the Postal Supervisor

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All submissions will be edited for brevity and publication style. High-resolution photos may be e-mailed to [kbalentyoung@gmail.com](mailto:kbalentyoung@gmail.com). Please include your non-USPS e-mail. NAPS neither assumes responsibility for the contents of the articles published herein, nor does it necessarily agree with the opinions expressed. Moreover, opinions expressed by an author do not necessarily reflect the opinions of the author's branch.

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## Objectives

*The object of the Association shall be to promote, through appropriate and effective action, the welfare of its members, and to cooperate with the USPS and other agencies of the federal government in a continuing effort to improve the service, to raise the standard of efficiency, and to widen the field of opportunity for its members who make the Postal Service or the federal government their life work.*

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# EAS Employees Are the MVPs

**T**here never has been a more challenging time to be an employee of the United States Postal Service. With the across-the-board work-force reductions over the past decade, demands on the existing work force continue to grow. With stagnant wages—especially within the managerial work force—the environment is becoming more toxic by the hour.

Many “rising stars” from the craft are re-considering advancing to the EAS ranks because there is little

incentive from a career or compensation standpoint. Despite all these challenges, the Postal Service excelled this recent holiday season as it outpaced its private-sector competitors regarding revenue generated and on-time performance. This is a tribute to the dedicated employees who are the heart of the USPS. But the question remains, how long can this go on?

We all are aware of the financial situation facing the Postal Ser-

vice. We continue to generate record profits, but still remain at a loss due to the burdensome retiree health benefit prefunding mandate placed on the Postal Service as a result of the 2006 “Postal Accountability and Enhancement Act.” Only one entity has the power to remove that mandate and allow the Postal Service to use its record profits toward enhancing the quality of service the agency provides to its customers: the United States Congress.

However, instead of addressing these issues, members of Congress have chosen to try and strike down the policies of our sitting president and scuttle the election of a presidential hopeful, as well as miss votes if they are running for president themselves. Meanwhile, ensuring a strong and secure postal delivery system has gone by the wayside. This inattention and neglect by Congress and the turbulent state of morale within the work force have combined for perilous times for the USPS.

Ask any *Fortune* 500 CEO and they will tell you that, in order for any company—large or small—to be successful, everyone must be on the same page and

work together as a team. Team members must be held accountable to one another; you must trust your fellow team members. These factors are the necessary ingredients for success.

The same holds true in the Postal Service. Managers always have looked for ways to reduce work-hours and risk. In the face of our current financial crisis, some rather extreme “management” methods are being used with varying results. Sadly, many managers, supervisors and postmasters are not being empowered to succeed or given the ownership necessary for the Postal Service to thrive and be successful. You could say they are not part of the team and, while not having the tools needed to promote the success of the Postal Service, they are being held accountable at every opportunity for the agency’s failures.

Indeed, many of our front-line managers are relegated simply to blindly following instructions from the districts, however flawed these instructions may be. While this would seem to be a strategy designed to limit risk, it’s a sure way to repress creative ability and the desire to lead. Unfortunately, this ill-advised approach will, in the end, ensure the very losses the approach hopes to avoid.

Under this formula, the ground-level leaders of the Postal Service are not being armed for success, but, rather, set up for failure. Our members were promoted to managers, postmasters and supervisors because of their operational knowledge, know-how and willingness to focus on the welfare of the USPS. EAS employees are responsible for making the decisions that play a huge role in determining overall operational effectiveness. These individuals should not be left on the bench, but, instead, be counted on as those most needed to come through in the clutch.

Postal leadership must re-evaluate how it values these MVPs. If the Postal Service is going to continue to grow and succeed, despite the challenges it faces, we need to let our best and brightest shine through in crunch times.

[naps.la@naps.org](mailto:naps.la@naps.org)

# Do You Know Machiavelli?

**A**ccording to the “Oxford English Dictionary,” a Machiavellian is a “person who practices expediency in preference to morality; an intriguer or schemer. Usually derogatory.” The “Merriam Webster Dictionary” describes a Machiavellian as “marked by cunning, duplicity or bad faith.”

Some have incorrectly assumed that, given their ability to manipulate just about anybody, Machiavellian leaders have a relatively high level of intelligence. In fact, many Machiavellian leaders themselves believe this. Research not only proves this incorrect in regard to all IQ, it also shows people with more Machiavellian tendencies seem to have lower levels of EQ (emotional intelligence).

Here are some of the tell-tale signs, in no particular order, that a leader might have a little more Machiavelli in him or her than he or she would like:

1. Machiavellian leaders are cunning and crafty. They are artists; their finished masterpieces are the result of the crafty use of wile and trickery. The problem is that most of the time this trickery ends up costing the USPS billions of dollars in settlements for contractual violations; the Machiavellian leader is not accountable for the loss.

2. Machiavellian leaders are narcissistic. They have excessive and exaggerated feelings of self-importance, though these feelings often masquerade as something more altruistic. This mentality is fueled by a USPS that will move the problems and indiscretions of a narcissistic leader to another area or district. Meanwhile, these same qualities in an EAS employee would have *them* standing before an MSPB judge or *ELM* 650 hearing official, fighting for their job.

3. Machiavellian leaders believe the ends justify the means. This type of leader does not consider policies, procedures or law

in their execution of leadership. I overheard a leader say regarding an employee who was injured: “We should fire them; so what if they get their job back in six months with back pay? It will prove a point.” Scary.

4. Machiavellian leaders believe everything is part of one big game they’re playing. The workplace, their careers and all the way down to every interaction is all part of the game for Machiavellian leaders. It is all part of the master plan to either gain or maintain power or influence. The problem is they play this game with house money; they neither care nor have accountability when the USPS loses.

5. Machiavellian leaders excel in control and manipulation. They know the right buttons to push and have no problems pushing them. If you are not doing what they want, do not worry; you will know soon enough. They will manipulate you at any cost into doing what they want and, unfortunately, you will not even know how it happened. The problem is when it comes time for accountability of actions—who will be held accountable?

6. Machiavellian leaders would love to be loved, but not at the expense of not being feared or respected. My first day as a new supervisor, the general foreman imparted me with his motto: “Make ‘em mad; they’ll work harder.” I am grateful that I survived my early supervisory years in PATHETICA (thanks to Greg

Gray for putting a name on it).

Some consider New Jersey Governor Chris Christie, former New York City Mayor Rudy Giuliani and Russian President Vladimir Putin to be among modern-day Machiavellian leaders. Could this Machiavellian leadership style play a role in the financial struggles of the USPS?

In solidarity ...

[naps.ib@naps.org](mailto:naps.ib@naps.org)

## The Postal Supervisor 2016 Production Schedule

Issue	Copy Deadline*	Mails
MAR	JAN 25	FEB 11
APR	FEB 17	MAR 8
MAY	MAR 14	APR 8
JUNE	APR 25	MAY 13
JULY	MAY 23	JUNE 10
AUG	JUNE 14	JULY 5
SEPT/OCT	AUG 30	SEPT 30
NOV	OCT 4	OCT 24
DEC	OCT 27	NOV 17
JAN 17	NOV 28	DEC 14

\*Copy must be received by this day; see page 2 for submission information.



**Ivan D. Butts**  
Executive Vice President

or she would like:

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# Getting a Scholarship Schooling

My youngest granddaughter mailed me a request to order magazines at steep subscription prices to help her school raise money to support various programs in which she participates. How could I not place an order? First, she is my granddaughter, whom I love dearly. Second, it is a way for me to support her education. And third, she is my granddaughter!



**Brian J. Wagner**  
Secretary/Treasurer

So, I ordered *MONEY* magazine. It has great financial articles on saving for retirement, getting the best health care coverage for the least cost and helpful tips on paying college tuition. The one tip missing in the college tuition article was applying for a NAPS Vince Palladino Memorial Student Scholarship.

Then again, the Palladino scholarship only is available to the children and grandchildren of

NAPS members. Therefore, you won't need a subscription to *MONEY* to apply for this NAPS-sponsored scholarship. All you need is the scholarship application on page 7.

Let me give you a little schooling on the NAPS scholarship. Annually, NAPS sponsors and awards 10 \$1,000 Palladino scholarships in memory of the late NAPS president and his dedication to NAPS members and their families.

Who is eligible to apply? The children and grandchildren of living active and associate NAPS members. Other qualifiers include: (1) applicants must be attending or have been accepted by an accredited two- or four-year college or university; (2) the scholarship application must be received at NAPS Headquarters no later than July 29, 2016; (3) the parent or grandparent must be a NAPS member in good standing at the time of the scholarship drawing.

Two \$1,000 scholarship winners are randomly selected from each of the five NAPS regions: North-

## SPAC Contribution Form

Aggregate contributions made in a calendar year correspond with these donor levels:

**\$1,000**—President's Ultimate Oval  
**\$750**—VP Elite  
**\$500**—Secretaries Roundtable  
**\$250**—Chairman's Club  
**\$100**—Supporter

Current as of February 2015

*Federal regulations prohibit SPAC contributions by branch check or branch credit card.*

**Mail to:**  
SPAC  
1727 KING ST STE 400  
ALEXANDRIA VA 22314-2753

Contribution Amount \$ \_\_\_\_\_

Branch # \_\_\_\_\_

Name \_\_\_\_\_

Home Address/PO Box \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

ZIP+4 \_\_\_\_\_ Date \_\_\_\_\_

Employee ID Number (EIN) or Civil Service Annuitant (CSA) Number \_\_\_\_\_



### Enclosed is my voluntary contribution to SPAC by one of the following methods:

- Check or money order made payable to SPAC; do not send cash  
 Credit card (circle one): Visa American Express MasterCard Discover

Card number \_\_\_\_\_

Security code (three- or four-digit number on back of card) \_\_\_\_\_

Card expiration date: \_\_\_\_\_ / \_\_\_\_\_

Signature (required for credit card charges) \_\_\_\_\_

- In-Kind Donation (e.g., gift card, baseball tickets):

Describe gift \_\_\_\_\_ Value \_\_\_\_\_

*All contributions to the Supervisors' Political Action Committee (SPAC) are voluntary, have no bearing on NAPS membership status and are unrelated to NAPS membership dues. There is no obligation to contribute to SPAC and no penalty for choosing not to contribute. Only NAPS members and family members living in their households may contribute to SPAC. Contributions to SPAC are limited to \$5,000 per individual in a calendar year. Contributions to SPAC are not tax-deductible.*

# NAPS Secretary/Treasurer's Financial Report

Brian J. Wagner

east, Eastern, Central, Southern and Western. Winners will be announced at the 2016 NAPS National Convention in National Harbor, MD, this August. Also, the names of the winning students will be published in the 2016 convention issue of *The Postal Supervisor*.

Scholarship winners will receive a check, made payable to the college or university listed on their application, at the end of August. Scholarship proceeds may be used to pay expenses in the student's current or following semester.

*Continued on page 12*

## NAPS Training Calendar

### MINK Area Training

(IA/KS/MO/NE)

**April 7-9, 2016**

*In conjunction with the MINK Convention.*

**Conducted by:** MINK Area VP Larry Ewing; call (785) 249-3936 for more information.

**Location:** Embassy Suites, 101 E. Locust St., Des Moines, IA 50309; (515) 244-1700.

**Hotel Rate:** \$155, single/double.

**Registration Fee:** TBD

**Training Topics:** TBD

**Instructors:** TBD

### Central Gulf Area Training (AL/LA/MS)

**April 8-9, 2016**

**Conducted by:** Central Gulf Area VP Cornel Rowel Sr.

**Location:** Biloxi, MS; hotel TBD

**Registration Fee:** \$25

**Training Topics:** TBD

**Instructors:** TBD

### Illini Area Training (IL)

**May 26, 2016**

*In conjunction with the Illinois State Convention.*

**Conducted by:** Illini Area VP Luz Moreno

**Location:** Holiday Inn Rockford, 7550 E. State St., Rockford, IL 61108; (815) 398-2200

**Hotel Rate:** \$83/king or two queens

**Registration Fee:** Free for Illini Area members; \$50 for others

**Training Topics:** TBD

**Instructors:** TBD

Article XIV of the *NAPS Constitution* requires the secretary/treasurer to "furnish financial reports quarterly and publish same in *The Postal Supervisor*."

### Balance Sheet—Nov. 30, 2015

#### Assets:

Cash and Investments	\$14,382,383.80
Dues Withholding Receivable	282,329.58
Prepaid Expenses and Other Assets	422,997.61
Total Current Assets	15,087,710.99
Building and Equipment, Net of Accumulated Depreciation	3,277,843.80
Total Assets	\$18,365,554.79

#### Liabilities and Fund Balances:

Accounts Payable	\$ 18,964.66
Accrued Expenses	189,533.77
Deferred Revenues	10,174.88
Dues to be Remitted to Branches	520,422.15
Total Liabilities	739,095.46
General and Designated Fund Balances	17,626,459.33
Total Liabilities and Fund Balances	\$18,365,554.79

### Statement of Revenues and Expenses

(For the period Sept. 1, 2015, through Nov. 30, 2015)

#### Revenues:

Dues and Assessments	\$ 1,653,075.48
Less: Dues Remitted to Branches	1,090,643.06
Net Dues and Assessment Revenue	562,432.42
Investment Income	326,644.13
Royalties	5,000.00
NAPS Property, Inc. Net Income Before Depreciation	\$51,446.99
Less Depreciation	(69,683.91)
NAPS Property, Inc. Net Income	(18,236.92)
Training Registration Income	25,360.00
Other	6,816.64
Total Revenues	908,016.27

#### Expenses:

National Headquarters	263,773.01
Executive Board	186,387.22
National Convention 2016	83.00
<i>The Postal Supervisor</i>	65,030.67
Legal and/or Fact Finding	18,904.00
Legislative Counsel	29,270.32
Legislative Expenses	559.67
Education and Training	27,698.38
Training Registration Expense	26,485.00
Disciplinary Defense	58,412.35
Total Expenses	676,603.62
<b>Revenues Less Expenses</b>	<b>\$ 231,412.65</b>

# National Association of Postal Supervisors

# Vince Palladino Memorial

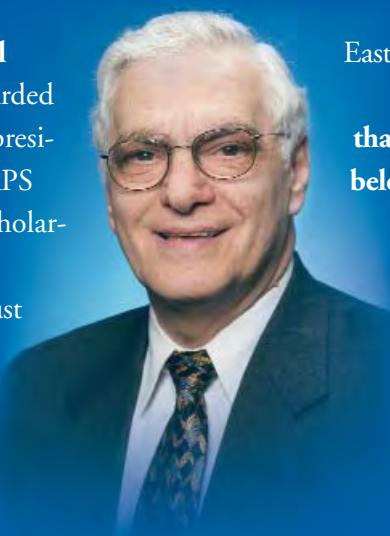
# Student Scholarships

## 2016 Official Application Form

The Vince Palladino Memorial Student Scholarships are awarded in memory of the late NAPS president and honor his dedication to NAPS members and their families. These scholarships are sponsored solely by NAPS.

Applicants for this scholarship must be the children or grandchildren of a living NAPS member, active or associate, at the time of drawing. Furthermore, the children or grandchildren must be attending or have been accepted by an accredited two- or four-year college or university.

NAPS will award 10 \$1,000 **Vince Palladino Memorial Student Scholarships**. Two winners will be randomly selected from each of the NAPS regional areas (Northeast,



Eastern, Central, Southern and Western).

**This application must be received no later than July 29, 2016, at the address provided below.**

Scholarship winners will be announced at the NAPS 2016 National Convention in National Harbor, MD, in August. In addition, the scholarship winners will be listed in the 2016 convention issue of *The Postal Supervisor*.

Members whose child or grandchild have been awarded a **Vince Palladino Memorial Student Scholarship** will receive a check, payable to the college or university listed in the application, in September 2016. Scholarships may be used to pay expenses in the student's current or following semester.

Student's name (please PRINT legibly)

Major course of study

Name of accredited two- or four-year college or university attended or will be attending

City and state of the college or university

NAPS member's name

NAPS member's branch number

Student's relationship to NAPS member (son, granddaughter, etc.)

NAPS member's PO box/street address

City \_\_\_\_\_ State \_\_\_\_\_ ZIP+4 \_\_\_\_\_

**Applications must  
be received at  
NAPS Headquarters  
no later than  
July 29, 2016**

Please mail completed application to **NAPS Scholarships, Attn: Brian J. Wagner, Secretary/Treasurer, 1727 King St., Suite 400, Alexandria, VA 22314-2753**. Thank you.

# Workhour ‘Banks,’ NPA Scorecard Adjustments and Postal Pulse Confidentiality Among Agenda Items

**P**resident Louis M. Atkins, Executive Vice President Ivan D. Butts and Secretary/Treasurer Brian J. Wagner were present for the Dec. 9 consultative meeting with the Postal Service. North Central Area Vice President Dan Mooney attended via telecon.

Representing the Postal Service were Phong Quang and Bruce Nicholson, Labor Relations Policy Administration; Raymona Holt, NPA Systems; and Kelvin Williams, executive director, Employee Engagement.

## Agenda Item #1

NAPS asked to be briefed on the reported “bank” of workhours accumulated during a fiscal year, then disbursed at the end of the fiscal year. Specifically:

- What makes up the workhour bank?

*Budgets are passed down from Postal Headquarters to the field. Areas distribute to the districts, then districts hold back workhours as a reserve (often referred to as a bank). Both non-personnel and personnel costs for workhours or non-career and career employee wage rate related items are included.*

- Who manages the workhour bank?

*It is managed at the area or district levels—not USPS Headquarters.*

- What are the parameters for receiving a workhour bank disbursement?

*Budgets are developed and allocated based on area and district leadership’s methodologies; distributions are based on each respective methodology. There are no USPS Headquarters reserves.*

- NAPS asked for a copy of the

workhour bank SOP.

*There is no national USPS SOP for reserves. Each area allocates their budget to their respective districts on their specific methodologies. Ultimately, area leadership makes decisions on local allocation.*

NAPS expressed its concern that there is no continuity or standard process for distributing any reserve workhours by area and district offices. Each area and district has its own philosophy on how to handle reserve workhours, which can lead to an unfair and biased distribution of workhours by postal leadership.

## Agenda Item #2

NAPS national officers representing members in the USPS Great Lakes Area (GLA) informed NAPS Headquarters of an issue pertaining to the GLA’s handling of the NPA mitigating process after two GLA districts had workhour adjustments regarding the bank of hours given to each district. Specifically:

- In the Lakeland District, the Milwaukee postmaster, who is PCES, reportedly achieved the goals necessary to receive a FY 2015 NPA payout. However, subordinate EAS employees in Customer Service units were informed they did not make the necessary goals to earn an NPA payout for FY 2015.

Per NAPS members in the Milwaukee Post Office, the Lakeland District had a bank of workhours that was not equitably distributed by the district, causing Milwaukee Customer Service EAS employees to not receive a FY 2015 NPA payout, but other poorer-performing AOs in the district

received a workhour adjustment to earn an NPA payout.

The Milwaukee postmaster filed mitigating factors to the GLA office, but the mitigation was denied. NAPS contends the Milwaukee postmaster’s NPA achievement was a direct result of the Customer Service EAS employees who impact day-to-day operations.

- In the Detroit Metroplex, the acting plant manager did not feel there was a need to submit mitigation for the EAS employees whose offices were affected by a negative August 2015 workhour budget adjustment. This resulted in the Detroit Metroplex dropping from contributor status to non-contributor, thereby not earning a FY 2015 NPA payout.

NAPS considers these examples major issues and indicative of the lack of integrity with the FY 2015 NPA process. The current mitigation process disenfranchises and disengages EAS employees who run day-to-day operations. Furthermore, when installation heads refuse to put forth mitigating factors on behalf of their subordinates, it taints the NPA process and further disengages EAS employees in the workplace.

Finally, the handling and distribution of additional workhours received by district leadership to its respective offices/units also calls into question the integrity of the NPA process.

Therefore, NAPS is requesting the following:

1. Any and all additional workhours received by each GLA district be redistributed on an equitable basis to each respective office within that

respective district.

2. No established office budgets for FY 2015 be changed that would negatively impact an office's FY 2015 NPA rating. If a negative budget change has occurred, the USPS will retroactively correct the budget and re-evaluate the FY 2015 NPA scorecard for that office.

3. The mitigation sent in for the Milwaukee Post Office for Customer Service EAS employees be approved and the EAS employees in those units be made whole with a FY 2015 NPA payout.

4. The mitigation of the Detroit Metroplex be submitted and reviewed by the GLA for consideration and approval. If the Detroit Metroplex mitigation is denied, then the GLA needs to submit to NAPS Headquarters a full written report stating the reason(s) for the denial, including supporting documentation by the USPS supporting its decision.

*The USPS needs more time to review this NPA issue to validate the data.*

### **Agenda Item #3**

NAPS was informed of concerns about the June 2015 posting of the NPA scorecard where an adjustment was made regarding Priority Mail scores. Why was an adjustment made that reduced the entire corporate performance summary score rather than just the specific cell value goal?

This issue is verifiable through the review of NPA report cards from Customer Service stations for this period. NAPS has reviewed other districts' scorecards and confirmed this action occurred nationwide, without NAPS being consulted.

When local NAPS representatives contacted their respective districts, they were told: "The adjustment to the corporate score is a service score adjustment for December. In December, the service score goals are lowered and each PFC is either adjusted

higher or lower, depending on if they made those adjusted goals or not." NAPS also brought this to the attention of the area and was informed it is the correct procedure based on the National Performance Assessment briefing.

NAPS contends there should have been no adjustments made to the overall corporate scores once they were approved and finalized in November 2014. By making adjustments throughout the FY on the NPA scorecard, the integrity of the NPA program is lost. NAPS requested that all corporate NPA goals be returned to their original approved levels.

*The adjusted service commitment of the corporate score was due to limited lift capacity; NPA adjustments have occurred since the implementation of NPA. The Postal Service's methodology is to make adjustments up or down on the entire corporate score, not on the specific corporate indicator. The USPS understands NAPS' concern that if there is going to be a corporate score adjustment, the adjustment be made to the specific corporate indicator—not an adjustment to the aggregate corporate score. The USPS also understands NAPS wants to be consulted in advance of NPA adjustments.*

NAPS pointed out that, during the original consultative process on NPA indicators, the USPS did not consult with NAPS that adjustments would be made on the NPA scorecard, as well as how the process would work when making those adjustments.

NAPS stressed it does not approve of the USPS making unilateral NPA scorecard adjustments after the initial NPA scorecard has been finalized. It was not the fault of NAPS members that the USPS failed to provide for proper lift capacity during peak season, resulting in the USPS making an NPA corporate indicator adjustment.

NAPS prefers that if the USPS

makes NPA adjustments, they be made to the specific individual corporate indicator, not to the aggregate corporate score. Furthermore, if there are NPA adjustments, NAPS prefers that such adjustments not have a negative impact on NPA payouts. Adjustments should be made to benefit EAS NPA payouts, not reduce them for issues not under the direct control of EAS employees, such as "lift."

### **Agenda Item #4**

NAPS has received concerns surrounding the confidentiality of the Postal Pulse survey. A manager was heard to say that the results are broken down to employee position, which affords managers a way of identifying the EAS employees who completed the survey.

Example: Two EAS employees are broken down as manager 1 and 2. After the results of the Postal Pulse came out, the manager over the two EAS employees began actively looking to identify manager 2 as a result of their Postal Pulse response; there are only two managers in the unit.

This type of Postal Pulse reporting eliminates the confidentiality needed for EAS employee engagement in the process. NAPS requested that EAS engagement in the Postal Pulse program be conducted via U.S. Mail.

*Only in work groups of five or more is a group result generated. If there are only two respondents in a group, there are no results because there are fewer than five responding in a group. If there is a higher-level workgroup, such as an MPOO area, the two individual EAS results in a unit would roll up to the MPOO group, not to the office in which the two EAS employees work.*

*The survey results are not lost, but rolled up to the next level to maintain anonymity. The USPS can separate on a larger level the percentage of craft to EAS completing the survey, but that percent-*

age is not available at the unit level. The majority of private companies do employee surveys online rather than by paper. Many companies are moving away from paper surveys; the USPS' goal is to get away from paper surveys completely.

All surveys, including those from EAS employees, go directly to Gallup. It is less expensive and more convenient to have EAS employees use computers to complete the Postal Pulse. The USPS does not have a way to compensate craft employees for completing the survey online at home. In February 2016, the Postal Pulse will be mailed to craft employees' homes, but they are to bring their Postal Pulse surveys to their post offices to complete on the clock. The intent is to get the surveys into the hands of the employees.

NAPS would prefer one survey system—mail or online—rather than two different processes for completing the survey. NAPS prefers the USPS use the mail for conducting the survey.

#### Agenda Item #5

NAPS has concerns about one of the NPA objectives for Customer Care Center EAS employees. For the FY 2015 Performance Evaluation System (PES), the goal for sick leave was 5 percent. The Customer Care Center achieved 5.61 percent, which included leave under the "Family and Medical Leave Act" (FMLA). Without the FMLA leave, this function achieved 2.26 percent, which was below the NPA goal of 5 percent.

NAPS is concerned about the application of FMLA-protected leave. The federal law provides protection to employees whose employers could use their request for using FMLA leave as a negative factor in employment actions, such as hiring, promotions or disciplinary actions or counting FMLA leave under "no fault" attendance policies.

NAPS contends that counting FMLA leave toward a sick leave goal or for any reason is a violation of the law and constitutes interference with exercising one's rights provided by FMLA. NAPS requested that no leave protected under the FMLA be used as part of the PFP process.

*The "Available for Duty" indicator for FY 2015 has the FMLA as part of the calculation. As for FY 2016, the FMLA will not be part of the "Available for Duty" indicator. According to the USPS law department, the FMLA is for protecting an individual's rights from managers interfering and/or discouraging the employee from taking qualified FMLA leave. Calculating FMLA leave with all other leave to the "Available for Duty" indicator is simply a way for the agency to measure and manage leave as a whole. The USPS FY 2015 indicator is part of a pay program.*

#### Agenda Item #6

Based on comments made by PMG Megan Brennan at the NAPS October 2015 Executive Board meeting, NAPS requested a review of the MPOO restructuring based on NAPS' original objection to the agency "Z" factor formula used in restructuring MPOO levels and positions across the country. As stated during the response period, the formula used by the USPS has reduced many MPOO positions to Level-22s, while increasing workload. For example: adding additional offices and routes, while lowering the MPOO position level from EAS-23 to EAS-22.

NAPS's contention, as submitted, continues to be this "Z" factor formula does not provide for adequate coverage that was maintained by the former 100 offices-to-1 MPOO formula. NAPS requested that the former factor based on all offices (including RMPOs) be reinstated for proper MPOO coverage.

NAPS requested that the USPS re-

lieve the overburdened MPOO positions by going back to the 100-to-1 ratio that is inclusive of RMPOs and create MPOO levels that reflect an upward mobility process. NAPS has seen a loss of upward mobility for EAS employees since the MPOO restructuring.

*Per Organizational Effectiveness (OE), the USPS' position is the same as it was when discussed at the NAPS/USPS October consultative meeting in conjunction with the 2015 NAPS fall board meeting: The "Z" factor is part of a statistical calculation and not an actual staffing matrix.*

Following is the USPS response from the October 2015 consultative meeting:

*The USPS consulted with NAPS on this item and is not going to change its initial decision. NAPS objected to the "Z" factor and wanted MPOO staffing to remain the same. USPS Headquarters projected three years ago, with the onset of PostPlan, that a POOM restructuring was needed due to RMPO and APO responsibilities. The USPS had been in a holding pattern where the original workload ratio of one POOM for every 100 offices was not a proper projection of workload. If there are challenges and concerns, the USPS will accept feedback from NAPS and operations in the field.*

#### Agenda Item #7

NAPS brought back an issue from the Sept. 22, 2015, consultative meeting (agenda item #4). NAPS has been informed there still has been no engagement with employees at the Customer Care Centers as to what the PFP process is for their units. Agenda item #4 and the USPS response were as follows:

NAPS requested a briefing on the operational structure of the Customer Care Centers (CCC) and what steps the agency has taken to look at the morale of EAS employees working in

*Continued on page 12*



*Dillard*  
Financial Solutions, Inc.



SMARTER RETIREMENT PLANNING

Steve Dillard  
ChFEBC<sup>SM</sup>

## Learning How to Maximize Your Retirement Income

Steve Dillard, ChFEBC<sup>SM</sup>, President & CEO of Dillard Financial Solutions, Inc.

**M**any Postal Employees retire each month without knowing they could have received an additional \$2-5k in retirement income per year. That's a significant loss of income and it's easy to make sure this doesn't happen to you.

If you are under the FERS, CSRS or CSRS Offset system, there are many retirement income options available to you. Here at Dillard Financial Solutions, Inc., we have spent the past 5 years developing a program that will help you maximize your retirement income from Social Security, Thrift Savings Plan, and your Federal Pension.

We begin by showing you the maximum Social Security Benefit. There are literally hundreds of ways for you and your spouse to draw Social Security. We have looked at the different opportunities for Social Security as well as the rules that are in place and we are able to show you how to maximize this valuable income source including your options before and after age 62 and what happens at death.

The second step is to look at your Thrift Savings Plan. The government will not provide you with a Financial Team that will customize your options for retirement. We have a program to show you exactly what you need to do with your money, how to grow it and how to receive it throughout retirement. There are many options that the government doesn't share with Postal Employees — options that could give you more income while protecting your money and staying up with the rising costs due to inflation as well as new spouse benefits.



Next, we will take a look at the income provided by your Federal Pension Program. We can provide you with a current, up-to-date analysis that will show your monthly income and your Spouse Survivor Benefit Plan based on your HI-3 Average as well as many of the costs you will incur during your retirement years. The decisions you make before retirement will affect your income for the rest of your life.

**To receive your customized Retirement Income Maximization Analysis, contact us today at [Info@dillardfinancial.com](mailto:Info@dillardfinancial.com) or toll-free at 800.692.7643 and one of our licensed representatives will assist you with your personalized financial analysis.**

Your personal information will never be sold or used for any reason other than to obtain your personalized income analysis. We have helped over 20% of NAPS members maximize their retirement income with our Retirement Income Maximization Analysis, often times gaining them thousands of dollars throughout their retirement. Don't miss out on this valuable asset. Call us today!

*The above article was written by Steve Dillard, ChFEBC<sup>SM</sup>, President & CEO of Dillard Financial Solutions, Inc. Dillard Financial Solutions, Inc. is not endorsed by NAPS or the US Postal Service. All information is provided free of charge to NAPS members. DFS, Inc. is not a member of any government organization. Returns are guaranteed by the reserves of the issuing insurance companies. Applicants must meet suitability requirements. State and Federal Regulations in your area apply. Contact us to find out more about the options available in your area.*

## Getting a Scholarship Schooling

*Continued from page 6*

The 2016 scholarship application and rules will be printed in future issues, as well. The application also is available on the NAPS website at [www.naps.org](http://www.naps.org).

I hope this schooling on the Palladino scholarship was on the money. I wish all our members' children and grandchildren the best in their educational futures and chances to be awarded a 2016 Vince Palladino Memorial Student Scholarship.

[naps.bw@naps.org](mailto:naps.bw@naps.org)

## Dec. 9 Consultative

*Continued from page 10*

this function. NAPS cited the multiple eRecourse appeals filed for the FY 2014 NPA and the subsequent proposed changes to FY 2015 NPA goals.

NAPS pointed out there is no explanation for how USPS Headquarters employees' PFP ratings are determined in the USPS Headquarters PFP Administrative Rules. This lack of information and changes in FY 2015 NPA goals have impacted the morale of EAS employees in the CCCs.

*CCC EAS employees are under the USPS Headquarters PFP program; no action has been taken by USPS Headquarters to address the morale of EAS employees at the CCCs. However, during FY 2016 NPA discussions, the USPS agreed to explain to CCC EAS employees how the USPS Headquarters PFP process works.*

NAPS requested the USPS follow through on its commitment to address morale of EAS employees at the Customer Care Centers.

*On Nov. 23, 2015, Debby Judy, manager, Enterprise Customer Care Centers, met with EAS employees at the CCCs to explain the PFP process and address morale.*

# Building For Tomorrow Through Action Today

## March 6 - 9, 2016 Legislative Training Seminar



**This is a reference for the order of events; all times are tentative and may change between now and the conference.**

### Sunday, March 6

- 9 a.m. – 6 p.m.  
Registration
- 9:15 a.m.  
Wreath-Laying at Tomb of the Unknown Soldier, Arlington National Cemetery
- 10 a.m. – noon  
NAPS Presidents Training (registration TBD)
- 2 – 3 p.m.  
Non-Denominational Worship Service
- 3 – 4 p.m.  
First-Timers' Orientation
- 4:30 – 6 p.m.  
Town Hall with the Resident Officers
- 6:30 – 8:30 p.m.  
State Legislative Chairs Dinner

### Monday, March 7

- 6:30 a.m.  
Continental Breakfast
- 6:30 – 7:50 a.m.  
Registration continues
- 8 a.m. – 5:30 p.m.  
SPAC Café

### Tuesday, March 8

- 6:30 – 8:30 a.m.  
Continental Breakfast
- morning/afternoon  
Delegate meetings on Capitol Hill
- 2 – 5 p.m.  
Capitol Hill Debriefings with NAPS legislative team
- 8 a.m. – 4 p.m.  
Debriefings with NAPS legislative team continue

### Scooter Rentals at LTS

Any delegates planning on attending the Legislative Training Seminar in Arlington, VA, March 6-9, who may need a scooter rental or medical supplies, following are sources for both:

- Scoot Around, (888) 441-7575
- ScooterPlus Rentals/Lenox Medical Supply (202) 387-1960
- Grubbs Care Pharmacy, (202) 543-4400
- Zask International Medical Supply, (703) 354-1266
- Citycare Medical Supplies, (202) 667-8287
- New Hampshire Pharmacy (202) 726-3100

# 2016 Legislative Training Seminar

## Registration Form

Download the form at [www.naps.org](http://www.naps.org)

March 6-9, 2016

Marriott Crystal Gateway Hotel

1700 Jefferson Davis Highway

Arlington, VA 22202

**Hotel room block expires on Feb. 18, 2016/NAPS LTS delegate registration closes on Feb. 24, 2016.**

Complete and mail this entire page to NAPS Headquarters, along with your LTS payment or online payment receipt, to the address shown under "Mailing Instructions."

### LTS Registration Fee—\$225

Mail-in or online LTS fee is \$225 if registration form and fee are RECEIVED at NAPS Headquarters on or before Feb. 19, 2016. After Feb. 19, the LTS fee is \$300. Make check or money order payable to **NAPS Headquarters**. The LTS fee may be paid online at [www.naps.org](http://www.naps.org). **No LTS registrations and payments will be accepted after Feb. 24.**

**Note:** Online LTS fee payment is not an official LTS registration; it is a payment portal only. If paying the fee online, you **MUST** complete a LTS registration form, too. Mail, e-mail or fax your LTS registration and online payment receipt to NAPS Headquarters by the respective deadlines. If you paid online correctly, you will receive an e-mail receipt from the payment portal provider. If you do not receive this e-mail receipt, your payment was not completed properly; contact NAPS Headquarters for assistance. Online registration closes at midnight on Feb. 24.

All LTS registrations are considered official when both the LTS fee **AND** registration form(s) are received at NAPS Headquarters by Feb. 24. **No LTS registrations and payments will be accepted after Feb. 24.** There are no walk-in/on-site LTS registrations or substitutions.

By March 1, each official LTS registrant will receive an LTS confirmation receipt via mail or e-mail from NAPS Headquarters. If you registered for LTS and do not receive your confirmation by March 1, contact NAPS Headquarters immediately.

State presidents, state legislative chairs or their designees must follow the LTS registration process explained above and will receive reimbursement for their LTS fees after LTS via ACH direct deposit to the state's financial account.

### Refund Requests

All refund requests must be submitted in writing and received at NAPS Headquarters on or before March 1. All approved refunds will be paid after LTS and before March 31. If the LTS fee is paid by a branch check, the refund will be sent via ACH direct deposit to the branch's bank account. All other refunds will be by check.

### Mailing Instructions

Please complete and mail this entire page (one for each registrant), along with the registration fee (check/money order/online receipt), to NAPS LTS, 1727 King St., Suite 400, Alexandria, VA 22314-2753. No registration will be considered valid if received without payment.

### Substitutions

If you need to make a substitution of an LTS registrant, call NAPS Headquarters at 703-836-9660. All requests for LTS delegate substitutions must be received no later than March 1. No substitutions will be honored after March 1. **On-site LTS substitutions will not be permitted.**

### DO NOT WRITE IN THIS SPACE

Amount \$

Payment Type

Check/Money Order #

Date Received

Use only ONE FORM per registrant. If you need to make a substitution before March 1, please call NAPS Headquarters at 703-836-9660.

Nickname on badge (*if other than first name below*)

Full Name (*first, last*)

PO Box/Home Street Address (*for confirmation receipt*)

City \_\_\_\_\_ State \_\_\_\_\_

ZIP+4 \_\_\_\_\_

**Badge city/state—for congressional visit purposes, please identify if different than the above.**

USPS EIN (if applicable)

Branch # \_\_\_\_\_

Personal Contact Phone # (non-postal)

Personal e-mail address (non-postal e-mail only)

**Registrant is:**

Delegate     Auxiliary     Guest

First-time attending LTS? (Check if yes)

### Hotel Room Rates and Reservations

Delegates and guests, including state presidents and legislative chairs, attending the 2016 LTS are responsible for making their own lodging reservations directly with the Marriott Crystal Gateway Hotel. State presidents, state legislative chairs or their designees MUST stay at the NAPS hotel in order to receive hotel reimbursement, which will occur via ACH direct deposit to the state branch's financial account after LTS.

To make a reservation, please call the Marriott at 703-920-3230, or toll-free, at 877-212-5752. Reference the group's name, **National Association of Postal Supervisors**. To reserve a room online, go to [www.naps.org](http://www.naps.org), click on "LTS Home" at the right side of the page, and then click on "Hotel Reservations."

The LTS single/double room rate is \$249, plus applicable state and local taxes. Check-in time is 3 p.m.; check-out, noon.

The room block expires on Feb. 18, 2016. Reservations made after that date may be at a higher room rate, if available at all.

To guarantee reservations, the hotel must receive a deposit of one night's room rate and tax by major credit card at the time of reservation. Cancellations must be received at least 24 hours before arrival or the deposit will be applied to your credit card. The hotel confirmation is your responsibility. NAPS Headquarters does not confirm lodging reservations.

# What's Going on Here?

By **Tommy Roma**

*Northeast Region Vice President*

Years ago, the best NAPS president I ever knew, Vince Palladino, told me that when the USPS does not know what to do, they start cutting jobs. They believe that, by cutting jobs, the bottom line will improve and Congress will love us. In my humble opinion, that thinking by the Postal Service is so far from the truth. Take, for example, the VMF restructuring. They consolidated EAS positions and have Level-10 mechanics doing the supervisor's job. If that is the case, then who is doing the Level-10 mechanics' jobs?

I visited a station during the Christmas rush and saw lines going out the door, with only two clerks at



the window. When I asked one of the clerks why four clerks were not staffing the windows during this critical period, I was told, "Our regular window clerk who is assigned to that station was taken out of her position and is detailed to the district with no replacement!"

What could be so important in the district that a regular employee who has a window job is reassigned smack in the middle of the Christmas rush? The supervisor was busy with the carriers, so no lobby sweeps were being done. I was so disgusted I did not ask where the fourth clerk was.

In my time, safety and staffing were keys to a successful outcome during heavy mailing periods. By what I saw, this definitely is not happening

today. The hiring practices of yesterday are long gone. The civil service list is gone, replaced by computer applications and newspaper notifications. New hires are placed on the job, poorly trained and given 90 days to show they can be postal workers. Here is the difference: In my time, if you failed your probation, you were terminated.

Today, if new hires don't meet the minimum standards of the job, managers are told to keep these inferior employees. Because of current hiring practices, turnover is high and the cost to train these probationary employees runs about \$10,000 an employee. With the former civil service list, we took a test and, depending on your mark, you were placed on the register and called for employment when your mark was reached.

One of the many requirements was that your record must be clean. A

*Continued on page 27*

# Consultation or Employee Engagement—What's the Difference?

By **Kevin Trayer**

*Michiana Area Vice President*

Many of you know that NAPS and the Postal Service have monthly consultative talks to discuss issues affecting NAPS membership and the USPS. Through these consultations, USPS Headquarters has an opportunity to truly engage with NAPS and demonstrate first-



hand how we should listen to and respect our employees. However, after years of these talks, we still struggle to make positive headway in resolving many issues, including pay and workplace relationships.

Now, postal leadership has adopted a position of employee engagement; they want us to address the workplace environment by making our employees happy and more productive. It's the right

thing to do, but, *really*?

It's been awhile, but I still recall, "Do what I say, not what I do" instructions. That type of leadership never has had any merit of success and ultimately leads to disengagement or worse: distrust. But this is exactly what the USPS is doing by not providing NPA payouts this past fiscal year to a large portion of EAS employees. I find it improbable they will be able to improve the mindset of supervisors who showed up to make this past year one of our best

## In Memoriam

NAPS is saddened to report the death of former National Auxiliary President Kris Michaelson on Dec. 18. She served as president from 2004-2006 and also was active in the Vince Palladino Branch 110 and New York State Handleman-Palladino Branch 935 auxiliaries.



Kris had asked that, in lieu of flowers, donations be made to SPAC in her memory. Condolences may be sent to Brian Michaelson, 72 Coolidge Dr., Ephrata, PA 17522-1131.



NAPS Executive Vice President Ivan D. Butts (left) and Legislative Counsel Bruce Moyer (right) met with former Ohio Governor Ted Strickland, who is a Democratic candidate for senator.



Gwendolyn Mulkey, Branch 23, Detroit, was recognized this past December for 50 years of service in the Postal Service. From left: Michiana Area Vice President Kevin Trayer, Branch 23 President Ken Bunch, Central Region Vice President Craig Johnson, Gwendolyn Mulkey and Executive Vice President Ivan D. Butts.



NAPS Branch 244 President Mary Burkhard met with Sen. Tim Scott (R-SC).

delivery years ever.

Under past Pay-for-Performance rules, the only way you didn't receive a payout was, in most cases, for discipline or other extenuating circumstances. The current process, which allows our superiors to pick their own goals and then manipulate the process by moving staff and workhours around to make sure they meet their

goals to the detriment of those below them (the supervisors who made them successful), is not engagement!

With all of these shenanigans, how will supervisors ever know if they are or have the ability to be successful? Shouldn't our goals simply align directly with our superiors? Shouldn't their success logically mean we were successful, too? How do you

tell your EAS employees who showed up every day and did the job that they get nothing?

If USPS Headquarters wants true engagement, then I suggest they follow their *own* good advice and start *engaging* with NAPS! It is time for the consultative process, and NPA, as well, to be overhauled.

[kevintrayer@att.net](mailto:kevintrayer@att.net)

**Bruce Moyer**  
NAPS Legislative Counsel



It's easier to defeat a bill in Congress than to pass it. That rule certainly applies to postal reform and the chances of getting something done during an election year.

## Getting Ready for a Critical LTS

There's still a chance lawmakers will breathe new life into postal reform and jump-start the proposal introduced by Sen. Tom Carper (D-DE) this past September that's been sitting like an orphan on the Senate's doorstep.

NAPS delegates attending the Legislative Training Seminar (LTS), March 6-9, could be instrumental in shaking things up and inspiring a congressional appetite for postal reform. The days leading up to LTS, in fact, will be a pivotal time that determines whether postal reform is for real in 2016.

### Washington's Dirty Secret

While the public (and even the presidential contenders) may not have the slightest idea about what could happen, postal insiders know the pieces of another postal financial crisis are in the making. The Postal Service could once again face a cash shortage in 2017, unless Congress intervenes.

If Congress fails to act and preempt that scenario from happening, the Postal Service could find it necessary to produce significant cost savings this year, generated by more processing plant consolidations beginning in the spring to stay in the black. The impact of more consolidations on jobs and service quality is obvious. The Postal Service halted Phase

II of its processing plant consolidation and closure process this past spring when PMG Megan Brennan took the reins. That quasi-moratorium gave her time to reverse the deterioration in service performance, build congressional confidence in her stewardship and pull together a postal reform package more to her liking.

### A Minimalist Approach

Since then, the PMG and her team have pursued a legislative strategy in league with the postal unions in pursuit of a small set of postal reforms. Agreement with the mailing industry on those reforms has been a rocky road, due in part to divisions within the mailing community over the future of postage rates, particularly the 4.3 percent "exigency" rate increase that allows the Postal Service to collect an additional \$1.191 billion in postage.

Whether the exigency payment should be "baked into" ongoing postage increases or be considered a once-and-done variance lies at the heart of the division between the Postal Service and the mailing community, as well as between mailers themselves. It's a debate that could dramatically affect the bottom line of the Postal Service and its major corporate customers. And it's a combustible issue that will affect postal reform and the political future of Sen. Ron Johnson (R-WI), the chairman of the Senate postal oversight committee.

### Johnson's Political Dilemma

Johnson and Rep. Jason Chaffetz (R-UT), as leaders of the Senate and House postal panels, ultimately will decide early this year whether to devote the time and political capital to try to pass a postal reform bill in an

election year. Both men will be up for re-election in November. Chaffetz, who won re-election handily in 2014, will have the easier time at the polls.

Johnson, on the other hand, has been identified by election handicappers as one of the Senate's most vulnerable Republicans. He likely will face former Sen. Russ Feingold, whom Johnson defeated in 2010. Postal rates are important to Johnson because Wisconsin is a friendly home to the multifaceted mailing industry, which accounts for more than \$26 billion in annual economic activity in the state and employs more than 180,000.

Johnson will be cautious about revisiting the political problems he encountered in 2014, the last time a postal bill was considered, when he angered printing and mailing interests in the state over his position on postage rates within the bill. During markup of the bill, Johnson opposed an amendment that would have made the exigency only temporary. The amendment was authored by Sen. Tammy Baldwin (D-WI), Wisconsin's senior senator, and was widely supported by the mailing industry.

Johnson was criticized afterward by printers and mailers in his state for his stand. His decision to side with the committee's then-chairman Carper and his bill burned him. More recently, he's told postal stakeholders that he won't swing behind a postal bill until there's consensus within the postal community and among mailers on its terms, including rates.

NAPS delegates in March will face the challenge of prompting Congress and its leaders to do the right thing for the nation's postal system. Otherwise, the old, safe ways of Washington will prevail—with potentially disastrous consequences for the Postal Service.

**bruce@moyergroup.net**



## WORKING TOGETHER FOR OUR TOMORROW

2016 NAPS National Convention  
Aug. 15-19, 2016

Gaylord Resort & Convention Center  
National Harbor, MD

# 2016 NAPS National Convention Registration Form

Download the form at [www.naps.org](http://www.naps.org)

### Registration Fee and Mailing Instructions—\$225

Mail-in or online national convention fee is \$225 if registration form and fee are RECEIVED at NAPS Headquarters on or before July 15, 2016. After July 15, fee is \$300. Make check or money order payable to: NAPS Headquarters. The convention fee may be paid online at [www.naps.org](http://www.naps.org). No convention registrations and payments will be accepted after Monday, Aug. 1.

**NOTE:** Online convention fee payment is not an official national convention registration; it is a payment portal only. If paying the convention fee online, you **MUST** complete a convention registration form, too. Mail, e-mail or fax your convention registration and online payment receipt to NAPS Headquarters by the respective deadlines. If you correctly paid online, you will receive an e-mail receipt from the payment portal provider. If you do not receive this e-mail receipt, your payment was not properly completed. Contact NAPS Headquarters for assistance. Online registration closes at midnight, Aug. 1, 2016.

All national convention registrations are considered official when both the fee **AND** registration form(s) are received at NAPS Headquarters by Aug. 1. No registrations and payments will be accepted after Aug. 1. There are no walk-in/on-site convention registrations or substitutions.

By Aug. 8, each official convention registrant should receive a convention confirmation receipt via mail or e-mail from NAPS Headquarters. If you have not received your convention confirmation receipt by Aug. 8, contact NAPS Headquarters immediately.

**Please DO NOT clip out.** Complete and mail this entire page to NAPS Headquarters, along with your convention payment or online payment receipt to the address shown under "Mailing Instructions."

Use only ONE FORM per registrant. Written refund and substitution requests must be received by Aug. 1. Call NAPS Headquarters at 703-836-9660 for assistance.

Nickname on badge (*if other than first name below*)

Full Name (*First, Last*)

PO Box/Home Street Address (*for confirmation receipt*)

City

State

ZIP+4

(        )

Personal Contact Phone # (*non-postal*)

Personal e-mail address (*non-postal e-mail only*)

Registrant is:

- NAPS delegate       Auxiliary delegate       Guest  
 Check here if you are an associate member (voluntary/information only).  
 Check here if you will be attending your first NAPS national convention.

### Refund Requests

All refund requests must be submitted in writing and received at NAPS Headquarters on or before July 22 to receive a full refund. There is a \$50 cancellation fee for refund requests received after July 22 through Aug. 1; no refunds after Aug. 1. If registration is paid by branch check, the refund will be sent via ACH direct deposit to the branch's bank account. All other refunds will be by check via mail. All approved refunds will be paid within 30 days after the national convention ends.

### Mailing Instructions

Please complete and mail this entire page (one for each registrant), along with the registration fee (check/money order/online receipt), to 2016 NAPS National Convention, 1727 King St., Suite 400, Alexandria, VA 22314-2753. No registration will be considered valid if received without payment.

### Substitutions

All requests for substitutions must be received in writing no later than Aug. 1. No substitutions will be honored after Aug. 1. No on-site substitutions. If you need assistance with a convention substitution, call NAPS Headquarters at 703-836-9660. Substitution requests received after July 22 for a registration paid at the \$225 rate will require an additional \$75 fee paid before honoring the substitution.

### Hotel Room Rates and Reservations (Room Block Cut-Off is Friday, July 22, 2016)

Convention attendees are responsible for making their own lodging reservations directly with the Gaylord National Resort & Convention Center. To make a reservation, call the Gaylord National at 301-965-4000 or 1-877-382-7299. Reference the group's name, **National Association of Postal Supervisors**. To reserve a room online, go to [www.naps.org](http://www.naps.org), click on "National Convention" at the right side of the page, then click on "Hotel Reservations."

The single/double room rate is \$189, triple-\$209, quad-\$229 and executive suites-\$399, plus applicable state and local taxes. Check-in time is 4 p.m.; check-out, 11 a.m. Resort fee has been waived (includes daily newspaper, Internet, swimming pool and fitness center access, local calls and 1-800 calls—first 20 minutes). Complimentary parking, Internet and 10 percent discount on hotel restaurants for all registered hotel guests also are included. Room rates are in effect Aug. 10-20, 2016.

The room block expires on July 22, 2016. Reservations made after that date may be at a higher room rate, if available at all.

To guarantee reservations, the hotel must receive a deposit of one night's room rate and tax by major credit card at the time of reservation. Cancellations must be received at least 24 hours before arrival or the deposit will be applied to your credit card. The hotel confirmation is your responsibility. NAPS Headquarters does not confirm lodging reservations.

### DO NOT WRITE IN THIS BOX

Amount \$

Date

Branch check       Personal check

Money order

Check/Money Order number

Receipt number

# 2015 SPAC Contributors



## President's Ultimate Oval

Hernandez, George	AZ	Branch 246
Pfaff Jr., Ross	AZ	Branch 246
Boisvert, Michael	CA	Branch 159
Burkhard, Mary	CA	Branch 244
Patterson, Charles	CA	Branch 497
Woods, Terrence	CO	Branch 65
Cribbs, Kimberly	FL	Branch 425
Lopez, Victor	FL	Branch 146
Lynn, Patti	FL	Branch 296
Mullins, Kym	FL	Branch 81
Quinlan, Robert	FL	Branch 577
Sebastian, Gerald	FL	Branch 386
Strickland, Ann	FL	Branch 146
Wagner, Brian	IL	Branch 255
Winters, Michael	IL	Branch 255
Harmon, Rosemary	KY	Branch 920
Atkins, Louis	LA	Branch 209
Morse Jr., Sam	LA	Branch 73
Randall, C. Michele	MD	Branch 531
Thompson, Craig	MD	Branch 42
Trayer, Kevin	MI	Branch 142
Mooney, Dan	MN	Branch 16
Weilep, Laurie	MN	Branch 104
Johnson, Craig	MO	Branch 36
Gawron, Dennis	NY	Branch 27
Konish, Ann	NY	Branch 11
Roma, Thomas	NY	Branch 68
Warden, James	NY	Branch 100
Butts, Ivan D.	PA	Branch 355
Williams, Darryl	PA	Branch 554
Bradford, Robert	TX	Branch 203
Bradford, Shirley	TX	Branch 203
Green Jr., Richard	VA	Branch 98
McCracken, Cindy	WA	Branch 61
Reedy, James	WA	Branch 61

## December Donors

### President's Ultimate Oval (\$1,000+)

Hernandez, George	AZ	Branch 246
Pfaff Jr., Ross	AZ	Branch 246
Burkhard, Mary	CA	Branch 244
Cribbs, Kimberly	FL	Branch 425

Mooney, Dan	MN	Branch 16
Williams, Darryl	PA	Branch 554
Green Jr., Richard	VA	Branch 98

### VP Elite (\$750)

Salmon, James	AZ	Branch 246
Garland, Angela	DE	Branch 909
Moore, Kevin	GA	Branch 281
Simpson, Mya	GA	Branch 595
Russell, John	MA	Branch 43
Russo, Dominic	MA	Branch 43
Griffin, Troy	MD	Branch 42
Hafford, Darrell	ME	Branch 96
Slayton, Scott	NY	Branch 11
Butler, Phillip	VA	Branch 98

### Secretaries Roundtable (\$500)

Danzy, Marsha	CA	Branch 197
Herzog, Rosemarie	FL	Branch 154
Ledoux, Arthur	MA	Branch 6
Moreno, Richard	MA	Branch 498
Mason Jr., Garland	MD	Branch 592
Bartlett, Bruce	ME	Branch 96
Ice, Marilyn	MI	Branch 23
Pack, Roderick	MI	Branch 23
Harvey, Kristen	MN	Branch 16
Newman, Edward	NE	Branch 10
Walton, Irma	NJ	Branch 75
Burke, Terriann	NY	Branch 11
Middleton, Isaac	NY	Branch 68
Mayes, Sean	OH	Branch 29
Needham, Timothy	OH	Branch 133
Fearrington, Melvin	OK	Branch 80
Bowen, Randy	TN	Branch 97
Clark Jr., Bobby	TX	Branch 124
Longoria, Richard	TX	Branch 229
McKelvey, Courtney	TX	Branch 122
Jacobs, Charles	VA	Branch 132

### Chairman's Club (\$250)

Studdard, Dwight	AL	Branch 45
Simpson, Pamela	AZ	Branch 246
Salus, Ernest	CA	Branch 159
Cool Jr., Harold	CO	Branch 141
Kerns, John	CO	Branch 141

Love, Valerie	CO	Branch 65
Alos, Kanani	HI	Branch 214
Parker, Laroma	HI	Branch 214
Brady, Derrick	IL	Branch 17
Matuszak, Kevin	IL	Branch 489
Mosley, Monique	IN	Branch 8
Alexander, Stephanie	KS	Branch 52
Macias, Juan	KS	Branch 205
Hartman, Stephanie	LA	Branch 73
Misserville, James	MA	Branch 498
Rosario, Tamara	ME	Branch 96
Hommerson Jr., David	MI	Branch 130
Perkins, Ethel	MI	Branch 140
Clausen, Catherine	MN	Branch 16
Bollinger, Kathleen	MO	Branch 36
Jackson, Abner	NC	Branch 299
Michaud, Russell	NH	Branch 932
Dallojacono, Anthony	NJ	Branch 568
Dennis Jr., Edward	NJ	Branch 53
Johnson, Richard	NJ	Branch 287
McKiernan, Michael	NJ	Branch 74
Pixley, George	NV	Branch 249
Klein, Michael	NY	Branch 336
Burton, Mary	OH	Branch 46
Lahmann, Joseph	OR	Branch 276
McNulty, Linda	OR	Branch 66
Benford, Debra	PA	Branch 50
Cattron, Patricia	TN	Branch 555
Mitchell, Denise	TN	Branch 41
Proctor, Kevin	TN	Branch 32
Tilo, Kalepo	TN	Branch 32
Washer, Patricia	TN	Branch 32
McGuire Jr., Robert	TX	Branch 229
Nettles, Mark	TX	Branch 9
Trevino, Barbara	TX	Branch 124
Moore, Michael	VA	Branch 22

#### Supporter (\$100)

Croxton, Alexis	CO	Branch 65
Ringie, Kevin	MA	Branch 102
Gilbert, Jevonda	NC	Branch 183
Oyer Jr., Richard	NM	Branch 295
Clark, Stacey	OH	Branch 46

#### CCC Earned in December

Feazell, Albert	LA	Branch 73
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# SPAC Scoreboard

All statistics reflect money collected between  
Jan. 1 and Dec. 31, 2015

#### National Aggregate:

\$223,325

#### National Per Capita:

\$8.61

#### Region Aggregate:

1. Southern ..... \$53,900
2. Western ..... \$42,718
3. Northeast ..... \$42,548
4. Central ..... \$42,248
5. Eastern ..... \$41,908

#### Region Per Capita:

1. Central ..... \$9.60
2. Southern ..... \$9.38
3. Northeast ..... \$8.50
4. Eastern ..... \$7.82
5. Western ..... \$7.20

#### Area Aggregate:

1. Southeast ..... \$29,409
2. New England ..... \$21,602
3. Capitol-Atlantic ..... \$20,201
4. Pacific ..... \$18,045
5. New York ..... \$17,574
6. Michiana ..... \$14,377
7. Texas ..... \$13,786
8. Mideast ..... \$13,452
9. Rocky Mountain ..... \$13,113
10. Northwest ..... \$11,559
11. Pioneer ..... \$10,072
12. North Central ..... \$9,872
13. Illini ..... \$9,497
14. MINK ..... \$9,176
15. Central Gulf ..... \$5,939
16. Cotton Belt ..... \$4,765

#### Area Per Capita:

1. Michiana ..... \$12.92
2. New England ..... \$12.72
3. Southeast ..... \$12.68
4. Northwest ..... \$11.20
5. North Central ..... \$11.15
6. Rocky Mountain ..... \$8.68
7. Texas ..... \$7.81
8. MINK ..... \$7.78
9. Capitol-Atlantic ..... \$7.76
10. Pioneer ..... \$7.74
11. Central Gulf ..... \$7.71
12. Illini ..... \$7.43
13. New York ..... \$7.20
14. Mideast ..... \$6.40
15. Pacific ..... \$6.28
16. Cotton Belt ..... \$5.31

#### State Aggregate:

1. Florida ..... \$25,815
2. New York ..... \$16,949
3. California ..... \$16,300
4. Texas ..... \$13,786
5. Massachusetts ..... \$11,304

#### State Per Capita:

1. Maine ..... \$31.22
2. Delaware ..... \$18.90
3. Washington ..... \$18.06
4. Rhode Island ..... \$16.51
5. Florida ..... \$15.14

#### Continuous Contributor Club

##### Members by Region:

1. Central ..... .81
2. Western ..... .66
3. Eastern ..... .64
4. Southern ..... .61
5. Northeast ..... .52

##### Aggregate by Region:

1. Central ..... \$25,048
2. Western ..... \$23,088
3. Southern ..... \$22,381
4. Eastern ..... \$21,546
5. Northeast ..... \$18,662

# Contributions via USPS Payroll Deduction



To authorize your allotment **online**, you will need your USPS employee ID number and PIN; if you do not know your PIN, you will be able to obtain it at Step 3 below.

- 1 Go to <https://ewss.usps.gov> to access PostalEASE.
- 2 Click on "I agree."
- 3 Enter your employee ID number and password.
- 4 Click on "Allotments/Payroll NTB."
- 5 Click on "Continue."
- 6 Click on "Allotments."



To authorize your allotment by phone, call **PostalEASE, toll-free, at 1-877-477-3273** (1-877-4PS-EASE). You will need your USPS employee ID number and PIN.

- 1 When prompted, select one for PostalEASE.
- 2 When prompted, enter your employee ID number.
- 3 When prompted, please enter your USPS PIN.
- 4 When prompted, press "2" for payroll options.
- 5 When prompted, press "1" for allotments.
- 6 When prompted, press "2" to continue.

7 Enter Bank Routing Number (*from worksheet below*), enter account number (*see worksheet*), enter account from drop-down menu as "checking" and enter the amount of your contribution.

8 Click "Validate," then "Submit." Print a copy for your records.

## PostalEASE Allotments/Net to Bank Worksheet

On your next available allotment (you have three):

- Routing Number (nine digits): 121000248
- Financial Institution Name: Wells Fargo (this will appear after you enter the routing number).
- Account Number (this is a 17-digit number that starts with "772255555" and ends with your eight-digit employee ID number):  

7	7	2	2	5	5	5	5	5	5	5	5	5	5	5	5	5
—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

  
(Example: 77225555512345678).
- Type of Account (drop-down menu): Checking
- Amount per Pay Period (please use the 0.00 format; the "\$" is already included): \_\_\_\_\_.

- 7 Follow prompts to add a new allotment.
- 8 Use the worksheet to give the appropriate information to set up an allotment for SPAC.

# NAPS Executive Board Directory

## Resident Officers

The resident officers may be contacted at 1727 King St., Suite 400, Alexandria, VA 22314-2753; (703) 836-9660; (703) 836-9665 (fax)



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**Ivan Butts**  
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**Brian J. Wagner**  
Secretary/Treasurer  
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## Regional Vice Presidents

### Central Region (Areas 6, 7, 8 and 9)



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**Eastern Region (Areas 3, 4 and 5, including NJ Branches 71 and 74 only)**  
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## Area Vice Presidents

### 3—Mideast Area (DE/NJ/PA)



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### 1—New England Area (CT, ME, MA, NH, RI, VT)



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### 2—New York Area (NY/PR/VI)



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### 6—Michigan Area (IN/MI)



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### 4—Capitol-Atlantic Area (DC/MD/NC/SC/VA)



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### 5—Pioneer Area (KY/OH/WV/Evansville, IN, Branch 55)



**Timothy Needham**  
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### 9—MINK Area (IA/KS/MO/NE)



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### 7—Illini Area (IL)



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### 8—North Central Area (MN/ND/SD/WI)



**Dan Mooney**  
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### 12—Cotton Belt Area (AR/OK/TN)



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### 10—Southeast Area (FL/GA)



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### 11—Central Gulf Area (AL/LA/MS)



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### 15—Rocky Mountain Area (AZ/CO/NV/NM/UT/WY)



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### 13—Texas Area (TX)



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### 14—Northwest Area (AK/ID/MT/OR/WA)



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### 16—Pacific Area (CA, HI, Guam, American Samoa)



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# Postal Pulse

## A Whole New Level of Engagement

Submitted by USPS Human Resources

**A**fter 17 years of the Voice of the Employee (VOE), why the switch to the Postal Pulse? In brief, the VOE survey measured employee satisfaction and only measured the USPS against itself and at the unit finance level. The Postal Pulse measures employee engagement, comparing the USPS with hundreds of other companies using a more granular work group level.

Why is “engagement” the hot topic in today’s organizations? Is it because, for the first time in history, there are five generations in the work force with differing expectations or is it because employees believe “engagement” and “quality of life” are as important as the quality of the products and services they produce and sell? Likely, it is more the latter, as engagement is an element that affects every employee in an organization at a personal and professional level.

Dale Carnegie research conducted nationwide



across many companies acknowledged that \$11 billion is lost annually due to employee turnover. The research also revealed that companies with engaged employees outperform those without engaged employees by 202 percent. Gallup, one of the premier leaders in measuring organizational engagement, has indicated that, as recently as 2014, 51 percent of U.S. employees are “not engaged” and 18.8 percent of U.S. employees are actively disengaged. That’s the bad news.

The good news is several key factors are positively affected by an engaged work force. On a personal level, research has shown lower levels of stress, anxiety and depression. Employees in highly engaged environments are two times more likely to thrive in their overall lives. Business advantages include lower turnover, improved safety, better quality and increased profitability. Research also shows that organizations with high levels of engagement (top-quartile) tend to experience almost

40 percent less absenteeism and achieve a 20 percent increase in productivity.

Although we have had only one survey administration, have we already experienced change? Yes! The focus has changed to start at the top, by ensuring all members of the Executive Leadership Team (ELT) received a comprehensive briefing and training on the 12 elements of engagement, which then cascaded to the area vice presidents and into the districts via trained engagement leaders designated to carry the vision and drive cultural shift. More than 250 leaders have been trained and additional sessions are scheduled.

Additionally, more than 200 engagement champions have been trained to promote and advocate for workplace engagement. Significant change has occurred by investing in training and resources to support the movement. Lines of communication are beginning to open and signs of progress are present.

Do we have a tremendous amount of work left to be done? Yes. The Postal Pulse survey is a critical element for defining our level of employee engagement. It's also a valuable tool to target areas for improvement and benchmark successful behaviors between managers and employees. The Postal Pulse is a snapshot of the state of our business from 12 differing perspectives, in each work group across the country, which everyone can use to improve their work environments.

Benefits of the Postal Pulse survey include the ratings, which score open communication, cultural shifts and behavioral change that identify employee and organizational issues. Actively identifying and correcting those issues improve our ability to be a premier worksite that achieves higher levels of retention and a more productive work force.

This past year and in the upcoming year, we will provide non-bargaining employee access to the survey through postal e-mail accounts; this allows us to be cost-effective using existing postal resources. Bargaining-unit employees will receive the survey through home mailings with notification that each can complete the survey at work. This provides a more effective way to ensure every employee can participate.

Will things continue to change? Yes. Based on employee feedback at all levels of the organization, new this year, when the Postal Pulse survey arrives in February, employees will be able to submit comments. For the first time, employees at all levels will be able to submit recommendations and suggestions for employee engagement activities and ideas for improving their work environments through the following three channels:

- Telephone—844-303-6234 (1-844-30ENGAGE)
- E-mail: engagement@usps.gov



- Online suggestion box on Lite-Blue

The employee engagement team will monitor each channel to ensure each comment receives prompt attention and response. In an effort to ensure we are improving engagement at all levels of the organization, training will be provided to those leaders who have not participated in engagement leader training. Ongoing

education and support will be provided to everyone to ensure employees know the progress of engagement and are actively involved. Subsequent survey administrations will provide us with trending data.

The strength of the Postal Service lies in its engaged employees. The Postal Pulse survey is one important way to ensure everyone in the Postal Service has a voice in its future. It is powerful when each employee at every level of the organization knows how they can make a positive difference in their overall life and work environment.

We are #Postal Proud!

## Thrift Savings Plan

Fund	G	F	C	S	I
<b>December 2015</b>	<b>0.18%</b>	<b>(0.30%)</b>	<b>(1.57%)</b>	<b>(3.91%)</b>	<b>(2.03%)</b>
<b>Past 12 Months*</b>	<b>2.04%</b>	<b>0.91%</b>	<b>1.46%</b>	<b>(2.92%)</b>	<b>(0.51%)</b>

The G, F, C, S, and I Fund returns for the last 12 months assume unchanging balances (time-weighting) from month to month, and assume that earnings are compounded on a monthly basis.

Fund	L Income	L 2020	L 2030	L 2040	L 2050
<b>December 2015</b>	<b>(0.28%)</b>	<b>(0.92%)</b>	<b>(1.32%)</b>	<b>(1.61%)</b>	<b>(1.85%)</b>
<b>Past 12 Months*</b>	<b>1.85%</b>	<b>1.35%</b>	<b>1.04%</b>	<b>0.73%</b>	<b>0.45%</b>

These returns are net of the effect of accrued administrative expenses and investment expenses/costs. The performance data shown represent past performance, which is not a guarantee of future results. Investment returns and principal value will fluctuate, so that investors' shares, when sold, may be worth more or less than their original cost. The L 2010 Fund was retired on Dec. 31, 2010.

Visit the TSP website at [www.tsp.gov](http://www.tsp.gov)

# Practicing and Benefiting from *Self-Compassion*

Submitted by the USPS Employee Assistance Program

**H**ave you ever offered support to someone going through a hard time? Have you ever cried over a movie or a book? Have you ever felt awful over suffering you see in a news story? If you answered yes to any of these questions, you have experienced compassion.

If you were to look up the definition of the word compassion, you might see words such as empathy, sensitivity, mercy and tenderness. It basically means you suffer along with another being and, possibly, want to find ways to ease the pain. It also could mean you see another's mistakes and choose not to judge that other person harshly but, instead, offer understanding.

What would it be like if you offered yourself the same kindness you offer others? While we may respond with compassion for the struggles of other people, many of us find it difficult to offer ourselves the same. We might not even be able to picture what self-compassion would look like. It can be difficult to be objective about your own struggles; it is easy to forget what led to where you are right now.

Instead of offering the compassion we would offer others, we may judge ourselves harshly for a mistake or shortcoming. Or we may be hard on ourselves when we are feeling down, upset or jealous about something. We might tell ourselves to "stop whining" or "get over it already." We may see any other reaction to our problems as self-pity or weakness. If we are struggling with repeated, unwanted behaviors such as overeating or procrasti-



nation, we may get very frustrated and angry with ourselves when we fail to control the behavior. Instead of seeing the behavior as the problem, we see ourselves as deficient.

One of the problems with being tough on ourselves is that it gives us more to struggle with than just the original problem; we must get over the self-inflicted wound before we can carry on with trying to deal with the mistake or the issue at

hand. This can take a lot of energy we could be using to learn from our mistakes or improve our situation.

The tough approach also can take you into a pattern where you make yourself feel awful about a mistake or failure of some kind. Feeling awful leaves you unable to seek or take in new information that might help you avoid making the same mistake again. Thus, you are vulnerable to making a similar mistake and beating yourself up all over again.

Another problem that can result from the tough approach is a tendency to disconnect from ourselves. If you think about it, when someone is criticizing you harshly, you probably want to get away from that person as quickly as possible. When you are your own critic, there may be a tendency to zone out and lose attention to what you are doing. This is how you escape yourself, which can play a big role in the difficulty in changing unwanted behavior such as mindless eating or using electronic distractions. Transforming that inner critic to

an inner encourager may help you stay more present and have more control in such situations.

Self-compassion doesn't mean we let ourselves off the hook and don't take responsibility for our mistakes or failures. Self-compassion actually makes taking responsibility easier: You didn't mess up because you are a bad person, but because you are human. It is understandable that humans make mistakes sometimes. It is easier to admit to a mistake or failure when we recognize our mistakes and failures need not define who we are. The same goes for unpleasant emotions. Humans experience anger, sadness and jealousy. These emotions signal we are human and something may not be right; it does not mean we are bad people.

A great deal of power lies in owning our humanity and our faults. When we take responsibility for our mistakes, even the little ones—especially the little ones—we have the opportunity to keep these mistakes from snowballing. Problems tend to snowball when we deny them as we tend to do when we don't use self-compassion and believe we are just bad people if we mess up.

Admitting to faults and mistakes can improve relationships as we become more relatable and approachable to others when we demonstrate humility. We come across as responsible and earn the respect of those around us by being honest. We might even influence those around us to do the same, so a bonus might be that other people in our lives will be more likely to admit to mistakes and bring up problems early; thus, disasters might be avoided.

Once we own our humanity and our faults, it can be helpful to gently explore what led to the mistake or unwanted behavior. The word why ("Why did I do that?") sometimes can feel too harsh in these situations. "Why" can tend to bring on defensiveness, which is counterproductive to looking for solutions. We might start with something gentler, such as, "I wonder what happened that led to making this mistake today." Or, "I'm curious about what has me procrastinating on this project." Or, "I wonder about my reaction to that situation."

This type of compassionate curiosity can lead to having a more objective mindset where we are open to looking at different aspects of our situation and possibly experimenting to find something that works better. While doing an analysis of a mistake or failure, it might be helpful to look at all kinds of factors such as sleep, nutrition, overall health, relationships, communication and anything else that might influence our state of mind or the outcome of what we are trying to accomplish.

It could be helpful to make a list of potential factors that impacted the situation and then try changing those. We might notice certain factors have a very big impact on how we function. In this way, we can learn a great deal from our mistakes. In this sense, a mistake can be a gift that allows us to learn a different way of doing things that actually is better.

Some of us may find ourselves resisting all of this; we are not in the habit of being nice to ourselves and this feels completely foreign—it's not how we were raised. Being hard on ourselves is how we've accomplished

things and it's difficult to imagine how to get motivated by being kind to ourselves. Without self-criticism, we fear we might lose our edge. While this seems to be ingrained in our culture, research actually shows that people stay more motivated when they are kind to themselves.

You can begin a practice of self-compassion very simply. The next time you make a mistake or are trying out a new behavior, start with identifying how you feel. You might feel angry, worried or anxious about what happened or the changes you are contemplating. Recognize these feelings are normal and understandable in your situation. Give yourself some words of kindness, such as "I can be patient with myself as I make these changes;" "I can accept myself as I am;" "I can be as gentle with myself as I am with others."

You can try to experience the inner sense of self-compassion, too. Start by getting in touch with the feeling of compassion for a friend or loved one. Next, try to get the sense of receiving compassionate understanding from someone else regarding your situation. Finally, see if you can bring both those feelings up at the same time.

Like any new skill, self-compassion can take some time to master. If you would like more information or support in learning self-compassion, the EAP is a great resource. EAP counseling or coaching services can help you on your way toward being kinder to yourself. You can access EAP anytime by calling 1-800-327-4968 (TTY: 1-877-492-7341). You also can visit the website, [www.EAP4YOU.com](http://www.EAP4YOU.com), to learn more about our services.

# Confusing Cronyism With Loyalty (Part 1)

By Mary Burkhard

Cronyism and loyalty sometimes are confused because both deal with employee relationships in the organization or workplace. Cronyism usually has links outside the organization and is a common reason employees cite when they begin to feel a sense of unfairness and disgruntlement in the workplace. Studies have shown cronyism can cut organizational productivity by 25 percent.

Loyalty, on the other hand, is built over time with mutual respect, based on trust in the other person's intentions and competence. The foundation of loyalty in the workplace includes:

1. A willingness to put another person's needs or goals ahead of yours, though generally not ahead of the needs of the team or company.
2. Ongoing support whether you stand to benefit from the person



you're loyal to or not.

3. Mutual respect and admiration rather than self-interest.

Cronyism has a few traits and behaviors that stand out in the organization/workplace:

1. A willingness to put an individual's needs and goals above those of the team, the organization and the company. Cronyism is rooted in self-interest rather than mutual respect.

2. Cronyism involves working with someone else to manipulate situations or people to support the goals just cited. Sometimes, both cronies are helped at the same time, but, more typically, cronies take turns; one manipulates today's situation to help the other, knowing the other will manipulate the next situation to pay them back. It also frequently takes the form of covering their tracks; if crony A underperforms or mismanages a situation, crony B helps them shift blame or otherwise excuses it.

3. An expectation of unfair advantage over peers granted by a person in power to whom the individual is a crony.

4. Cronyism is different from "sucking up" in that cronyism involves taking direct action that may be detrimental to the organization, not just saying "Great idea, boss!"

Cronyism is at work when the new office manager, who can't get anything right, is the boss's sister-in-law or the new employee with Saturdays off is the golfing partner of the postmaster. In practice, cronyism is defined as hiring someone based on acquaintance, friendship or family as-

sociation rather than qualification.

In addition to upsetting truly qualified employees, hiring people for the wrong reasons hurts the company's bottom line. Also, the appearance of favoritism weakens morale in government service, not to mention public faith in the integrity of government.

At the website [www.scu.edu/ethics/practicing/focusareas/government](http://www.scu.edu/ethics/practicing/focusareas/government), you can find many facts regarding the public sphere where favoritism, cronyism and nepotism are shown to undermine the common good. When someone is granted a position because of connections rather than because he or she has the best credentials and experience, the service that person renders may be inferior. Also, because favoritism is often covert (few government officials are foolish enough to show open partiality to friends and family), this practice undercuts the transparency that should be part of governmental hiring and contracting processes.

This all gets back to ethics. What do favoritism, cronyism and nepotism have to do with ethics? One of the most basic themes in ethics is fairness, stated this way by Aristotle: "Equals should be treated equally and unequals, unequally." Favoritism, cronyism and nepotism all interfere with fairness because they give undue advantage to someone who does not necessarily merit this treatment.

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*Mary Burkhard is a NAPS Pacific Area member.*

*Part 2 will be in the March 2016 issue.*



## On the Move?

Have you moved or are planning a move? Let NAPS know, too!

Keeping your mailing address current at NAPS Headquarters helps us keep *The Postal Supervisor* coming to you without interruption and avoid unnecessary "Address Service Requested" charges.

Please let us know your new address and its effective date as soon as you know it. Address changes may be mailed to NAPS at 1727 King St., Suite 400, Alexandria, VA 22314-2753, or faxed to (703) 836-9665.

## What's Going on Here?

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conviction, ranging from a felony to a misdemeanor, was grounds for automatic disqualification. Today, we are hiring anyone: convicted felons, employees who were terminated and re-hired, people without driver's licenses and more. Why aren't we hiring qualified, dedicated people?

I know the USPS is going to the supplemental work force; 20 percent of all temporary employees now are non-career. Managers and supervisors always are asked to do more with fewer EAS employees. What is going on here?

Package delivery is the future of the Postal Service. We are fortunate to have a piece of the Amazon contract along with UPS, FedEx and Amazon itself. Oh, Amazon will say their vehicles are only in the test stage, but you can bet your bottom dollar bigger things are in the works for the future. While I can't speak for UPS and FedEx, I would like to share some of my experiences with delivery of Amazon parcels by the USPS.

I believe in order for the USPS to profit on the delivery of these parcels, the cost to us for delivery must be \$1.75 a parcel. Now, I want you to hold that thought. Last year while in a station, I heard a management official ask the station manager how he intended to get the 5,000 parcels, which were stacked against the wall, delivered that day. The station manager assured this postal official that all packages would be delivered that day. What he did not tell him was he had trucks out until 1 a.m. attempting to deliver these parcels.

I am sure it cost the USPS more than \$1.75 a parcel to get these delivered. If you were on the receiving end of one of these parcels and your doorbell rang at 1 a.m. and someone said, "Postal Service, we need a signature," would you open the door?

## Notes

from the National Auxiliary

# Remembering a Dear Friend

By **Sharon Mathews**

President

**I**t is with a heavy heart that I inform you of the Dec. 18 death of Past National Auxiliary President Kris Michaelson (2004-2006). Family services were Dec. 20. In lieu of flowers, Kris had asked that donations be made to SPAC in her memory. Donations may be mailed to SPAC, 1727 King St., Suite 400, Alexandria, VA 22314-2753. Condolences to Kris' husband Brian and daughter Melissa may be addressed to Brian Michaelson, 72 Coolidge Dr., Ephrata, PA 17522-1131.

Kris was an avid advocate and supporter of NAPS and the Auxiliary. She was active in the Vince Palladino Branch 110 Auxiliary, New York State Handleman-Palladino Branch 935 Auxiliary and the National Auxiliary. Many will remember seeing and visiting with Kris during Legislative Training Seminars; she always volunteered to work the SPAC credit card table.

During Kris' term as National Auxiliary president, she and NAPS



President Vince Palladino made unique history: they both were from New York and Branch 110. They used to marvel at how Staten Island, such a small island, was home to the NAPS and Auxiliary national presidents, who served NAPS at the same time.

Everyone recognized Kris by her New York Brooklyn accent. She always was detail-oriented, positive, optimistic, loyal, strong and dedicated. She never was afraid to share her knowledge or opinion and quick to admit if she felt she was wrong.

She truly valued her many NAPS and Auxiliary friends and loved visiting with her friends at NAPS and Auxiliary functions throughout the years. Kris often commented that her family vacations for many years were spent attending NAPS functions.

Kris will be missed by all who knew her, but especially by those who had the pleasure of calling her friend. She leaves us rich with memories, stories, laughter and love.

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The local newspaper ran an article on this very subject. What I am trying to say is we are not giving the service to the public and, in some cases, we are not making a profit on delivery. Yet we will say on countless telecons how successful we were in on-time delivery of Amazon parcels. Who is kidding who?

Does this sound familiar? Why is UPS in business today? Years ago, we

did not want the parcel business and UPS went into the parcel business; the rest is history. We put UPS on the map.

In closing, my only wish for the New Year is that the Postal Service remains a vibrant service and, with the help of Congress, succeeds in doing what we do best: delivering the mail.

Stay strong.

**troma927@cs.com**



## Give your home a makeover in the new year

Being cooped up in your house during the winter months leaves a lot of time to dream about the home improvements you would like to make. Now is the perfect time to tackle those projects with our special home equity promotion.

### A promotion with a gift

Enjoy our low home equity rates and a little something to help you get started. Now, when you get a home equity loan up to \$100,000, you'll get

a \$50 Home Depot gift card, and if the loan is over \$100,000, you'll get a \$100 gift card.\*

An affordable home equity loan or Home Equity LOC can help you go from imagining to living the dream.

**Contact us at (800) 336.0284 if you are interested in learning more about our home equity options or to apply. You can also visit SignatureFCU.org for more information or to apply through our easy online application.**