

# ACTIVIST

NALC

A NEWSLETTER FOR BRANCH LEADERS OF THE NATIONAL ASSOCIATION OF LETTER CARRIERS

Vol. 28, NO. 2

Summer 2015

## Putting DOIS in its place

**M**anagement's reliance on DOIS figures to manage the workroom floor has been a problem since the origin of the computer program in 2001. Since then, it's been a daily battle in many locations between supervisors and letter carriers over the carriers' daily workload.

Many times it doesn't matter what the carrier says about his or her workload, because the supervisor is simply going by what that piece of paper says on the clipboard. *DOIS says you have this much mail. DOIS says you should leave by this time. DOIS says you should be back by this time. DOIS says you can carry an hour extra.* At times this is the only conversation between the supervisor and the letter carrier.

In some offices, this happens daily without regard to the contractual provisions which prohibit it. If you have ever worked in an office that is managed this way, then you know what type of environment

can be created by this kind of situation. Carriers feel helpless and the atmosphere can become very contentious.

One of the quickest ways to improve the environment on the workroom floor is to address management's misuse of DOIS figures through the grievance procedure. So how do you do that?

DOIS stands for Delivery Operations Information System. While the DOIS program has several functions and has the ability to create many reports, the report that most letter carriers have become familiar with is the Workload Status Report. This is the report that some managers use to project carriers' leave and return times as well as any projected overtime or undertime for the day. DOIS uses a variety of information to project a workload for a particular day. It is often inaccurate because it doesn't include many factors that affect the time it

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## WORKROOM FLOOR ISSUE

# Power is found in organizing

*“...our Union must aspire to the greatest possible strength. But we also need unity and a strong sense of hope for the future: the key ingredients for solidarity and power.”*

Those words spoken by our national president at the ceremonial dinner in Washington DC for the installation of officers inspired every one sitting in the audience that evening. How do we as activists take those words and that inspiration and turn them into action? By successfully organizing every single letter carrier.

Now that is easy to say, but how can we actually achieve success? There isn't any one foolproof approach. But, along with honing personal communication skills, there are many different combinations of techniques and processes that can help each of us reach someone who is just waiting to join our great union; they just don't know it yet!

NALC has produced countless articles and other publications directed at signing up new letter carriers as well as those who didn't join at their first opportunity. First, *How to get Yes for an Answer* is a practical, hands on guide for recruiting. Here are some examples of the valuable advice in this pamphlet:

- Relate to the non-member –
  - for new employees try to remember what it was like

when you first started, put yourself in their shoes

- for those that didn't join at their first opportunity review the reasons why you think the NALC is a great union and try to relate it to their local circumstances
- Make person-to-person contact - shake hands and use eye contact to let them know we are all letter carriers; personalize it
- Respect differences of opinions, but point out your similarities
- Point out specifics of how the union has resolved issues in their individual work unit – by doing this they can make a direct connect with something the union has worked on

Along with this publication, the NALC has produced *The Letter Carrier's Guide*. This publication covers a wide variety of topics, including information about the NALC's history and how its initial members found strength in unity. It is always important to be sure non-members know about our history and all that we have accomplished. It is equally important to ensure they know how our union works. Reading this guide and sharing some of the information in it could help you explain to a non-member

why he or she should join NALC, “a model of strong and democratic unionism.”

The resident officers of the NALC regularly publish articles in *The Postal Record* which relate to organizing. For example, Executive Vice President Timothy O'Malley in April 2014 wrote about some reasons letter carriers hesitate when it comes to joining the union. He writes, “... you may hear as to why someone may not belong is that the dues are too high, or that we support the wrong candidates for elected offices, or they don't like a specific union person.” He counters all of these reasons with effective re-

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Published four times annually by:  
National Association of Letter Carriers  
100 Indiana Avenue, NW  
Washington, D.C. 20001-2144  
Fredric Rolando, President



## What does the successful steward do besides file grievances?

The easy answer is, the most “successful” steward never has to file a grievance because he or she has monitored every situation and taken care of every potential issue or confrontation, has educated every employee—both carriers and managers—on what the national agreement means and requires, and now everyone will play by the rules. It’s easy, right?

All that said, in this world, nothing is ever easy, so the easy answer is usually just a pipe-dream. So, back to the question of what does a successful steward do besides file grievances? Let’s first look at what the word “steward” actually means and see how it relates to the job itself.

Some dictionary definitions of a steward are:

*A person who looks after the passengers on a ship, aircraft, or train*

*Someone who takes care of something and protects it*

*A worker who represents other workers in a particular union in meetings with managers*

For the most part, letter carrier shop stewards don’t bring milk and cookies or turn down the pillow on a ship or train. Typically, we don’t take tickets and show carriers to their seat by the aisle or window, but we do go to great pains to care and

protect the members through representation. Caring and representation appears to be right on the money when it comes to defining what a letter carrier steward is. But being a successful steward is much more than that.

Curiously, some of the synonyms for steward found in the box to the right are more on point.

What’s the point of all this foolishness of definitions and synonyms? A successful steward looks ahead for possible problems and addresses those problems before the possibilities become realities. A successful steward keeps an eye on what’s going on in the office and keeps an objective ear open to what’s being said in the office. Objectively listening and keeping an eye out for problems doesn’t mean being a busy-body (instead, remember the synonyms to the right: ambassador, go-between, operative, etc).

For instance, you hear a couple of fellow carriers grumbling about having to carry mail off another route or having to work a non-scheduled day. OK, they have to carry extra...why? Maybe it’s because the mail volume is especially high and it’s the middle of choice vacation time. Maybe it’s because someone called in sick. Regardless

*(Continued on page 4)*

### *A steward is . . .*

- *advocate*
- *ambassador*
- *broker*
- *delegate*
- *doer*
- *envoy*
- *factor*
- *functionary*
- *go-between*
- *intermediary*
- *mover*
- *negotiator*
- *officer*
- *operative*
- *proctor*
- *proxy*
- *representative*
- *salesperson*
- *servant*
- *substitute*
- *surrogate*

## Steward

*(Continued from page 3)*

of the reason, there are some carriers grumbling—which isn't necessarily a bad thing. However, if you don't know the reason behind the overtime assignment, the grumbling may take on another life which may fester and turn into something much worse. What do you do?

A successful steward is a, broker, envoy, go-between, salesperson or surrogate and sometimes all at once. The grumbling may be because one of the grumblers had plans and now those plans are in the trash. It may be that a carrier got a call from school and their child was rushed to the emergency room. It may be because the manager just didn't manage and you know who pays the price when that happens. The point is to know the answer. Knowing the answer isn't just guessing or believing what was said in the rumor mill. How do you find out the reason?

## Relationships

It all comes down to relationships. A successful steward develops relationships in order of combat problems on the workroom floor. It sounds so easy: it's all about relationships—and it is, but in truth creating and building relationships is HARD. The successful steward goes about the hard business by creating and developing relationships with everyone on the workroom floor. But what is a relationship? What does it mean to build a relationship and what in the world does it have to do with being a successful shop steward?

A relationship doesn't mean becoming everyone's best buddy or confidant. It does mean getting to know the people you work with and

letting them get to know you. It means making the extra effort to ask how your co-workers are doing today and is everything going OK and then actually listening to the answer. It means talking to some people you might not like. It means developing an honest and ethical dialogue with the supervisors and station managers you work with. It means putting your own self-interests on the back burner and putting everyone else's on the front. It means knowing who's got a problem at home and who just won the lottery. It means objectively looking at the workplace and understanding what everyone else's needs are—not wants but needs.

Knowing what everyone's needs are will help head off problems that often mean contract violations and grievances. Carriers have needs. For some carriers it's to grab as much overtime as possible. For others it's to get home as quickly as they can after work. Some carriers have children they need to care for and others have activities they are involved in. For some carriers getting home to have an afternoon cocktail is a priority—or maybe to have three or four—which may point to some other issues a successful steward may need to be aware of. What are needs and what are wants? You can only know by developing relationships.

Managers have needs and wants too—you can't forget that. A manager typically has many of the same issues a carrier does. They have kids to care for and soccer matches to watch. They have expectations and goals. They have good bosses and bad ones. They have it easy and they have huge pressures. Getting to know what

their needs and wants are is all part of building relationships. Yes, they asked for the job, we all know that, but the fact remains someone is going to be the boss. Again, not to become buddies but, getting to know who you work with gives you the opportunity to head off problems before they become grievances.

Building relationships isn't all about getting to know everyone else. Building relationships is also making yourself open to others. Making sure everyone knows you are just like them is important. When a member asks you to look into something—look into it and get back with them. When a member tells you something in confidence make sure they know that they can trust your confidence. When the manager asks you a question, make sure you give them the correct answer—which sometimes means “I don't know, but I will find out.” Building an open and honest working relationship with all the players will draw people to you. It will allow you to speak as an honest broker to resolve a conflict between a carrier and manager when you know some background. It will build respect and credibility with managers when you speak with integrity and they know it.

Being a relationship builder doesn't substitute for knowing the contract or knowing how to effectively use the JCAM to press a point. Being a relationship builder doesn't mean you won't ever file a grievance again. However, when you know the members you are representing and their managers you will be able to more effectively reach resolution on issues which often would otherwise turn into grievances by preventing violations before they occur.

Take the example mentioned at the start of this article. If you know the reason a carrier is off work which may have caused the mandatory overtime to be assigned, you may be able to explain it to the grumblers. You may be able to present an alternative to the manager about who could be available instead of who was assigned. It may be the relationships you have built which will allow you to bring a win-win solution to the issue and avoid the need for a grievance. And the converse could be true; your efforts may be fruitless in avoiding a grievance. However, the chances of coming to a mutually beneficial resolution to any issue are slimmer if you haven't developed working relationships with all the players.

Remember: broker, envoy, intermediary, mover and most of all, servant, are all words for steward. ■

## Organizing

(Continued from page 2)

sponses we can all use. He retorts, "...the dues are determined by the membership. Our dues are fair compared to other unions...the NALC supports candidates who support letter carrier issues and who are looking to preserve the USPS....In regard to a carrier being uncomfortable with someone as a union leader, inform them that there are different levels within our union...there is always someone they can talk with about issues."

The publication you are reading right now, *The Activist*, has also covered this topic. Two of those articles stood out during a cursory review of previous editions, "Organizing: Strategies for Success" (Spring 2003) and "Organize – Every Member!!!" (Spring 2014).

Both articles touch upon a common theme, befriending non-members.

Strong arm tactics don't work; in fact they can harm any chance of getting a letter carrier to join. Simple acts of kindness, such as inviting the non-member to eat lunch, giving advice on approaching that snow-covered porch, or offering uniform items to help them through a tough day, help form positive im-

pressions. Demonstrating by actions shows a non-member what we are all about -- looking out for each other.

The NALC isn't the only authority on the subject of organizing. The AFL-CIO Organizing Institute has a blog about becoming an effective organizer. It emphasizes communicating with non-members by providing information about their rights, developing leadership skills among unionized workers, and building relationships based on the common problems and challenges we all face.

It is very important to make sure our non-members are aware of all we have to offer them; not just those things they can see, but the things they can't see as well. In other words, educate them on how the power of solidarity will positively affect their future. Teaching other unionized members of your branch to step up and become leaders in organizing is key. They have the ability to share how the NALC has made a difference in their lives.

These stories can serve an invaluable purpose, demonstrating to non-members that we are all in this together.

Arming yourself with important information about the cold hard facts of being part of a union you can share with non-members may help us convince someone to join our family. For example, in January 2015 the Bureau of Labor Statistics published

## Make sure our non-members are aware of all we have to offer them

some key information gathered from 2014. Some of the data included in that report which could help includes:

- Median weekly earnings of nonunion workers (\$763) were 79% of earnings for workers who were union members (\$970)
- A far greater majority of individuals with an opportunity to join a union do so as opposed to those who don't: 14.6 million vs. 1.6 million

Remember you may not always convince someone to join on your first try, but don't give up! Always leave the door open, by showing respect, remembering their name and some details about your initial meeting (jot down some notes after you meet for the first time to reference) and letting them know you will talk with them again soon.

"A good activist is someone who has a passion for improving the lives of working people." ■

## Postal alliance: unions working together

In 2014 the presidents of the four postal unions formed a Postal Union Alliance. The purpose of the Alliance is to fight to protect the postal service from itself and from lawmakers who are looking to cut services and close mail plants; and to explore avenues to expand the products and services the USPS offers.

Members of the Alliance have committed to work together to:

- Maintain six-day and home delivery.
  - Protect and restore service standards and mail processing facilities.
  - Maintain full-time, full-service public post offices in every community.
  - Oppose the subcontracting of work and privatization of services.
  - Expand postal services to include basic banking, notarizing, check-cashing and other services.
  - End the corporate welfare of excessive pre-sort discounts.
  - Form a common front in the fight for genuine postal reform legislation.
  - Organize joint actions and speak in a united voice.
- Unite with other labor unions in defense of the rights of postal workers and all workers.
  - Encourage joint efforts by our union members at the local level.
  - Support maximum cooperation in the next round of contract negotiations.
  - Build an alliance with the American people in defense of the public postal service.

Last year the Alliance worked in several areas, most notably the preservation of six day delivery, opposition to plant consolidations, and the Stop Staples campaign.

Currently, at the headquarters level in Washington DC, the Alliance is working to put the four unions in contact with each other locally in 27 targeted states. Expansion in all states is planned for the future. The initial 27



states were selected because of pending mail plant consolidations.

These local groups are working within their communities to educate business owners, residents, and community groups about the harm service cuts and plant consolidations would cause. The goal is to build broad support throughout the community for maintaining a viable, public, accessible, and universal postal service. If you or your branch is contacted by a member of the Alliance, please lend your support in the effort.

### Postal Union Alliance

American Postal Workers Union  
[www.apwu.org](http://www.apwu.org)

National Association of Letter Carriers  
[www.nalc.org](http://www.nalc.org)

National Postal Mailhandlers Union  
[www.npmhu.org](http://www.npmhu.org)

National Rural Letter Carriers' Association  
[www.nrlca.org](http://www.nrlca.org)

Pass it on . . .

## Mentoring new carriers

**M**entor” or “mentoring” are powerful words. The words encompass so many different attributes: teaching, counseling, guiding, tutoring, supporting, advising, and just plain old caring.

We all have memories of our first few days or weeks as a brand new letter carrier. We quickly learned that carrying mail is not as easy as it looks. After a few days of being humbled by the job, most of us turned to senior carriers for advice. In most offices, senior carriers are willing to go the extra mile to teach the ropes of being a letter carrier. This is mentoring.

### 1. Being there

Make a commitment in a caring way, which involves taking part in the learning process side-by-side with new letter carriers. Let them know that you intend to help them through their probationary period and until they reach an acceptable comfort level with their new job.

### 2. Showing

Make something understandable, or use your own example to demonstrate a skill or activity. Show what you are talking about by your own behavior. A mentor can help the new letter carrier over

### 3. Sowing

Sow the seeds of future understanding. Sometimes you know what you say may not be immediately understood by a new letter carrier, but will make sense and have value a little later. Mentors are much like parents, in that they look for teachable moments in order to capitalize on the experience while it is fresh on everyone’s mind.

### 4. Harvesting

“Pick the ripe fruit,” or create awareness of what new letter carriers have learned from their experiences, and help them draw conclusions about their work and the union. If the new letter carrier is not yet a member, sign him/her up.

As the mentor, you know the trends, important changes and new practices that everyone should know to stay at the top of their career. You also know the NALC and how it benefits new letter carriers. These are items that all new carriers long to learn more about. Step up and give them what they want and need.

All new letter carriers need to be mentored by an experienced NALC activist. If we as union activists don’t step up to mentor new letter carriers, we are leaving the door

*(Continued on page 11)*

**All new letter carriers need to be mentored by an experienced NALC activist**

Mentoring is simply a personal relationship in which a more experienced or more knowledgeable person helps guide someone less experienced or less knowledgeable. Mentoring is a process to transmit knowledge and support relevant to work, career, or professional development to the recipient.

Here are some commonly used mentoring techniques:

the usual bumps, and cut through any unnecessary work. You can explain the ins and outs of day-to-day tasks, and help eliminate needless things that may be currently going on in the work day. A mentor helps get the new carrier’s work done more quickly and efficiently.

## Requesting OWCP health benefit refunds

When an injured letter carrier is on wage-loss compensation, the Office of Workers' Compensation Programs (OWCP) assumes responsibility for deducting premiums for health benefits and FEGLI group life insurance from each payment. For the first year of compensable disability of a Postal Service employee, OWCP deducts health benefit premiums at the postal rate.

However, at the end of one year, OWCP automatically begins deducting health benefit premiums at the federal rate, which is normally higher than the postal rate. This results in overpayments to the Postal Service by injured postal employees. When that happens, the Postal Service is required to refund the difference to the employee on a quarterly basis.

To be eligible for the refund, employees must meet the following criteria:

- Employees must be in an LWOP/injured on duty status. (Employees who are separated from the Postal Service are not eligible.)
- Employees must be in receipt of OWCP compensation payments with health benefit premiums deducted at the OPM rate.
- A period of at least one year must have elapsed

since the employee was initially placed on OWCP compensation.

Postal Service regulations regarding the health benefit refund are found in the *Employee and Labor Relations Manual* (ELM) 525.132 and USPS Handbook EL 505 Sections 4.24, 4.25 and 13.20. Those regulations establish that the Postal Service is obligated to make the quarterly reimbursements. It is not discretionary.

The regulations require the Postal Service, on a quarterly basis, to calculate the amount of the refund to be paid, complete PS Form 202, verify eligibility and calculations using the Injury Compensation Performance Analysis System (ICPAS), submit the PS Form 202 along with PS Form 2551 for payment, and send a copy of the PS Form 202 to the employee.

From July 1, 2013 through October 20, 2014, Postal Service access to individual claim files was restricted. The Postal Service used this information restriction to deny the quarterly health benefits refunds, claiming the restricted access prevented them from properly calculating the refund amount. The NALC grieved the decision not to refund the health benefit overpayment, and an arbitration decision was issued in the grievant's favor requiring the Postal Service to refund the health benefit overpayment.

On October 20, 2014, OWCP reached an agreement to allow the Postal Service to access OWCP claim files. With that agreement, the Postal Service now has access to the information needed to process health benefit refunds. Injured letter carriers entitled to health benefit refunds should make a written request for the health benefit refunds immediately.

While OWCP decisions are not grievable, Postal Service violations of its own handbooks and manuals are. To grieve the Postal Service's failure to provide health benefit refunds, shop stewards and injured workers should assemble the data needed to calculate the refund amount.

OWCP sends compensably injured workers an Explanation of Benefits (EOB) for wage-loss compensation payments. These EOBs list gross deductions that contain both health benefit insurance (HBI) and FEGLI life insurance premiums. The EOBs by themselves are not enough to calculate the HBI refund.

### Calculate refund

To calculate the correct amount of the health benefit refund, injured workers should first request a detailed report from OWCP of individual deductions for each compensation payment corresponding to the quarter(s) they are grieving.

All requests should be made in writing. When writing OWCP, always write the OWCP file number at the top of every page, and be sure to sign and date the request. Claimants can either mail the request to their claims examiner at the London KY address or upload the request to ECOMP (<https://www.ecomp.dol.gov>), OWCP’s web portal.

ECOMP is by far the easiest and fastest way to submit the request to OWCP. For more information on how to use ECOMP, see “Tools for Managing Your OWCP Claim,” found in the *Injured on the Job* section of the *Workplace Issues* web page of [nalc.org](http://nalc.org).

If the Postal Service has not refunded health benefit overpayments for an individual claimant for July 1, 2013 through October 20, 2014, claimants will need to request the data for that period. For injured workers who meet the qualifications for an HBI refund and have never

received one, the time period could be longer.

Once the claimant has received the detailed HBI deduction data, they will need to calculate the difference between the non-postal premiums deducted by OWCP from the postal premiums they should have been paying. As each plan in the Federal Employees Health Benefit (FEHB) system has different premiums, claimants and their representatives need to find the right rate information before calculating the refund.

FEHB rate information can be accessed on the OPM website at: <http://www.opm.gov/healthcare-insurance/healthcare/plan-information/premiums/>

Note: in 2014 postal employees had differing rates depending upon the date they were hired. The chart indicating those rates can be found at: <http://www.opm.gov/healthcare-insurance/healthcare/plan->

[information/guide/2014-guides/70-2a.pdf](http://www.opm.gov/healthcare-insurance/healthcare/plan-information/guide/2014-guides/70-2a.pdf)

A sample health benefit refund calculation for an injured worker who had the NALC High Family option in 2013 and 2014 can be found below

As you can see, health benefit refunds can quickly add up. Remember, the Postal Service is in possession of the overpayment. Do injured workers really want to give them all of that money?

**Grievance**

If the Postal Service fails to refund health benefits on request, injured workers should contact their shop steward or branch OWCP specialist for assistance. Contract enforcers should grieve for the HBI refunds citing:

- National Agreement Articles 3,5,19, and 21.4

*(Continued on page 10)*

Disability Period	Health Benefits Deducted at OPM Rate	Health Benefits at USPS Rate	Health Benefit Premium Refund
06/30/2013 - 07/27/2013	300.96	206.52	94.40
07/28/2013 - 08/24/2013	300.96	206.52	94.40
08/25/2013 - 09/21/2013	300.96	206.52	94.40
09/22/2013 - 10/19/2013	300.96	206.52	94.40
10/20/2013 - 11/16/2013	300.96	206.52	94.40
11/17/2013 - 12/14/2013	300.96	206.52	94.40
12/15/2013 - 01/11/2014	300.96	206.52	94.40
01/12/2014 - 02/08/2014	302.10	204.86	97.24
02/09/2014 - 03/08/2014	302.10	204.86	97.24
03/09/2014 - 04/05/2014	302.10	204.86	97.24
04/06/2014 - 05/03/2014	302.10	204.86	97.24
05/04/2014 - 05/31/2014	302.10	204.86	97.24
06/01/2014 - 06/28/2014	302.10	204.86	97.24
06/29/2014 - 07/26/2014	302.10	204.86	97.24
07/27/2014 - 08/23/2014	302.10	204.86	97.24
08/24/2014 - 09/21/2014	302.10	204.86	97.24
09/22/2014 - 10-19-2014	302.10	204.86	97.24
		Total	1633.20

**Sample Health Refund Calculation**

**OWCP**

(Continued from page 9)

- *FECA Procedure Manual 5-0400*
- *Employee and Labor Relations Manual (ELM) 525.132*
- *USPS Handbook EL 505* Sections 4.24, 4.25 and 13.20

Documentation for the grievance should include: payroll journals, current form 50s, SF 2809s for the period in question, copies of form 202s for the grievant.

If you have any further questions regarding the health benefit refund, call your branch OWCP specialist or national business agent's office.

**DOIS**

(Continued from page 1)

takes to complete work on a particular day.

DOIS projections are a management tool and should only be used in that way. In 2007, NALC and USPS settled a national-level dispute regarding the use of DOIS projections. That settlement is memorialized in M-01664 found in the *NALC 2014 Materials Reference System (MRS)*.

In M-01664, the parties agreed that DOIS is simply a management tool for estimating a carrier's daily workload. The memo clearly states, "*DOIS projections are not the sole determinant of a carrier's leaving or return time, or daily workload.*" The memo also specifically points out that the use of DOIS does not change certain carrier and supervisor responsibilities

that are outlined in *Handbook M-41* and *Handbook M-39*.

Section 131.4 of *Handbook M-41* requires letter carriers to verbally inform management when they cannot complete all of their assigned daily duties as scheduled. A letter carrier will do this well in advance of the scheduled leaving time, though not later than immediately following the final receipt of mail. The supervisor will then instruct the carrier what to do. DOIS projections do not change this reporting requirement.

The use of DOIS does nothing to negate the carrier's written reporting requirements, either. Sections 131.43 and 44 of *Handbook M-41* require letter carriers to complete a PS Form 3996 if overtime or auxiliary assistance is authorized and a Form 1571 if mail is undelivered. M-01664 ensures that this process must still be followed. The act of a supervisor going to a carrier's case with DOIS figures in hand may not in any way replace the established procedures in *Handbook M-41* under section 131.4.

M-01664 further states, "*The use of DOIS does not change. . . the supervisor's scheduling responsibilities outlined in section 122 of Handbook M-39. . .*" Stewards can find good enforcement tools in section 122 to address several issues that have caused arguments on the workroom floor since the inception of DOIS. Section 122.22 of *Handbook M-39* requires the manager to "*be aware of and record the daily workload for each route. . .*" Section 122.22(a) further requires

management to "*provide assistance where necessary for carriers to meet scheduled leaving times. . .*" In addition, section 122.32 outlines management's responsibilities in assigning overtime or auxiliary assistance when relief is needed. The use of DOIS does not allow management to ignore any of these obligations.

However, in terms of enforcing M-01664, the steward may find section 122.33 to be the most relevant: "*The employee, upon request, will be provided a Form 3996, Carrier Auxiliary Control, after the supervisor has been verbally informed as to the reason for the request. The employee shall not be denied the form and, upon request, a duplicate of the completed form will be provided to the employee.*" The union representa-

## DOIS is just a management tool

tive should enforce this language in the event a supervisor refuses to give a PS Form 3996 to an employee because he or she believes DOIS figures indicate that one is not necessary.

Clearly, DOIS is not the final word. It's just a management tool, which in no way diminishes any obligation that management has in the handbooks and manuals cited above. The union representative should keep this in mind and should not let a reference to DOIS distract him or her from enforcing those provisions.

## Training Seminars & State Conventions

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

**Region 2** - NBA Paul Price, 360-892-6545  
Alaska, Utah, Idaho, Montana, Oregon, Washington  
October 26-29 Regional Assembly; Skamania Lodge,  
Stevenson WA

**Region 3** - NBA Michael Caref, 217-787-7850  
Illinois  
September 15-17 Regional Training; Pat Greenhouse  
UAW Education Center, Ottawa IL

**Region 4** - NBA Roger Bledsoe, 501-760-6566  
Arizona, Arkansas, Colorado, Oklahoma, Wyoming  
August 27-29 Region 4 Rap Session; Little America  
Hotel, Flagstaff AZ

**Region 5** - NBA Mike Birkett, 314-872-0227  
Missouri, Iowa, Nebraska, Kansas  
October 4-5 Nebraska Fall Training; Fairfield Inn &  
Suites, Grand Island NE  
October 25-27 Iowa Fall Training; Holiday Inn,  
Coralville IA

**Region 6** - NBA Patrick Carroll 586-997-9917  
Kentucky, Indiana, Michigan  
October 10-12 KIM Region 6 Training Seminar;  
Radisson Hotel at Star Plaza, Merrillville, IN

**Region 7** - NBA Chris Wittenburg 612-378-3035  
Minnesota, North Dakota, South Dakota, Wisconsin  
October 4-7 Minnesota State Convention; Cragun's  
Resort, Brainerd MN

**Region 9** - NBA Kenneth Gibbs 954-964-2116  
Florida, Georgia, North Carolina, South Carolina  
August 20-23 Region 9 Rap Session; Embassy Suites,  
Ft. Lauderdale FL  
November 7 South Carolina Training; Branch 233  
Union Hall, Columbia SC

**Region 11** - NBA Dan Toth 440-282-4340  
Upstate New York, Ohio  
November 22-23 Regional Training; Holiday Inn,  
Liverpool NY

**Region 12** - NBA Bill Lucini 215-824-4826  
Pennsylvania, South and Central New Jersey  
September 27-29 New Jersey State Convention;  
Caesar's Casino and Hotel, Atlantic City NJ

**Region 13** - NBA Tim Dowdy 757-934-1013  
Delaware, Maryland, Virginia, West Virginia,  
Washington DC  
September 27 OWCP Regional Training; Hotel NA,  
Washington, DC

**Region 15** - Larry Cirelli 212-868-0284  
Northern New Jersey, New York, SW Connecticut,  
Puerto Rico, Virgin Islands  
September 27-29 New Jersey State Convention;  
Caesar's Hotel and Casino, Atlantic City NJ

### Mentoring

*(Continued from page 7)*

open for negative influences exerted by people who do not support or promote the values of the NALC. We must not let this happen.

But mentoring shouldn't be limited to the workplace and the letter

carrier's job. A good mentor should also invite the new letter carrier to the branch union meeting. At the meeting, introduce the new person to all of the branch officers, explain the function of the branch and the opportunities for involvement that it offers. This

will have long-lasting effects on new letter carriers, and may help develop the branch activists of tomorrow. ■

# ACTIVIST

**A NEWSLETTER FOR BRANCH LEADERS  
NATIONAL ASSOCIATION OF LETTER CARRIERS  
100 Indiana Ave. NW  
Washington DC 20001**



Non-Profit  
U.S. Postage  
**PAID**  
Washington, D.C.  
PERMIT NO. 2255

## USPS *BY THE NUMBERS*

### Operations

	Number	Change from SPLY*
<b>FY 2015-Q2</b>		
Total mail volume (Millions of pieces)	80,395	0.05%
Mail volume by class (YTD in millions)		
First-Class	32,506	-2.06%
Periodicals	2,953	-2.99%
Standard (bulk mail)	41,871	1.37%
Shipping & Packages	2,334	14.19%
International	488	-3.17%
Other	227	-18.64%
Average days to delivery		
First-class mail	2.9	
Package services	4.7	

\*SPLY=Same Period Last Year

### Finances

<b>FY 2015 -Q2 (millions)</b>	Number	Change from SPLY*
Operating Revenue	\$35,680	2.9%
Operating Expenses	\$37,874	2.7%
Controllable Operating Income	\$1,437	
PSR/HBF Expenses	\$2,850	
Workers' Comp adjustments	\$1,217	
Net operating loss	-\$2,223	

### Employment

<b>FY 2014 - PP26</b>	Number	Change
City carrier employment	163,277	-1.8%
Full Time	161,535	-1.0%
PT Regular	551	-8.0%
PTF	1,191	-52.9%
City Carrier Assistant 1	30,895	21.8%
City Carrier Assistant 2	7,335	-1.3%
City carriers per delivery supervisor	14.5	
Career USPS employment	489,890	0.8%
Non-career USPS employment	130,206	-0.1%