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# NAPUS POLICY

Approved by majority vote at the  
Albuquerque, NM, National Convention  
Sept. 9-13, 2007

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38

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1  
2  
3 **Preface**  
4

5 We, the members of the National Association of Postmasters of the United States (NAPUS),  
6 recognize the value of training and education. Each day, we refine our skills and increase our  
7 knowledge. The most valuable attributes NAPUS Members bring to the United States Postal Service are  
8 qualities that cannot be taught, caring and serving.  
9

10 Committed to making a difference in the lives of people in our communities and beyond,  
11 NAPUS Members serve loyally. When members care, success happens. When people communicate,  
12 quality of life happens. NAPUS is unity in diversity.  
13  
14  
15  
16

17 **Goals**  
18

19 The goals of NAPUS are based on our service to the American people. We believe in this nation,  
20 which holds the greatest hope for eternal freedom everywhere.  
21

22 We reaffirm our convictions about the truth and ideals expressed in the Declaration of  
23 Independence, the Constitution and its Bill of Rights.  
24

25 Only the United States Postal Service (USPS) can provide universal service to all businesses and  
26 families in our society. No other system can achieve such economic and social stability, environmental  
27 stewardship and productivity.  
28

29 We, the members of NAPUS, are committed to providing effective grass-roots leadership among  
30 Postmasters and to building and sustaining a postal system that delivers every day, everywhere, to  
31 everyone.  
32

33 NAPUS values and embraces the diversity of our membership and NAPUS employees by  
34 creating an environment that includes and encourages the participation of and contributions of all  
35 members and employees, regardless of ethnicity or gender.  
36

37 Guided by our NAPUS goals, we are dedicated to preserving the USPS as a means of  
38 communication to provide quality of life for people everywhere.  
39

40 NAPUS is committed to the formation of one, new, unified Postmaster organization.  
41

42 The combined objectives set forth in this statement are adopted for the purpose of firmly  
43 maintaining the USPS as the primary system for mail delivery and communications to urban and rural  
44 areas alike at uniform prices.

1  
2  
3 **Section I: Purpose**  
4

5 **A. Distribution**  
6

7 Copies of NAPUS Policy shall be available to NAPUS national officers, state  
8 officers, members, USPS officials and United States congressional offices. Said NAPUS  
9 Policy shall be available on the NAPUS website (www.napus.org).

10 Policy revisions that pertain to the Postal Service shall immediately be forwarded to Postal  
11 Headquarters for its review and written response.  
12

13 **B. Use**  
14

15 National NAPUS Policy shall be used for, but not limited to, the following:

- 16 1. Education and training of NAPUS members and officers.
- 17 2. Positions of NAPUS relative to issues between NAPUS and the USPS.
- 18 3. Representation of NAPUS Members, allowing all members to have a voice.
- 19 4. Legislation, as a guide and reference for Congress regarding NAPUS  
20 Policy.
- 21 5. Unity in diversity. As varied as all post offices are across the USA, we  
22 all are Postmasters/Postal Managers. Policy is our common voice.  
23

24 **C. Submission of Proposed NAPUS Policy Changes**  
25

26 Proposed Policy changes shall be submitted to the chair of the Policy Committee no later than 30  
27 days prior to the national convention. State chapters holding conventions less than 30 days prior to the  
28 national convention shall be exempt from this requirement but must submit proposed Policy changes  
29 within five days following the final day of their chapter conventions.

30 Individuals wishing to submit proposed changes to NAPUS Policy must use the “NAPUS Policy  
31 Proposal” document in the Exhibits section. Each proposed Policy change must be approved and signed  
32 by the submitter’s chapter and, if applicable, the conference to which the proposed Policy change was  
33 forwarded.  
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1  
2  
3 **Section II: People**  
4

5 **A. Postmasters**  
6

7 **1. Installation and Recognition**

8 In order to preserve the historic traditions and the pride of the U.S. Postal Service, NAPUS  
9 requests that Postal Headquarters provide a copy of the creed, suitable for framing, to each post office.  
10

11 **Installation/Retirement Ceremonies**

12 Some districts have policies for installations and retirement ceremonies for Postmasters and other  
13 districts have none. Therefore, we request that Postal Headquarters develop a standard for installation  
14 and retirement ceremonies for all Postmasters that will be adhered to by all districts nationwide.  
15

16 **Postmasters' Membership in Civic Organizations**

17 It has been consistent USPS policy for all Postmasters to be concerned and actively involved in  
18 their communities. Since 1992, approval has been granted for Postmasters EAS-18-and-above to join  
19 their "primary business civic organizations" at USPS expense. All Postmasters are "chief marketing  
20 officers" in their respective towns. We ask that paid membership in business and/or civic organizations  
21 be extended to all Postmasters, when such organizations exist in the community.  
22

23 **Local Postmaster Recognition**

24 Postmasters are responsible for daily operation of their offices and supervision of their  
25 employees. Employees are recognized in public for various types of achievements and name recognition  
26 of the local Postmaster is important to employees. The employees of local post offices hold the position  
27 of Postmaster in high esteem. All local employees' certificates and letters of recognition should be  
28 signed either by or jointly with the local Postmaster for presentation.  
29

30 **2. Filling Postmaster Positions**  
31

32 **Post Office Vacancies**

33 Post offices with Postmaster positions that are vacant have a negative impact on the community.  
34 Vacant Postmaster positions will be filled in compliance within the guidelines of *EL 311, 547.22*, i.e.,  
35 within 90 days of the date the position became vacant. At the request of a NAPUS state president or his  
36 or her designee, the USPS district office will provide a list of vacancies of more than 90 days and the  
37 reasons for non-compliance. The selecting official should be accountable to follow the guidelines  
38 outlined in the *Handbook EL311 Sec 540* inclusively.

39 *In addition, this NAPUS position was supported by PMG Jack Potter when testifying in spring,*  
40 *2005 before the House Appropriations Subcommittee when he stated, "In most cases, this administrative*  
41 *process, which includes the vacancy posting period, evaluation, selection committee applicant review,*  
42 *personal interview, and a decision by the selecting official, requires a time frame that is typically*  
43 *accomplished over a 90 day period."*  
44

45 **Filling a Vacancy**

46 A Manager of Post Office Operations (MPOO) arbitrarily can post a vacancy, be on the review  
47 board, interview the candidates, pick the successful candidates or do none of the above. The MPOO  
48 should be accountable to the guidelines outlined in *Handbook EL-311, Section 540*, inclusively.  
49

1           **Lateral Transfers**

2           A Postmaster requesting a lateral transfer should be deemed qualified. We ask that the USPS  
3 issue detailed instructions so that all lateral transfer requests can be fairly and consistently considered by  
4 Managers of Post Office Operations (MPOOs) and districts.

5  
6           **Standardized Response for Disapproved Vacancy Applicants**

7           Persons who submit applications for vacancy announcements when posted deserve reasonable  
8 and customary responses. There are instances where employees are not notified that they did not get the  
9 job. We ask that a standardized response be sent as a courtesy to each employee.

10  
11           **Hardship Requests**

12           We ask that NAPUS and USPS work together to clarify the *ELM* section on hardship requests.  
13 When a situation arises that a Postmaster needs to be reassigned, it is in the best interest of the employee  
14 and the employer that a definite policy be established to resolve the situation in order to maintain a  
15 healthy work environment.

16  
17           **3. Postmaster Training and Support**

18           Typical training for a new Postmaster normally does not exceed 40 hours, while new window  
19 clerks and bulk mail technicians each receive 80 hours of training. Postmasters are required to have  
20 technical knowledge equal to that of window clerks and bulk mail technicians, plus integrated retail  
21 terminals (IRTs), point-of-service (POS) procedures, delivery, periodicals, bulk mail and more.  
22 Adequately trained Postmasters who are properly prepared to handle the duties required reflect  
23 positively on the USPS. We ask that additional hours be authorized for Postmaster training, appropriate  
24 to the duties required and provide uninterrupted time and training for learning new technology.

25  
26           **USPS Training**

27           The Postal Service has developed mandatory ad hoc training programs for EAS employees of  
28 eight to 20 hours annually. It is understood that such training is important for the success of the USPS.  
29 Much of this required training is inadequate and irrelevant to the actual needs of management. The  
30 reporting and recording system of this training is confusing and difficult to manage by Postmasters and  
31 training centers. We ask the USPS to develop a uniform training plan and consistent reporting procedure  
32 to be implemented USPS-wide. As new programs are adopted, site specific training must be provided in  
33 a timely manner.

34  
35           **Computer Training**

36           We ask the USPS to provide adequate (hands-on with instructor) computer training to all  
37 Postmasters.

38  
39           **Rate Change Training**

40           Due to the disparity of the training process nationwide during the 2007 postage rate increase,  
41 NAPUS requests that USPS Headquarters develop and fund a uniform rate training plan, hands on, with  
42 certified instructors, to be implemented for all Postmasters and other affected employees.

43  
44           **Support from District Offices**

45           It is the responsibility of each district office to support Postmasters. Frequently, when a  
46 Postmaster calls the district support office for help, no one is available to take the call, and Postmasters  
47 do not receive a call back. Support operations at the district level should be available during operational  
48 hours, staffed by individuals with the ability to answer Postmasters' questions. (continued)

49           To promote communication and information, each district should provide to all managers  
50 district-wide, district personnel changes at least monthly. It would include the name, title, email address  
51 and contact phone numbers of district staff.

1 **4. Office Level, Management and Workload Service Credits/Special Services**  
2 **Task Force**

3 The Special Services Task Force spent many hours bringing forth suggestions to improve post  
4 office procedures for Postmasters. The Special Services Task Force should be continued and NAPUS  
5 should go on record as encouraging Headquarters to seriously review these suggestions for possible  
6 implementation.

7  
8 **Pilot Programs**

9 Programs such as Small Office Variance (SOV), Customer Service Variance (CSV), and Post  
10 Office Resource Optimization (PRO) and other similar programs which were not endorsed by NAPUS  
11 National Office or nationally adopted by the USPS are not acceptable and should not be used for budget  
12 or staffing purposes.

13  
14 **Micromanagement**

15 Micromanagement has become excessive and widespread to the detriment of local Postmasters.  
16 Postmasters should have the rights and responsibilities in accordance with all handbooks and manuals.  
17 These would include, but not be limited to, approval of overtime, spending authority and annual leave.

18 Postmasters should not be taken out of their offices for “allegations” of mismanagement without  
19 a thorough joint investigation by NAPUS and the USPS.

20  
21 **Administrative Duties**

22 Administrative duties of Postmasters continue to increase as district office staff is eliminated.  
23 Budgets must be adjusted to allow Postmasters to spend sufficient time on administrative functions.  
24 Such programs as Shared Services for Finance, Human Resources, Operations Support, etc. all add  
25 significant administrative duties requiring Postmaster input and monitoring.

26  
27 **Work Hour Budget**

28 NAPUS insists USPS Headquarters instruct field coordinators to provide full disclosure of any  
29 budget methodology as to what items should be included and what items have predetermined  
30 “standards” so realistic data can be obtained.

31 We ask that no office be given a work hour budget with fewer than the hours shown on the  
32 individual office workload analysis, unless agreed to by the Postmaster.

33  
34 **Work Service Credits (WSC) for Post Offices with Plant Load Operations**

35 The WSC for post offices with plant loads does not give the local post offices credit for the  
36 revenue generated by a plant load and the plant load’s generated revenue is reduced from the revenue  
37 units credited to an office when calculating the *PS Form 150*.

38 Revenue generation is a major goal of the USPS, with reclassification focusing on work-shared  
39 revenues with a major portion generated by plant load operations. Postmasters with plant loads are  
40 required to do more work, such as mail verification, record keeping, ordering supplies, trailers, postage  
41 and granting refunds. The Postmaster is the chief marketing officer in his/her town; the requirements and  
42 workload for plant loads have greatly increased since the establishment of WSCs (late ’70s), putting  
43 more responsibility on the Postmaster.

44 We ask that all revenue, including CPP postage and revenue units generated by a plant load be  
45 credited to the local post office’s revenue units when calculating the WSC on *PS Form 150*.

46  
47 **Offices with Delivery Point Sequencing (DPS)**

48 Workload service credits are based on the number of possible deliveries and revenue in a post  
49 office. Currently, 8 percent is deducted from the WSC for offices not performing secondary distribution.  
50 Offices with DPS are having 8 percent deducted as if they were performing no secondary distribution.

1 Offices with DPS mail sortation are performing secondary distribution with manual and rejected  
2 letter size mail and are receiving no credit for this work.

3 DPS requires new work, i.e., carrier edit books, station inputs, bundle break cards, distributing  
4 holdouts, business mail, 3M Case and CSDRS Reporting. Post offices are not receiving upgrades and,  
5 upon vacancies, are downgraded, due to this 8 percent deduction.

6 We ask that no deductions be taken when an office performs distribution.

7 We ask that Post Offices that were downgraded in the past due to the 8% and/or 4% (flats)  
8 deduction be reinstated to the previous level, which reflects the actual workload.

### 9 10 **Postmaster Supervisory Credits**

11 The USPS arbitrarily enforced the supervisory workload credits. The Postmaster's workload has  
12 increased to include the supervisor's duties. We ask that one point be given per union represented, one  
13 point for Vehicle Operations Maintenance Area (VOMA) duties, one point for community involvement  
14 and one point for in-house training formerly done by PEDC, as well as at an off-site training center.  
15 Window credit allowances require extra work and should earn appropriate allowances. Allow points  
16 regardless of craft and Labor Distribution Code (LDC). RCA's and TRC's require supervision,  
17 scheduling, and training just as regular rural carriers and should earn appropriate allowances. The  
18 WSCs do not allow for the continual increase of collateral duties, i.e., Program Evaluation Guide (PEG),  
19 Business Connect, Mystery Shopper, OSHA, safety officer, security control officer, Highway Contract  
20 Route (HCR) administrator, aviation security control, maintenance supervision, custodial supervision,  
21 etc. NAPUS requests that the USPS use the existing matrix WSCs for maintenance/custodial supervision  
22 and that WSCs be established for the required additional collateral duties.

23 NAPUS strongly requests that consideration be given to reinstating the authorization of  
24 supervisors in Level-18 and 20 post offices with any combination of city delivery, rural delivery, retail  
25 services and PO Box delivery.

### 26 27 **Postmaster Upgrades**

28 The upgrading of a Postmaster's office depends on the filing of a *PS Form 150*. There is a two-  
29 year waiting period after the form is filed. The controller's office does not provide the revenue units for  
30 the prior year until March or April of the following year. Those revenue units can be critical to the level  
31 of the Postmaster's office upgrading.

32 We ask that *PS Form 150* be retroactive to the end of the prior fiscal year if revenue units are the  
33 sole criteria for placing the office in the zone of tolerance at that point. A Postmaster whose office is  
34 upgraded has normally had an increased workload maintained for two years not compensated for at the  
35 higher rate.

36 We ask that upgraded Postmasters receive a salary increase to compensate for the increased  
37 responsibility and workload equal to a promoted postmaster in accordance with the provisions of the  
38 *ELM*.

### 39 40 **Nonexempt Postmaster Overtime**

41 In an effort to avoid using overtime, Managers of Post Office Operations (MPOOs) are requiring  
42 nonexempt Postmasters to change their schedules. This is a clear violation of the *Employee Labor*  
43 *Relations Manual (ELM)*. To perceive or imply a Postmaster falsify a timecard in not reporting  
44 overtime is a violation of *Fair Labor Standards Act, FLSA*. USPS Headquarters must issue mandatory  
45 instructions to MPOOs on the proper scheduling of nonexempt Postmasters and reissue the pay  
46 guidelines for nonexempt Postmasters.

### 47 48 **Rural Delivery Carriers**

49 Postmasters are responsible for replacement carriers and vehicles on rural routes. The  
50 supervisory workload credits for rural carriers should be raised from one credit to 1.33 credits to reflect  
51 the increased workload.

1           **Rural Carrier Associates (RCAs), Rural Carrier Replacements (RCRs) and Temporary**  
2 **Relief Carriers (TRCs)**

3           We ask that 1.0 workload supervisory credits be assigned for RCAs, RCRs and TRCs, since the  
4 hiring worksheets, training, scheduling and supervision of these employees is constant.

5  
6           **Rural Route Count**

7           Postmasters supervise rural carriers on a daily basis, supervising the timely delivery of the mail,  
8 delayed mail and monitoring the 2080 workload. Unless a rural count is mandatory according to the  
9 agreement between the USPS and the National Rural Letter Carriers' Association (NRLCA), the  
10 Postmaster should be consulted as to whether a count is necessary.

11  
12           **Highway Contract Box Delivery**

13           *(Reserved)*

14  
15           **Distribution Networks Office**

16           The Distribution Networks Office is responsible for transportation of the mails and contract  
17 negotiation of the Highway Contract Route (HCR) contracts. Very little input is solicited from the local  
18 Postmasters. We ask the Distribution Networks Office to consult with Postmasters and MPOOs about  
19 pending changes concerning the HCR routes.

20  
21           **Part-Time Flexible (PTF) Part-Time Regular Clerks (PTR)**

22           Supervisory workload credits allow one-and-one-third weight for Retail Associates. PTF/PTR  
23 clerks who are assigned and responsible for cash and/or stamp credits must be audited. PTF/PTR clerks  
24 are currently considered one weight, the same as distribution or mail processing clerks

25           We ask that supervisory workload credits be amended to allow one-and-one-third weight for  
26 each clerk with an assigned credit.

27  
28           **Business Connect**

29           All offices are mandated to have a specific amount of activities in Business Connect each month.  
30 NAPUS asks that the USPS budget the office with a minimum of two clerk or PMR hours for each  
31 Business Connect activity that is required or that this specific requirement be rescinded.

32  
33 **5. Salary**

34  
35           **Performance Pay**

36           The theme of USPS management is teamwork. As a winning team, we all should share in the  
37 rewards. We ask that the USPS continue to compensate Postmasters, not only for corporate performance  
38 but for individual unit performance, so that compensation reflects leadership of the Postmaster at the  
39 unit level.

40  
41           **Postmaster Levels**

42           Since 1971 there has not been a meaningful review of Postmaster's levels. This issue needs to be  
43 addressed fairly and equitably.

44  
45  
46           **Promoted Postmasters' Minimum Pay Increase**

47           The salary increase for newly promoted postmasters is at the discretion of the district manager.  
48 Provisions for automatic step increases have long been eliminated. Promoted Postmasters current  
49 salaries may fall into the range of their new grade. In order to recognize the promotion of a Postmaster  
50 we ask that all promoted postmasters receive a minimum pay increase of 8 percent.

1           **Craft Vs EAS Pay Structure**

2           The current pay structure for Postmasters does not reflect equitable differentiation from  
3 subordinate employees in many cases, and Postmasters have subordinate employees with less  
4 responsibility who receive more compensation. We ask that the U.S. Postal Service change the EAS pay  
5 structure to reflect real differentials in pay over subordinate employees.

6  
7           **EAS Assignment Pay Differential**

8 Craft employees working in higher-level details receive higher level pay from the first day. EAS  
9 employees do not receive higher-level pay until after 5 consecutive work days. To increase interest  
10 among Postmasters in upward mobility, and to rectify an unfair situation, we ask that EAS employees  
11 who work in higher-level capacities also receive higher-level pay from the first day

12  
13           **Pay for Performance (PFP)**

14           We request that MPOO’s follow PFP guidelines and respond to all cases of mitigation in a timely  
15 manner.

16           Postmasters on OIC assignments for less than six months should have their entire NPA score  
17 based on the fiscal year results taken from their own office. This includes lateral and higher level  
18 assignments. In assignments lasting longer than six months, OICs should receive the greater of the two  
19 NPA fiscal year end results.

20  
21           **Cost-of-Living Adjustments (COLAs)**

22           The USPS has discontinued the cost-of-living adjustments (COLAs) for Postmasters. Craft  
23 organizations have negotiated and received COLAs for the current contract. Postmasters are traditionally  
24 compensated at a higher level than craft employees and are entitled to pay comparable to the private  
25 sector. We ask the USPS to be committed to compensating Postmasters with COLAs and negate the  
26 opportunity of craft employees’ groups to reach pay levels beyond Postmasters.

27           Because Postmasters no longer receive COLAs, Postmasters’ real incomes have suffered as a  
28 result, and the failure to receive a COLA roll-in can affect a Postmaster’s retirement. COLA should be  
29 restored immediately.

30  
31           **U.S. Government Loan of the Money in the Civil Service Retirement System and from the**  
32 **Thrift Savings Plan**

33           The U.S. government has used retirement funds from the Civil Service Retirement System and  
34 from the “G” fund of the Thrift Savings Plan to allow the federal government to function until the  
35 federal budget was passed. This information was not widely publicized and repayment of these loans has  
36 not been disclosed. We ask NAPUS to pursue the full disclosure of these transactions and also to  
37 discourage the use of retirement funds for this purpose in the future.

38  
39           **6. Benefits**

40           All employees of the USPS are in jeopardy when legislation attempts to “raid” employee  
41 benefits, retirement and health plans. NAPUS commits to working jointly with other employee  
42 organizations to protect these benefits.

43  
44  
45  
46           **Options for Annual Leave Carryover**

47           Postmasters’ leave time is often cancelled, rescheduled or forfeited due to the call of duty. We  
48 ask NAPUS to actively pursue alternatives and options for leave, including, but not limited to,

49           1) unlimited carryover of unused leave; 2) unlimited carryover with requirements to use 80 hours  
50 per year; or 3) end-of-the-year sell back of excess leave.

1           **Sick Leave**

2           The Postal Service should compensate FERS employees who have accumulated sick leave upon  
3 retirement on the same basis as CSRS employees.

4  
5           **Convention Leave**

6           The Postal Reorganization Act of 1970 preserved for Postmasters 10 days of convention leave.  
7 This time is used for training and to do the business of the organization at state and national  
8 conventions. We strongly oppose the violation of federal law by taking away Postmasters' convention  
9 leave. Convention leave must be restored to 10 days. We oppose taking away administrative leave.

10  
11           **Health Benefits**

12           We ask the USPS to maintain the employer's share of Postmasters' health insurance premiums  
13 while maintaining current level of benefits as of January 1, 2005.

14  
15           **Officers-in-Charge (OICs)/ Convention Leave and Training**

16           Currently not all OIC's are allowed convention leave. OICs should be allowed convention leave  
17 because they need the training. Training is beneficial to the USPS and the OIC's current position.

18  
19 **7. Office of Personnel Management (OPM)**

20  
21           **OPM Coverage**

22           The Postmaster General and Board of Governors have gone on record advocating that  
23 Postmasters and other postal supervisors should not be covered by the rules and regulations of the OPM.  
24 Postmasters have worked long and hard to be covered by these rules, such as the Merit Systems  
25 Protection Board, Federal Employees' Health Benefits Program, Federal Employees' Government Life  
26 Insurance and the retirement systems, CSRS and FERS.

27           NAPUS opposes any action that would remove OPM protections/benefits.

28  
29 **8. Performance Improvement Plans (PIPs)**

30           PIPs are being used by middle management to identify possible deficiencies and many PIPs are  
31 general in nature, yet threatening in tone. The Postmaster is not allowed input into validity or  
32 extenuating circumstances. We ask that no PIP be issued without measurable specifics and differences  
33 of opinion being immediately referred for discussion and resolution with the district manager.

34  
35 **9. Mystery Shopper**

36           If the USPS is not going to provide a uniform allowance for all window employees, this  
37 requirement should not be included as an evaluation point in the Mystery Shopper Program.

38           The Postmaster Fairness and Equity act indicates that no Postmaster should be disciplined for  
39 failure of a mystery shop.

40  
41 **10. Discipline/Adverse Actions**

42           NAPUS opposes the use of Postmasters to collect information detrimental to other Postmasters  
43 that may result in disciplinary action. It is the responsibility of the Manager of Post Office Operations  
44 (MPOO), to personally address and correct deficiencies in the offices being supervised.

45           The joint committee's statement on violence in the workplace states in part that "making the  
46 numbers is no excuse for mistreating people." Postmasters are under undue stress from higher-level  
47 management to "make the numbers," and Postmasters are being removed from their offices because of  
48 "allegations of craft employee mistreatment."

(Continued)

1 Postmasters should receive the same treatment they are expected to give their employees. We ask  
2 that Postmasters not be taken out of their offices for “allegations” of mistreatment without a thorough  
3 joint investigation by NAPUS and the USPS.  
4

#### 5 **Adverse Actions/Unfounded Accusations against Postmasters**

6 Unfounded accusations may be made against Postmasters. Such accusations lead to internal  
7 audits conducted by USPS personnel. In cases where craft personnel are accused of wrongdoing, they  
8 are left in their positions until resolution of the issue. As outlined in *ELM 651.3*, the Postal Service will  
9 work with NAPUS Postmasters to dispel false or unfounded accusations and, unless an unsafe condition  
10 exists, or provisions of emergency placement are met, the Postmaster shall remain in office until the  
11 investigation is completed and the issue is resolved.  
12

#### 13 **Security Audits/Discipline**

14 Post Offices are subject to security audits by District and Area Teams. Postmasters of facilities  
15 which fail an audit have received discipline. Often the reason for the failure is because employees have  
16 left vehicles unlocked or have not been wearing their ID badges. NAPUS opposes Postmasters  
17 receiving discipline for security breaches if the Postmaster can show documentation of corrective action  
18 and policy enforcement.  
19

### 20 **11. Uniforms**

21 Currently, *ELM 932.11g* provides for uniform allowances for Postmasters with window duties in  
22 CAG A-J offices only. We propose that the option of a uniform allowance be extended to all  
23 Postmasters with window duties. Such uniforms should be unique so as to distinguish between  
24 Postmasters and Sales / Services Associates (SSA). There is a need to present a professional image and  
25 identification for all window personnel. In order to comply with Retail Standardization, NAPUS  
26 requests that Postmasters be allowed to purchase necessary licensed, postal-logo apparel for these  
27 employees using approved Postal procedures and sources.  
28  
29  
30  
31  
32  
33

## 34 **B. Other Career Staff**

#### 35 **Extending Evaluation Periods**

36 The current system of evaluating newly hired career employees sets the time limit at 90 days.  
37 This is not adequate time to thoroughly evaluate an employee. It is almost impossible to terminate an  
38 employee after that 90-day period.  
39

40 We ask that newly hired employees be on a probationary period of one year, to give a better  
41 overall view of an employee’s performance. NAPUS encourages the USPS to make the extension of  
42 probationary time a high priority in the next craft negotiations.  
43

#### 44 **Craft Vacancies**

45 Postmasters are being required to work in excess of their normal schedule due to vacant  
46 authorized positions not being filled in a timely manner. All authorized positions should be filled within  
47 90 days including the *eReassign* posting and commitment. A joint USPS/NAPUS committee should  
48 oversee and ensure compliance with the *ELM*. Initial letters of selection for employment should be  
49 signed by the Postmaster.  
50

1           **USPS Training for Craft Employees**

2           The USPS has developed mandatory, ad hoc training requirements for craft employees. It is  
3 understood such training is important for the success of the USPS. Much of this required training is  
4 inadequate and irrelevant to the actual needs of craft employees. The reporting and recording of this  
5 training is confusing and difficult to manage by Postmasters and Postal Employees Development  
6 Centers, PEDCs. We ask that the USPS develop a uniform training plan and consistent reporting  
7 procedures to be implemented USPS-wide.  
8

9           **1. Supervisors**

10           *(Reserved)*

11           **2. City Carriers**

12                           **Evaluated City Routes**

13           City carriers are paid at an hourly rate, as compared to rural carriers, whose pay is based on the  
14 workload calculation of the route, not the amount of time spent. NAPUS supports USPS continued study  
15 and implementation of the evaluated pay system for city delivery routes.  
16  
17

18           **3. Rural Carriers**

19           The Postal Service has many problems hiring and retaining Rural Carrier Associates, (RCA). At  
20 present, there is no efficient method to replace and retain RCAs. We urge the Postal Service to negotiate  
21 with the *National Rural Letter Carriers' Association* for provisions in a new contract to cover a revised,  
22 efficient rural carrier replacement process.  
23

24           **4. Clerks**

25           Postal Headquarters has stated that Function 4 reviews should determine clerical work hours.  
26 NAPUS and USPS Headquarters will work jointly to validate formulas used in the Function 4 process.  
27 Postmasters should be provided with an explanation of the formula developed to allocate Function 4  
28 hours.  
29

30           **C. Non-career Staff**

31  
32           **1. Postmaster Reliefs (PMRs)**

33           There are problems in the hiring of PMRs, such as the low rate of pay, lack of training, no  
34 guarantee of workhours and few benefits, resulting in PMRs often leaving the employ of the Postal  
35 Service. We ask the Postal Service and NAPUS to form a committee to evaluate a new system that will  
36 fairly pay, attract and help retain these relief personnel for the smaller offices.

37           Many Level-15-and-below offices rely on PMRs to work in the Postmaster's absence. They are  
38 responsible for all duties that are performed by the Postmaster, with appeal rights to the MSPB. PMRs  
39 are on call six days a week. Only Saturday hours are regularly scheduled. PMRs must work for one year  
40 before they receive an increase in pay. It is difficult to keep qualified PMRs. We ask that PMRs be paid  
41 at the current level of pay the USPS has established for rural carrier associates.  
42  
43

44                           **PMR Health Benefits**

45                           *(Reserved)*  
46  
47  
48  
49

1           **PMR Training**

2           PMRs are authorized 10 to 24 hours of training and are required to handle a full range of  
3 functions and responsibilities. Post offices would benefit from fully trained PMRs. We ask that PMRs  
4 receive a minimum of 120 hours of on-the-job training and eight hours annually to ensure their skills are  
5 current and to motivate them to stay in the employ of the Postal Service. This training shall include  
6 hands-on-computer training, if applicable, and shall be ongoing.

7  
8           **2. Contract Employees**

9  
10           **Highway Contract Route Drivers/Box Delivery**

11           HCR drivers who deliver mail are interviewed and hired by distribution networks. HCR drivers  
12 report directly to a Postmaster who is responsible for administering discipline and responding to the  
13 customers. We ask that administrative Postmasters and intermediate Postmasters have a voice in hiring  
14 and renewals of all HCR/box delivery drivers.

15  
16           **3. Temporary Employees**

17           *(Reserved)*

18  
19           **D. Retirees**

20           *(Reserved)*

1  
2  
3 **Section III: Products and Services**  
4

5 **A. Mail Pieces**  
6

7 **Electronic Mail**

8 The electronic mail systems have reduced the volume of First-Class letter mail. Parcels cannot be  
9 electronically mailed. We ask the USPS to consider the possibility of becoming more competitive with  
10 this class of mail  
11

12 **Mail Transportation Equipment (MTE) Labels**

13 *(Reserved)*  
14

15 **Forwarding Label from Central Forwarding System**

16 *(Reserved)*  
17

18 **1. Postage**

19 *(Reserved)*  
20

21 **2. Delivery**

22 *(Reserved)*  
23

24 **3. Address Correction Service**

25 *(Reserved)*  
26

27 **4. Return Addresses**

28 Mail with a return address on the back flap of the envelope requires additional labor to process  
29 when returned. In addition, the mail often becomes loop mail, which is handled over and over. We  
30 request the USPS require any return addresses on business mail be on the front of the envelopes.  
31

32 **5. Delivery/Signature Confirmation**

33 *(Reserved)*  
34  
35

36 **B. Postal Services**  
37

38 **1. COD Tags**

39 *(Reserved)*  
40

41 **2. Box Rental Fees**

42 There are many inconsistencies in the process to determine box rent fees. These inconsistencies  
43 have created confusion and negative customer perceptions. We ask the Postal Service to implement a  
44 fair and equitable policy in determining box rent fees.  
45  
46  
47

1           **No-Fee Post Office Boxes**

2           Since there are many inconsistencies in how the quarter-mile radius rule and no-fee post office  
3 box rent are administered, the USPS needs to develop uniform guidelines and audit procedures to correct  
4 these inconsistencies.

5  
6           **3. Revenue Lost**

7           NAPUS proposes that the USPS develop a new set of Account Identifier Codes (AICs) to  
8 document no-fee box rents. When a no-fee box is rented an entry for revenue lost will be entered into an  
9 assigned AIC and the appropriate offsetting AIC. All no-fee post office box rents “revenue lost” will be  
10 counted toward actual revenue points. The effects will be threefold:

11           The post office renting the box will be credited with the lost revenue.

12           The new AICs would accurately report the financial impact of no-fee post office boxes to Postal  
13 Headquarters.

14           Documentation will also be available for the *PS Form 150, “Postmaster’s Workload Credit.”*

15  
16           **C. Retail**

17  
18           **1. Packaging Products**

19           We ask that the USPS reinstate the availability of the 10” X 13” envelope for our customers.  
20 This size envelope was replaced with a 10 ½” X 15” utility mailer. The utility mailer is oversized for  
21 most documents that our customers typically mail.

22  
23           **2. Expedited Packaging Supplies**

24           Post offices currently can only order a limited selection of expedited packaging supplies for their  
25 customers. Customers needing other sizes must order those on line, some in quantities of 25. Many  
26 customers do not need boxes in these quantities. They often are not used for mailing purposes and are a  
27 large expense to the US Postal Service without return revenue. NAPUS requests that the USPS allow  
28 post offices to order all available expedited service products to increase customer satisfaction and  
29 revenue, while helping to reduce cost.

30  
31           **3. Fax Machines for Post Offices and Branches**

32           We are in the electronic age of transmission and the USPS needs to generate revenue. As a  
33 service to our customers, we ask that all post offices be provided with a fax machine for customer use at  
34 a fee.

35  
36           **4. Stamp Vending Machines**

37           Regardless of revenue generated, we request that vending machines be left in offices where the  
38 Postmaster attests to their usefulness in serving customers. In addition we request that a study be  
39 conducted by Postal Headquarters to secure more cost effective vending equipment to help the USPS  
40 meet customer service needs in offices where past vending experience has demonstrated a need for this  
41 service.

42  
43           **5. Retail Standardization**

44           While NAPUS agrees with the principle of RETAIL STANDARDIZATION, we feel it lacks  
45 flexibility as it pertains to the wide range of facilities (ex. historic, leased, and owned) and varying office  
46 levels. Every community is unique in its service needs and business opportunity. NAPUS asks that  
47 Postmasters be allowed to make local decisions within suggested parameters, but not mandatory,  
48 arbitrary initiatives.

1 **6. Official Licensed Retail Products (OLRP) items**

2 To enable Postmasters to offer a variety of OLRP inventory without causing offices to have  
3 excess products, Postmasters should be allowed to order products in quantities that are feasible to each  
4 individual office.  
5

6  
7  
8 **Section IV: Plants/Offices**  
9

10 **A. Community Spirit/Service**

11 Post offices symbolize community spirit and identity. The local post office is and has always  
12 been the key symbol of a community. We ask that all post offices have the community name affixed to  
13 the outside of the building.  
14

15 **B. Management**

16  
17 **1. Office Levels**

18  
19 **Upgrading of Offices**

20 An upgrading of a Postmaster’s office depends on *PS Form 150* (Postmaster workload  
21 information). The two-year waiting period does not begin until the *PS Form 150* is filed. The  
22 controller’s office does not provide the revenue units for offices for the prior fiscal year until  
23 March/April of the following year. These revenue units can be critical to the level of the upgrading.

24 We ask that *PS Form 150* be retroactive to the end of the prior fiscal year if revenue units were  
25 the sole criteria for placing the office in the zone of tolerance at that point.  
26

27 **2. Staffing**

28  
29 **Reassigning and Excessing Employees**

30 The clerk (Function Four) staffing of post offices is based on workload and customer needs.  
31 There has been a trend to not replace clerks when the positions become vacant. This action is being done  
32 without regard to curtailment of retail and box lobby hours, and it places the Postmaster in a position of  
33 working excessive hours.

34 We ask that no position be eliminated from a post office without appropriate verifiable NAPUS  
35 approved clerk staffing methodology. We also ask that no workload study be performed without the  
36 Postmaster being involved and that the affected Postmaster agree that such workload reductions actually  
37 exist prior to any positions being eliminated in that office.  
38

39 **PTF/PMR Staffing**

40 In many offices, PTF clerks are being replaced with PMRs. These PMRs are working 10- to 30-  
41 hour clerk-hour budgets per week. PMRs are not meant to work at the same time as Postmasters. We ask  
42 that offices with clerk hours be allowed to hire PTF clerks.  
43

44 **Outsourcing**

45 The USPS is contracting out more jobs and responsibilities. In most contracts, service is not  
46 good. Career employees are committed to the USPS and give extra effort to serve our customers.

47 NAPUS is opposed to the USPS contracting out postal jobs.  
48

1 **3. Timekeeping**

2 Separate Labor Distribution Code (LDC) for On-the-Job Training and Meetings—On-the-Job  
3 Training (OJT) and On-the-Job Instructor (OJI) have a negative impact on office productivity. NAPUS  
4 recommends that OJT and OJI hours be charged to training instead of productive work hours.  
5

6 **4. Manuals, Office Instruction, Forms and Communications**

7  
8 **Timely Communication**

9 Communications to Postmasters are slow and Postmasters often learn of items important to our  
10 customers in the local newspapers before the instructions are passed down from Postal Headquarters to  
11 the offices without computers. These announcements are of key importance. We ask that such  
12 communications be sent to Postmasters before being released to the news media. Information mailed by  
13 USPS Headquarters that requires an action or response from the work unit should be mailed to the work  
14 unit, not to an individual's personal address.  
15

16 **Coordination of District Management Directives and Electronic Mail**

17 Postmasters receive constant directives from every functional area, each demanding that we  
18 follow their specific, mandatory instruction. NAPUS asks that functional area managers consult with  
19 one another, and issue all directives through the MPOO's.  
20

21 **Grievance Responses**

22 Beyond Step Two of the grievance process, Postmasters often do not receive results of the  
23 decisions in a timely manner. We ask that a copy of each grievance and decision at all steps of the  
24 process be given to the Postmaster.  
25

26 **Bargaining Unit Agreements**

27 When the national agreements with the craft organizations are negotiated, the conditions of the  
28 new agreements are important to Postmasters. We ask the Postal Service to make distribution of  
29 adequate copies to all Postmasters within 30 days from the signing.  
30

31 **Report/Paperwork Reductions**

32 Before requests for information are sent out to the field, the requesting party should determine if  
33 this information can be obtained from Finance, Marketing, Delivery or Operations Support.  
34

35 **Quarterly Collection Tests**

36 In order to reduce paperwork and save time the districts that use the Collection Management  
37 System daily should abolish *PS Form 3702*, "Quarterly Collection Test." It is a duplication of effort.  
38

39 **Collection Box and Lobby Drop Verification**

40 Verifications in all offices will be performed with MDCD or IMD scanners.  
41

42 **Edit Book Maintenance**

43 The District Address Management System, a support function of Postmasters, locks out edit  
44 book Maintenance on a stated date prior to scheduled national random audits and maintenance cannot be  
45 performed at the unit level between the district maintenance lock-out date and the date the actual random  
46 national audit takes place. Required and routine maintenance experienced during this lock-out period  
47 will be counted as red line errors on the national audit. (Continued)  
48  
49  
50

1 We ask that national auditors be provided with an edit sheet that reflects all maintenance through  
2 and including the lock-out date, as is currently in place, and provisions be implemented allowing for  
3 Postmasters to receive proper credit and not red line errors for all pending maintenance that has occurred  
4 between the shut-out date and the actual random audit.

#### 6 **Restore Codes in *Publication 223***

7 Postmasters are encouraged to use the Stroud Filing System to provide uniformity in all offices.  
8 The form function codes were deleted from the forms catalog, *Publication 223*. These codes are needed  
9 for the Stroud Filing System. We ask they be included in the forms catalog.

#### 10 **Stamp Stock Inventory Level**

11 *(Reserved)*

### 12 **5. Supplies**

#### 13 **a. Forms**

##### 14 ***PS Form 1093, “Application for Post Office Box or Caller Service—Part 2.”***

15 On Part Two of the *Application for Post Office Box*, a space for the box or caller number should  
16 be put at the top of the form, so, when filing forms numerically by box number, the numbers would be  
17 easily seen.

18 On Part Two of the *Application for Post Office Box*, items 16a and b should be reversed to put  
19 information in the same order as numbers 1 and 3 on Part One of the form.

##### 20 ***Notice 32-N, “No-Fee Post Office Box Renewal Notice/Annual Verification”***

21 In the area on the form where a change of information is requested, it should specifically state  
22 “physical” address.

#### 23 **b. Office Supplies**

24 *(Reserved)*

#### 25 **c. Advertising**

26 *(Reserved)*

#### 27 **d. Cleaning**

28 *(Reserved)*

### 29 **6. Buildings**

#### 30 **a. Construction/Maintenance**

##### 31 **Local Building Projects**

32 The Area Real Estate Office or Facility Single Service Provider (FSSP) is responsible for  
33 building projects and maintenance and the Postmaster is not always included in the decision-making  
34 process, yet is held responsible for incorrect performance of contracts, safety hazards because of  
35 contracts and more.

36 We ask that the Area Office or FSSP be held accountable to re-inspect and follow up during the  
37 progress of a contract to ensure proper compliance and to provide feedback to the Postmaster concerning  
38 the construction or maintenance projects.

1           **b. Contracts**

2  
3           **Lease Agreements and Renewal Processed**

4           In a leased post office, the Postmaster is always the contracting officer’s representative. The  
5 Postmaster is usually the person who is responsible for seeing that the building is properly cleaned and  
6 maintained. We ask that the Postmaster be consulted prior to the negotiation of lease agreements and  
7 renewal processes.  
8

9           **7. Surveillance**

10           Crime, robbery and burglaries are on the rise in rural areas where most small post offices are  
11 staffed only by a Postmaster or PMR. We ask NAPUS and the USPS to work together to target these  
12 offices and install video surveillance cameras for the protection of postal employees.  
13

14           **8. Computers and Technology**

15           Upgrade all post offices to uniform technology including high speed internet, POS, computers,  
16 PVI, fax machines and other tools used in postal operations.  
17  
18  
19  
20

21                           **Section V: Post Office Closings and Consolidations**

22  
23           **Post Office Closings**

24           A post office is of vital importance to every community in the U.S. There have been numerous  
25 closings/consolidations in recent years, resulting in the loss of community identity. NAPUS is opposed  
26 to the closing/consolidation of post offices solely for financial reasons. We ask that the Closing and  
27 Consolidation Committee remain in place.

28           Post office closing procedures are clearly stated in the “*Red Book*”. (*See reference on page 21*)  
29 These procedures are not being followed. Letters to postal customers are not being sent on time and  
30 community meetings are either not being held or the “meeting” is feedback on the day of the closing. In  
31 many cases NAPUS State Presidents are not informed of the closing until the day the office furniture is  
32 moved out. We ask the law be followed.  
33

34           **Post Office Downsizing**

35           Many small post offices nationwide, mostly Level 11’s and lettered offices are being downsized  
36 through the following manipulations:

- 37           1. Moving of box delivery routes to a neighboring post office with revenue ordered to that  
38 office rather than the Post Office of Zip Code.
- 39           2. Level 11 offices have been traditionally 8 hours offices. In some 11’s if the outgoing mail  
40 goes before closing time the Postmaster is being ordered to either travel to another Post  
41 Office to assist other offices or work behind closed / locked doors, yet help a customer who  
42 knocks to request assistance or to purchase stamps. On days when the PMR is working, the  
43 PMR closes early and leaves. This leaves irregular service hours, an inconvenience to the  
44 customers and less service to the community.
- 45           3. Rural areas are short – staffed with PMR’s. Every office needs at least one PMR. Many  
46 offices that have one PMR do not have backfill coverage because the PMR’s are working as  
47 OIC’s in other offices. In many cases these OIC’s are never promoted to Postmaster, nor is  
48 the office filled with a Postmaster. Some of these vacancies go back 5, 10, to 15 years.  
49           Since there are not PMR’s for all offices and because MPOO’s will not hire PMR’s if the OIC

1 / PMR wishes leave time, sometimes the PMR quits the job upon leave time refusal and the  
2 MPOO closes the office due to “lack of help”.

- 3 4. Some Districts are writing their own “Form 150”, of 100 points. If the office does not meet  
4 the 100 points, the District deems the office unnecessary to fill and the office is either  
5 downsized or closed.  
6  
7

8 The rewriting process of the *PS Form 150* is taking a considerable length of time. During this  
9 time, Areas and Districts are creatively using other processes for the purpose of downsizing or closing  
10 offices. Among these, but not limited to, are:

- 11 • moving Rural Routes and Highway Contract Box Delivery Routes to other offices;
- 12 • not counting non-resident post office box customers in enumerating post office boxes  
13 rented in post offices along our nation’s borders;
- 14 • total revenue;
- 15 • total deliveries;
- 16 • lack of qualified personnel;
- 17 • cancellations of Lease or Rental agreements;
- 18 • determining the work load using Small Office Variance (SOV) program;
- 19 • using one Postmaster for two or more offices, and/or
- 20 • using larger offices as hubs for small offices.

21  
22 *The House Appropriations Bill HR 5567, June 16, 2006, “Prohibits funds from being used to*  
23 *consolidate or close small rural and other small post offices.” Further stating: “Not only would these*  
24 *actions devastate rural and small communities; the shuttering would only save minimal funds. The*  
25 *potential tradeoff would not be worth the impact on nondiscriminatory mail service and USPS*  
26 *goodwill.”*  
27

28 **The National Governors Conference (NGC) in a recent “Policy Position” recognized that:**  
29 **“The local post office is a critical component of the economic and social fabric of communities**  
30 **across America.” The Governors went on to caution: “As it considers the community impact, the**  
31 **USPS must provide meaningful (emphasis added) public input and take into consideration**  
32 **whether the community served by the post office is opposed to the decision.” HR5567 also includes**  
33 **a provision which requires that 6-day mail delivery and rural mail delivery continue at not less**  
34 **than the 1983 level.**  
35  
36  
37  
38  
39

#### 40 **RED BOOK REFERENCE**

##### 41 **Page 3, Red Book titled GENERAL PROCEDURES:**

42 *The following are some of the more important aspects of the laws and regulations governing the*  
43 *closing or consolidation of post offices.*  
44

45 *1. A decision to discontinue or suspend services of a post office must address each of the following*  
46 *matters:*

- 47 *A. responsiveness to community postal needs;*
- 48 *B. effect on the community;*
- 49 *C. effect on the employees;*
- 50 *D. an analysis of the economic savings to the Postal Service;*

*(continued)*

1           E. other factors, and

2           F. a summary that explains why the proposed action is necessary (POM, 123.634, a though f).

- 3
- 4   2. The time frame (POM, 123.612) calls for a 60-day period for public comment after the release of
- 5   the proposal to close. After comments are received and the Postal Service decides to proceed, the
- 6   proposal is sent through channels to the Chief Marketing Officer and Senior Vice President.
- 7

8           ***If the closing or suspension is approved at headquarters, the district manager will post such final***

9           ***notice in the affected post office. No office can be closed sooner than 60 days after this posting.***

10           ***The law then provides a very important 30 days for appeals by the customers to the Postal Rate***

11           ***Commission (PRC). The PRC then has 120 days for review.***

12

- 13   3. An active postmaster, being part of management, must be careful not to take an open and active
- 14   stand against a post office closing. It is fine to know what to do and to answer questions from the
- 15   public. It would be quite another thing to become as active in the matter as to put yourself in
- 16   jeopardy. Good judgment must rule.
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