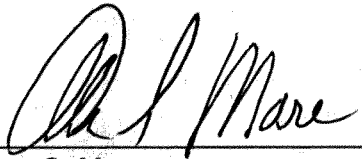


March 22, 2011

**Joint Alternate Route Adjustment Process – 2011**

This jointly-developed document provides the mutual understanding of the national parties on issues related to the Memorandum of Understanding, *Re: Joint Alternate Route Adjustment Process - 2011*. It is intended for use by the parties at all levels in properly applying the terms of the Joint Alternate Route Adjustment Process.



Alan S. Moore  
Manager, Labor Relations  
Policy and Programs  
U.S. Postal Service



Lew Drass  
Director City Delivery  
National Association of  
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**MEMORANDUM OF UNDERSTANDING  
BETWEEN THE  
UNITED STATES POSTAL SERVICE  
AND THE  
NATIONAL ASSOCIATION OF LETTER CARRIERS**

**Re: Joint Alternate Route Adjustment Process 2011**

In accordance with the Memorandum of Understanding (MOU) Re: *Alternate Route Evaluation Process*, the parties agree to the following:

The National Association of Letter Carriers, AFL-CIO (NALC) and United States Postal Service (USPS) recognize the importance of maintaining routes in proper adjustment throughout the year. The parties agree that in a stable and consistent mail volume environment, a historical review of data over a longer period would be preferred and the parties will continue to pursue a permanent process which encompasses the regular carrier's office and street time.

The parties further agree that certain conditions may require that the review period be of a shorter and more recent duration for the evaluation to be representative of the current mail volume environment.

The current environment has resulted in a continued decline in mail volume. Therefore, the parties agree to the following Joint Alternate Route Adjustment Process (JARAP) to be used on selected zones for 2011.

If mail volume continues to decline during the life of the current National Agreement, the parties agree to evaluate and adjust city delivery routes through a new jointly developed expedited evaluation and adjustment process, unless the parties mutually agree to use the JARAP outlined in this MOU. Additionally, if annual mail volume increases during the remaining term of the National Agreement, city delivery routes will be evaluated and adjusted in accordance with the expedited process agreed to pursuant to this paragraph.

**Joint Alternate Route Adjustment Process**

1. The parties will appoint a joint NALC/USPS route evaluation team(s) in each District who will be used to implement the methodology outlined below (with the NALC team member compensated on a no loss, no gain basis). In Districts with more than one team, a lead team will be established. The evaluation team(s) will be responsible for data analysis, route evaluation and adjustment, and an oversight of jointly conducted carrier consultations. The NALC representative(s) on the evaluation team(s) will be appointed by the National NALC President while the USPS representative(s) will be selected by the District Manager.

**Structure**

**National Oversight Team** - The members of the National Oversight Team will oversee the process and resolve issues referred by the Area/Regional Teams. The National Oversight Team will provide training on the process to the Area/Regional Teams and District Lead Teams, and oversee training for District Evaluation and Adjustment Teams.

The National Parties are responsible for jointly developing all training material used in conjunction with training sessions attended by the Regional Area Teams, District Lead Teams and District Evaluation and Adjustment Teams.

**Area/Regional Teams** - Area/Regional Teams will consist of the NALC National Business Agent (NBA) or his/her designee from each NALC region and the Area Managers Delivery Programs Support or his/her designee from each Postal Service Area. It will be the responsibility of each Area/Regional Team to monitor the process, determine the number of district teams needed, and resolve issues advanced by the District Lead Teams. Any issues that cannot be resolved by the Area/Regional Team will be referred to the National Oversight Team within three working days of receipt of the issue. The Area/Regional Team will regularly communicate with both District Lead Teams and the National Oversight Team. The Area/Regional Teams will provide/oversee training on the Evaluation and Adjustment Process to the District Evaluation and Adjustment Teams. Such training should be provided in-person. However, the parties recognize and agree that there will be situations where in-person training is not efficient and economical.

Anticipated changes to the representatives on the District Lead Team or the District Evaluation and Adjustment Team must first be jointly discussed with the Area/Regional Team.

**District Lead Teams** - There will be one lead team in each district. Each District Lead Team is responsible for the following:

- Overseeing both the process and District Evaluation and Adjustment Teams within its district.
- Selecting zones for evaluation and determining the number of the selected zones that will be adjusted using Carrier Optimal Routing (COR). This information will be used to make recommendations to the Area/Regional Team on the number of District Evaluation and Adjustment Teams and other resources needed to timely complete evaluations and adjustments.
- Decide whether a zone will be reevaluated using the September/October period only upon receipt of a request from the Local Office Contacts and after the District Lead Team (or designee team) reviews the Workhour Workload Report (by Route) and the Weekly Operations Summary Reports.
- When COR is used for adjustments, the District Lead Team will, after coordinating with the district and NBA offices, schedule COR technicians, make sure that valid PS Form 3999s are available, and ensure that necessary travel time validations are completed so as there are no delays in scheduled evaluations or adjustments.
- After selection of zones, determine the number of zones that will be adjusted using COR.
- Determine the number of District Evaluation and Adjustment Teams necessary to complete evaluation and adjustments within the JARAP time frame and provide that information to the Area/Regional Team.
- Prioritizing and scheduling evaluations and adjustments so that all necessary adjustments can be completed in a timely manner.
- Providing evaluation and adjustment schedules to the Area/Regional Teams.
- Resolving issues advanced by a District Evaluation and Adjustment Team and referring within two working days any unresolved issue.

- Assigning District Evaluation and Adjustment Teams to units and communicating with them at least weekly.
- Completing data entries that track the progress of each District Evaluation and Adjustment Team in all the units and compile the results of the evaluation and adjustment process by delivery unit, installation, and district, and forward this information through the Area/Regional to National Oversight Teams.
- Provide or participate in training District Evaluation and Adjustment Teams on the evaluation and adjustment process. Such training should be provided in-person. However, the parties recognize and agree that there will be situations where in-person training is not efficient and economical.
- Ensuring that all base data entered into the Delivery Operations Information System is an accurate reflection of the agreed to adjustment.
- Ensure evaluations and adjustments are completed in a timely manner.
- Any delays in the process resulting from the unavailability of a District Lead Team or District Evaluation and Adjustment Team member will be immediately elevated to the Area/Regional Team.

**District Evaluation and Adjustment Teams** – District Evaluation and Adjustment Teams are responsible for the following:

- Data analysis, route evaluation and adjustment, and oversight of jointly conducted carrier consultations.
- Maintain ongoing communications with local office contacts to obtain information needed to evaluate and adjust the routes.
- Ensuring that local office consultations are completed by the assigned date. Failure by the local office contacts to meet the completion date will result in the immediate referral of this issue to the District Lead Team. District Evaluation and Adjustment Teams may conduct carrier consultations when necessary to ensure that the evaluation and adjustment process is completed in a timely manner.
- Review all available information for anomalies and potential data integrity issues. Should a data integrity issue be identified by the team, all reports related to that issue will be made available to the District Evaluation and Adjustment Team upon request.
- Upon assignment to a delivery unit, the District Evaluation and Adjustment Team should immediately advise their Local Office Contacts that they need current representative PS Forms 3999 for the purpose of moving territory, if necessary, during adjustments. Such PS Form 3999 will be completed as soon as practicable.
- Consider all information provided including actual times, base time, PS Form 3999s, fixed office times, mail volumes and carrier comments to come up with an evaluated time and adjust the routes if needed.
- Should a District Evaluation and Adjustment Team be unable to resolve any issue, the matter must immediately be referred to the District Lead Team.
- Forward to the District Lead Team copies of all data and adjustments.
- Ensure the evaluation and adjustments are completed in a timely manner.
- Assign management and union representatives to present a nationally-developed standup talk to employees in a unit selected for this process.

**Local Office Contacts** - Local Office Contacts will be the Postmaster or designee and the Branch President or designee. The contacts will be provided information on their duties and responsibilities and discuss these tasks with their assigned District Evaluation and Adjustment Team, prior to performing Local Office Contact tasks.

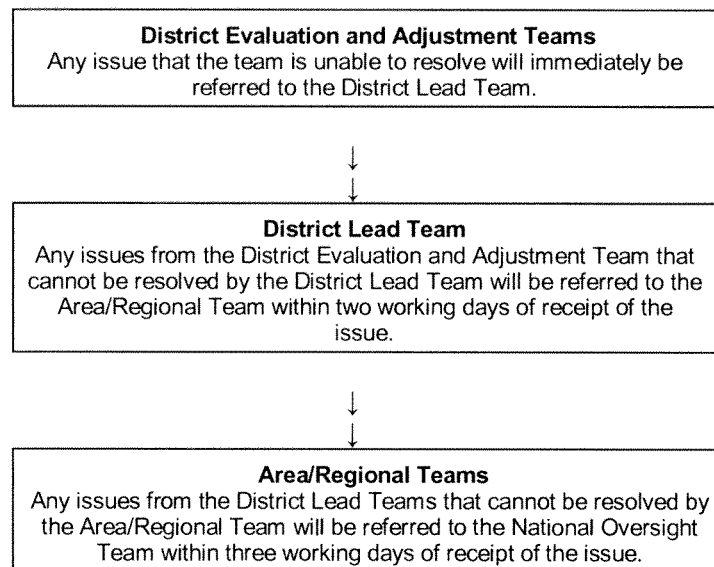
The Local Office Contacts are responsible for notifying their designated District Evaluation and Adjustment Team of any local issue relevant to route evaluation and adjustment, current or anticipated vacancies, or any potential data integrity issues. Local Office Contacts will provide seniority lists and information regarding replacement carriers. Local Office Contacts will advise the District Evaluation and Adjustment Team if there is a reason the selected review periods may not be valid for evaluation. Local Office Contacts will use a prepared script to conduct both the initial and the proposed adjustment consultations with the carriers. The Local Office Contacts should provide the District Evaluation and Adjustment Team comments regarding the feedback received from the carrier during consultations.

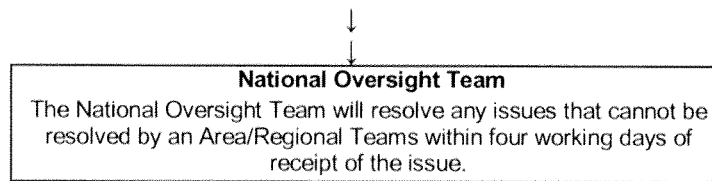
Within 30 days after the initial adjustments are implemented, the local contacts will review the selected zones and may jointly agree to make necessary changes. The local contacts may also jointly request approval from the District Lead Team to make simple territorial changes as necessary to correct any obvious errors with the initial adjustments.

The local contacts have the right to request a Route Adjustment Review within 120 days following the implementation of the initial joint route adjustment.

The District Lead Team may, by mutual agreement, assign additional tasks to a specific pair of Local Office Contacts, on an individual case by case basis. For example, the District Lead Team may agree to assign a specific Local Office Contact pair to determine how adjustments will be made in a specific unit.

### **Issue Resolution**





If both members of the District Lead Team question an evaluation and/or adjustment, they will discuss the proposed evaluation and/or adjustment with the District Evaluation and Adjustment Team in order to reach an accord. If they are able to do so, no further action is necessary. If an accord is not reached, the issue will be immediately forwarded to the Area/Regional Team for resolution.

2. Each member of the District Lead Team may select zones for evaluation. The following periods will be used for evaluation, analysis, and implementation, unless the District Evaluation and Adjustment Team mutually agree to use a different period.

Evaluation Period	Analysis Start Date	Implementation Period
March/April	May 1	May 1–July 31
April/May	June 1	June 1–August 15

The District Lead Team will discuss the selection of zones. Selection of zones for the March/April evaluation period must be made by May 21 and zone selection for the April/May evaluation period must be made by June 18. A zone may not be selected for evaluation for more than one evaluation period.

Once a zone has been selected and evaluated, the evaluation and adjustment team is permitted to jointly agree that no adjustments are warranted.

Any disagreement over whether a Flat Sequencing System (FSS) site may be selected for evaluation and adjustment pursuant to this agreement will be addressed by the parties at the national level.

3. Within 30 days after adjustments are implemented pursuant to paragraph two above, the Local Office Contacts will review the selected zones and may jointly agree to make necessary changes. The Local Office Contacts may also jointly request approval from the District Lead Team to make simple territorial changes as necessary to correct any obvious errors with the initial adjustments.

The Local Office Contacts may request an adjustment review in a zone within 120 days following the implementation of adjustments implemented pursuant to paragraph two above. Upon receipt of such request, the District Lead Team will review the issue(s) reported by the Local Office Contacts. If the District Lead Team determines a follow-up evaluation is needed, the District Lead Team will either conduct the review or assign it to a District Evaluation and Adjustment Team, as appropriate. All routes in a zone will be evaluated.

The route adjustment team will use the following period for the review and complete the evaluations using the methodology outlined in this agreement, unless the route adjustment team mutually agree to use a different period.

Evaluation Period	Analysis Start Date	Implementation Period
September–October 15	October 18	October 18–February 28 *

\*No adjustments will be implemented between November 15 and January 1.

The District Lead Team will decide whether a zone will be reevaluated using the September/October period only upon receipt of a request from the Local Office Contacts and after the District Lead Team (or designee team) reviews the Workhour Workload Report (by Route) and the Weekly Operations Summary Reports.

Evaluation and adjustment of collection and parcel post routes that do not include any casing and delivery of mail are not covered by this agreement. Evaluation and adjustment of these types of routes will be handled pursuant to the relevant provisions of Handbook M-39. However, when a collection or parcel post route includes the casing or delivery of mail, it is covered by this agreement. Additionally, when a collection or parcel post route that does not include casing and delivery of mail is going to be adjusted to include the casing or delivery of mail, the inspection paperwork will be given to the District Evaluation and Adjustment Team to include in their adjustment package under this process.

Evaluation and adjustment of city delivery routes in offices that do not use the Delivery Operations Information System will use the following procedures except that PS Forms 3997 and 3921 will be used in place of the Workhour Workload Reports referenced below.

#### **DATA ANALYSIS**

##### **Data Integrity**

Data integrity issues will be addressed prior to any analysis and adjustments. Such issues include, but are not limited to, amended clock rings, work hour transfers, and designation of work hour codes.

It is in the best interests of the parties that data used for this process is accurate and reliable. Local Office Contacts should make the District Evaluation and Adjustment Team aware of any issues they have with the integrity of the data resulting from such things as altered time records, MODS code changes, or work hour transfers. Additionally, the District Evaluation and Adjustment Team should review relevant reports for each delivery unit, including the “Flash Last 4 Weeks Report”, LTATS – Weekly Summary Report, and Weekly Operation Summary Report to determine if there are any data integrity issues. The team will review and address any such issues prior to completing any analysis or adjustment.

Any known operational changes should occur prior to the analysis period.

Analysis and evaluation spreadsheet formulas are established at the national level. No changes may be made to those formulas.

On each work day during the life of this agreement, the Workhour Workload Report for all routes, for the previous day, will be posted daily in a convenient location.

### **Anomalies**

District Evaluation and Adjustment Teams will review the Workhour Workload reports for each route to identify any erroneous volume, office time, or street time entries. Such errors may have resulted from work hours that were not transferred, or erroneously transferred, from one route to another, e.g. failure to properly track auxiliary assistance. The team should also look for delivered volume discrepancies on the regular carrier's non-scheduled day. Additionally, there could have been an erroneous volume entry. The team will exclude days which they agree may include errors, or days which they agree the entries are not representative of the normal range of volume, office time, or street time for that day on the route.

#### **Volume for the Selected Period by Route**

- Cased Letters
- Cased Flats

As indicated below, the cased volume will be used to calculate the Estimated Standard for each route which is then used in determining the office evaluation.

#### **Office Evaluation**

The District Evaluation and Adjustment Team will select from the lesser of the following for the data analysis review period when determining the evaluated office time on each route:

1. The regular carrier's actual average total office time (which includes any auxiliary assistance and anomaly adjustments) for the data analysis review period, or
2. The estimated standard for the route using the average cased volume (which includes any anomaly adjustments) on the route for the data analysis review period. The adjusted estimated standard is the sum of the following:
  - the average cased letters divided by 18, plus
  - the average cased flats divided by 8, plus
  - the average cased letters and flats divided by 70, plus
  - the fixed office time (while the minimum FOT of 33/43 is normally used, the team should review the route's base FOT and the carrier's input to ensure that the FOT selected is representative of the route). If necessary, the team can request that specific elements of FOT be observed and recorded.



The District Evaluation and Adjustment Team will consider feedback from the carrier's initial consultation regarding the route's office time, and regarding the above components used for the data analysis review period to ensure that the office time selected is representative of the route.

When a dispute arises over any line item, the issue will be resolved by performing an 1838C to get a time value solely for the line item in question. FOT will not go below the base minimum for the line items utilized.

It is intended that the District Evaluation and Adjustment Team will use the resources described above to determine an evaluated office time which is representative of the route in the current mail volume environment. The District Evaluation and Adjustment Team should immediately refer any unresolved disputes regarding the evaluated office time to the District Lead Team.

#### **Street Evaluation**

The District Evaluation and Adjustment Team will consider the following when determining the evaluated street time on each route:

- A. The regular carrier's actual average total street time (which includes any auxiliary assistance and anomaly adjustments) for the data analysis review period.
- B. A valid base street time and a representative PS Form 3999 for the route.
- C. Feedback from the carrier's initial consultation regarding the route's street time, and regarding the above data to ensure that the street time selected is representative of the route.

It is intended that the District Evaluation and Adjustment Team will use the resources described above to determine an evaluated street time which is representative of the route in the current mail volume environment. The District Evaluation and Adjustment Team should immediately refer any unresolved disputes regarding the evaluated street time to the District Lead Team.

#### **Replacement Carriers**

All actual office and street time data used will be based on the performance of the regular carrier as described above. On vacant routes or routes where the data for the regular carrier is not available for the analysis period, the parties may use the data from a mutually agreed to replacement carrier.

Prior to the data analysis, Local Office Contacts will advise the District Evaluation and Adjustment Team of any routes that were vacant or did not have data available for the regular carrier during the data analysis review period. After discussion with the local parties, the team will decide whether data from a replacement carrier will be used.

### **Consultations**

Joint consultations will be conducted with each carrier to obtain his or her input regarding the evaluation and proposed adjustments. No adjustment will be finalized until after the carrier consultations have taken place.

If the regular city letter carrier requests a copy of the representative PS Form 3999 during the consultation, a copy will be provided to the city carrier by the District Evaluation and Adjustment Team as soon as practicable. If the city carrier has additional comments after reviewing PS Form 3999, such comments will be immediately forwarded to the District Evaluation and Adjustment Team for consideration in the evaluation and adjustment.

The following script and form will be used by the Local Office Contacts to conduct the initial consultation with each carrier. The District Evaluation and Adjustment Team will enter the bolded data elements into the script prior to sending the forms to the Local Office Contacts.

*The NALC and the USPS have developed an alternative process to jointly evaluate and adjust routes to as near as eight hours as possible.*

*The evaluation process consists of data analysis and input from the regular carrier on the route. After reviewing the input from the regular carrier and the data, decisions regarding the evaluation and adjustment of the routes will be made jointly by a district team consisting of a letter carrier representative selected by the NALC, and a management representative selected by the USPS.*

*To ensure that the data is accurate and reliable, we were asked by the district team to identify any issues we may have in this office with the integrity of the data being reviewed, so that they can be sure the office and street times for the routes are properly recorded prior to their data analysis.*

*We were also asked to conduct this consultation with you so that we can obtain your input regarding the office and street value of the route, and any suggestions you have regarding any possible transfers of territory or other potential adjustments, if needed.*

*Once you have had an opportunity to provide your input on the value of the route and potential adjustments, we will then share with you the results of the data they will use, along with your input, to determine the evaluated office and street time for the route. This will also give you an opportunity to comment on any of the data they will consider in the evaluation.*

*We will then send your input, recommendations, and comments back to the district team so they can jointly determine the evaluated office and street time of the route based on the results of both this carrier consultation and their data analysis.*

Prior to any final adjustment decisions being made, we will be conducting a second carrier consultation with you to explain and obtain your feedback regarding any proposed adjustments to the route from the district team. After consideration of your comments regarding the proposed adjustments, the district team will jointly decide on the final adjustments and provide you with the results.

After the final adjustments are implemented, a review of the adjustments will be made to ensure that the routes are adjusted to as near eight hours as possible.

At this point we would like you to tell us what you believe the average office time and street time is for the route on a representative day. Keep in mind that your input may differ from the data we will be sharing with you since the data analysis includes your actual office and street times, including auxiliary assistance, for the **month(s) of** \_\_\_\_\_, as well as a review of the route's base data, a PS Form 3999, and an estimated office standard for the same period.

**Route #** \_\_\_\_\_ **Carrier** \_\_\_\_\_ **Date** \_\_\_\_\_

Carrier's Input - Average Office Time \_\_\_\_\_

Carrier's Input - Average Street Time \_\_\_\_\_

Carrier's Other Comments on Route Value:

Carrier's Comments on Potential Adjustments

Thank you for your input. Now let's review the other data that the District team will consider in determining the evaluation of the route

The actual average office and street times data is for days that you were on the route during the **months of** \_\_\_\_\_, and it includes any auxiliary assistance you may have received. Additionally, the team deleted any days which appeared to include any volume, office, or street anomalies.

An estimated standard office time for the route was also calculated, using the route's average cased volume for the stated months, and a minimum fixed office time of either 33 or 43 minutes. This data was applied to the casing/pull-down standards of 18, 8, and 70 pieces per minute and FOT to determine this estimated standard.

<b>Actual Average Office Time</b>	
<b>Estimated Office Standard</b>	
<b>Fixed Office Time</b>	
<b>Base Fixed Office Time</b>	
<b>Actual Average Cased Letters</b>	
<b>Actual Average Cased Flats</b>	
<b>Actual Average Street Time</b>	
<b>Base Street Time</b>	
<b>PS Form 3999 Street Time</b>	

Your base street time is the street time from the last route adjustment **implemented on** \_\_\_\_\_.

Your base Fixed Office Time is the FOT from the last route adjustment **implemented on** \_\_\_\_\_.

Additionally, the most current PS Form 3999 on file was conducted with **carrier** \_\_\_\_\_, on **(day of week)** \_\_\_\_\_ - **(date)** \_\_\_\_\_.

Please provide any comments regarding the above data:

We will provide you with a copy of this completed form/script before we leave today. We will be conducting another consultation with you in the next few weeks, to obtain your feedback regarding the final evaluation of, and proposed adjustments (if any) to the route. Between now and then, the District Evaluation and Adjustment Team will jointly determine the evaluated office and street time of the route. They will then jointly propose any necessary route adjustments based on their agreement of both the evaluated times and any optimizing of the route structure proposed manually or through the Carrier Optimal Routing (COR) process.

*The Local Office Contacts may use the space below to comment on any of the feedback provided by the carrier. If a carrier did not provide feedback, please mark this box accordingly.*

*Initial Consultation conducted by Local Office Contacts:*

USPS (name) \_\_\_\_\_ NALC (name) \_\_\_\_\_

Signature \_\_\_\_\_ Signature \_\_\_\_\_

Date \_\_\_\_\_

#### **Adjustments**

The teams will be guided by sections 243.21.b, 243.22, & 243.23 of Handbook M-39 when adjusting routes.

A current PS Form 3999 will be used by the District Team to determine the street value of territory transferred.

The associated office time for the territory transferred will be jointly determined using any of the methods in the M-39 section 243.316.b.

In any unit where the team determines that the number of routes will be reduced, preference should be given to selecting auxiliary routes, vacant routes, and then routes held by junior carriers, provided such selections are efficient and effective. Additionally, carrier seniority should be considered when excessive route changes are anticipated, provided such consideration does not adversely affect the efficiency or effectiveness of the adjustments.

At the option of the Branch President, all full-time city delivery duty assignments in a zone where all routes are optimized using Carrier Optimal Routing (COR), will be opened for expedited bidding by seniority. If this option is chosen, bidding will be limited to the city letter carriers holding full-time city delivery duty assignments in the impacted zone.

Following an adjustment, management will complete a new PS Form 3999 for the route as soon as practicable.

Where jointly agreed to by the District Evaluation and Adjustment Team, another method to transfer office time under this agreement is an office factor based on the evaluated office time, possible deliveries, and FOT minus five minutes (for lines 8 to 13). The formula is: Evaluated office time minus the adjusted FOT (FOT - 5 minutes), divided by

possible deliveries. This formula provides the time value that can be used to determine the amount of office time to transfer based on the number of deliveries being moved.

Handbook M-39

### **243.21 Routes of More than 8 Hours**

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*243.21.b. Permanent relief may be provided by reducing carrier office or street time. Consider items such as additional segmentations, use of routers, hand-offs, relocating vehicle parking, withdrawal of mail by clerks or mailhandlers, providing a cart system for accountable items, etc. When routes require a current adjustment and Delivery Point Sequencing will commence within 6 months, management will adjust using non-territorial, non-scheme change adjustments. Where actual transfer of territory is necessary, see 243.23. If a hand-off is the method selected for providing relief on the street, the time value associated with the delivery of the hand-off must be deducted from the route getting relief and transferred to the gaining route.*

### **243.22 Route Less than 8 Hours**

*On routes where the evaluated time is less than 8 hours, make permanent additions by transferring territory through a realignment of the territory in the delivery unit. This realignment could reduce or eliminate an existing auxiliary route, reduce a regular route to auxiliary status, or eliminate it entirely.*

### **243.23 Transferring Territory**

*243.231 Before transferring territory, determine the objectives of the final route adjustments and consider the following points:*

- a. Implementation of new programs.*
- b. Whether the adjustments should be:*
  - (1) Entirely within regular routes only.*
  - (2) Transferred from established auxiliary routes to regular routes.*
  - (3) From regular routes to established auxiliary routes.*
  - (4) To establish additional auxiliary routes.*
  - (5) To convert auxiliary routes to a regular status.*
  - (6) To eliminate auxiliary or regular route.*
  - (7) To reduce a regular route to an auxiliary route.*
- c. Consider adjustments in terms of sectors and segments to be added to or taken from the route. Adjustments must not result in the splitting of a segment.*
  - (1) A sector is designated by the sixth and seventh digits of the ZIP+4 Code. It is composed of a maximum of 100 segments.*
  - (2) A segment is the smallest unit to which mechanized distribution and carrier route adjustments can be provided. The eighth and ninth digits of the ZIP+4 Code identify the area known as a segment. A segment may be any of the following:*
    - (a) Block-face (one side of street between intersections) or block;*
    - (b) Cove or cul-de-sac;*
    - (c) Hundred-block range which is not intersected by another street;*
    - (d) Firm, building, or firm within a multi-firm building;*

- (e) Floor or floors within a building;
- (f) Cluster box, group of apartment boxes;
- (g) All or part of a mobile home park.

243.232 To determine the territory to be transferred to or from any route, consider that:

- a. Scheme changes should be kept to a minimum and simplified where possible.
- b. Routes should be compact, avoiding dog-legs and should not cross ZIP Code boundaries except in unusual circumstances.
- c. Routes should begin and end as near as possible to the delivery unit or transportation.
- d. Excessive retracing or deadheading should be avoided.
- e. Adjustments should be made so that future growth may be absorbed by auxiliary routes.
- f. Variations in territory, mail volume and methods of delivery will affect the final adjustment.

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#### **243.316 Office Time Column**

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b. The character of the route more or less governs the method of computing the office time for the territory being transferred between routes. Following are some methods which may be used:

(1) If the deliveries on the route are similar in character, the following simple formula for determining the amount of office time for the deliveries transferred may be used: Divide the average office time of the inspection period appearing on Form 1840 for the route from which territory is being transferred by the total number of possible deliveries. For example: a route has 400 possible deliveries and the average office time for inspection period was 120 minutes: 120 divided by 400 equals .3 minutes per delivery. The total number of deliveries being considered for transfer should be multiplied by minutes or fraction of minutes per delivery.

(2) Another method to determine the office time percentage factor is to divide the average office time for the count week by the average total time. For example 165 minutes office time divided by 486 minutes total time equals 34 percent. Therefore, the allowance of 34 percent of the total time value of any territory to be added or taken away from a route must be allowed for office time to prepare the mail for delivery.

(3) Another method when utilizing the hand-held computer is to count the mail by ZIP+4 sector/segment so the number of mailpieces delivered in a segment can be calculated to determine the office time allowance for each segment to be transferred between routes. To calculate the office time allowance when transferring particular route segments, any other following three methods may be used.

(a) Apply the current casing standards of 18 (letter size), 8 (other size), and 70 (strap out) to the actual segment(s) mail count from the day of inspection. For example: A segment receives 220 pieces on day of inspection; 180 letters

divided by 18 = 10 minutes; 40 other size pieces divided by 8 = 5 minutes; 220 divided by 70 = 4 minutes. The office time allowance for that segment would be 19 minutes.

(b) Follow (a) above but factor in the percentage of standard office time used during the week of inspection from the carrier who serviced that segment(s) in the most recent inspection. For example: The carrier who serviced the segment utilized .80 of standard office time allowed during week of inspection ( $19 \times .80 = 16$  minutes). The office time allowance for that segment would be 16 minutes.

(c) Follow (a) above but factor in the percentage of standard office time used during the week of inspection from the carrier whose route is gaining the segment(s) being transferred. For example: The carrier whose route will pick up the segment utilized .85 of standard office time allowed during the week of inspection ( $19 \times .85 = 17$  minutes). The office time allowance for that segment would be 17 minutes.

**Note:** The effort here is to arrive at the most accurate time allowance for the transferred segment(s), negating the need for corrective adjustments.

### **Considerations for Router Adjustments**

1. Routes evaluating more than 8 hours can use router as permanent relief.
2. Routes evaluating less than 8 hours, that currently have router time assigned to the route(s);
  - a. consider reducing/eliminating router time to adjust route(s)
  - b. consider territorial adjustments to adjust route(s)
3. Routes evaluating less than 8 hours, that do not currently have router time assigned to that route(s), must make permanent additions by transferring territory in the delivery unit.
4. The establishment and administration of router positions must be consistent with the November 21, 2001 National Memorandum of Understanding, Re: *Router, Carrier Craft*, and other agreements between the parties regarding routers.
5. Maximization of router positions must comply with the September 21, 1988 Router Assignment Instructions and the April 13, 1989 settlement agreement on case number H4N-5C-C 36660, which states in part:

*Item 3, of the September 21, 1988, Router Assignment Instructions states that "Router positions should be maximized to full-time, 8-hour positions to the extent practicable."*

The parties may consider implementing router adjustments and then reviewing the practical administration of the router assignments during the review of the adjustments as a means of addressing certain disputes over the use of routers.



When available, COR will be jointly used by the District Evaluation and Adjustment Team as a tool for route optimization and adjustment.

### **Carrier Optimal Routing [COR]**

The use of COR by the District Lead Team or District Evaluation and Adjustment Team must be consistent with the applicable provisions of the M-39 Handbook, and their application of the COR process must also comply with the parties national settlement which is reproduced below.

COR is considered available in any zone where the COR data preparation is completed before the adjustment and where a COR technician is available.

When transferring territory, the back of the PS Form 1840 will indicate by sector segment, any change in street credit from the actual street time used for that sector segment on PS Form 3999, including all relay, travel, allied time, etc. Any such proposed adjustment to the carrier's street time must be documented and explained by appropriate comments on the reverse of PS Form 1840.

For example, territory transferred from Route C002 to Route C004 would be noted, by sector/segment, in the "Relief" Column on the PS Form 1840 Reverse for Route C002. The same territory would be noted, by sector/segment, in the "Addition" Column on the PS Form 1840 Reverse for Route C004. Allied times associated with that territory will also be reviewed to determine if they should be transferred to the gaining route C004, or left on the losing Route C002.

Old relay times from the existing 3999 (recorded as EXR) and new relay times (recorded as ADJ) for the proposed adjustment on each route are identified on the reverse of PS Form 1840 by relay as well as total relay time for the route. The difference between these two total times is noted in the relief or addition column of the PS Form 1840 Reverse. The District Evaluation and Adjustment Team will be provided the relevant reports generated by COR to review the specifics of the proposed changes regarding relays and relay times so that they can jointly make decisions regarding the proposed changes, and then have the necessary documentation for the adjustment consultations regarding any agreed to changes.

The Allied Time Report will be used as a tool to review proposals regarding the transfer of allied time. After the District Evaluation and Adjustment Team jointly decides what is transferred. The report will be used to document any agreed to changes during the adjustment consultations on the PS Form 1840, *Reverse*.

Travel To, Travel From, and Travel Within times must be validated, documented, and discussed during the carrier consultation. If there is a different credit of time proposed for travel within or travel to and from the route other than what existed as reflected by PS Form 3999, such new time will be validated and a decision made by the District Evaluation and Adjustment Team regarding the proposed change, prior to the second consultation with the letter carrier. It is not necessary that the validation itself be done jointly in order to satisfy the District Evaluation and Adjustment Team.

For example, all Travel To, Travel From, and the total of all Travel Within times from the 3999 (recorded as EXR) are identified on the reverse of the PS Form 1840 and new travel times are identified as an adjustment (recorded as ADJ) on the reverse of PS Form 1840. The difference between these two times will be noted in the relief or addition column on the reverse of PS Form 1840. The District Evaluation and Adjustment Team will be provided all relevant reports generated by COR to review the specifics of the proposed changes regarding travel times so they can jointly make decisions regarding the proposed changes, and then have the necessary documentation for the adjustment consultations regarding any agreed to changes. Any change in travel times from the 3999 due to a proposed new travel pattern must be validated, and then reviewed by the District Evaluation and Adjustment Team so they can jointly make decisions regarding the proposed change. The Route Summary Report will be used as a tool to aid in the validation process.

1. The evaluated office and street times selected by the District Evaluation and Adjustment Teams will be transferred to the top left hand corner of the PS Form 1840 Reverse. The initial proposed adjusted office and street times from the COR process will appear on the top right corner of the PS Form 1840 Reverse. The difference between these two times must be identified on the 1840 Reverse by sector segment (when applicable) for each route. The difference in these times that must be specifically identified includes items such as proposed changes in relay times, travel times, allied times, delivery times, miscellaneous times, and eliminated/added routes (eliminated/added routes can impact the total time difference due to demonstrated performance, selected street time, and fixed time such as travel to, travel from, loading time, street breaks, etc).
2. The District Evaluation and Adjustment Team will be working with a COR Technician who knows the system. The COR Technician is there to make the necessary inputs and to explain any aspect of the COR program/process that the team needs to make decisions regarding the proposed adjustments. The COR Technician will conduct such duties at the joint direction of the District Evaluation and Adjustment Team.
3. All decisions regarding the evaluations and adjustments of routes, including deductions and/or changes proposed by COR, or manually, are made jointly by the District Evaluation and Adjustment Team. Any items of disagreement will be identified and documented by the District Evaluation and Adjustment Team and immediately referred to the District Lead Team.
4. When transferring territory in COR and non COR sites, the District Lead Team or District Evaluation and Adjustment Team may agree to change the time credit for a sector segment. Such changes will be noted on the reverse of the PS Form 1840 with the team's explanation of the time that was added to or deducted from and the reason.
5. If a PS Form 3999 was changed after being downloaded into the Delivery Operations Information System, for either a COR or non COR site, the parties will jointly review the Delivery Operations Information System 3999 Audit Trail Report.

Mr. William H. Young  
President  
National Association of Letter  
Carriers, AFL-CIO  
100 Indiana Avenue, N.W.  
Washington, DC 20001-2144

Re: Q01N-4Q-C 05022605  
Class Action  
Washington DC 20260-4100

Dear Mr. Young:

Recently our representatives met in pre-arbitration discussion of the above-referenced grievance.

After reviewing this matter, the parties agree to the following:

The Carrier Optimal Routing (COR) process is a management tool to assist with the adjustment of letter carrier routes pursuant to Chapter 2 of Handbook M-39. No components of the COR program or application of the COR process will be inconsistent with the route inspection, evaluation, or adjustment process found in Chapter 2 of the M-39 Handbook.

Should the Postal Service develop COR for use in the minor route adjustment process, related components of the COR program or application of the COR process will be consistent with the specific minor route adjustment formula in Section 141.19 of Handbook M-39. Local parties that have established, by mutual agreement, an alternate route adjustment method may also use applications of COR consistent with their alternate route adjustment process.

To facilitate the practical application of this understanding, when transferring territory the back of the PS Form 1840 will indicate, by sector segment, any change in street credit from the actual street time used in sector-segment on PS Form 3999; including all relay, travel, allied time, etc. Any such adjustment to the carrier's actual street time must be documented and explained by appropriate comments on the reverse of PS Form 1840. Additionally, any time adjustment to the base street time, which must be selected pursuant to M-39 Section 242.321, will be documented and explained under the comments section on the reverse of PS Form 1840. Travel To, Travel From, and Travel Within times must be validated, documented, and discussed during carrier consultation. The actual time should be taken from the Inspection PS Form 3999, unless a new pattern is created during the route adjustment process. If a new travel pattern has been created, the new times must be validated.

Notwithstanding any disputes regarding documentation of and/or justification for time adjustments made, the intent of the previous paragraph is for the letter carrier to be made aware of any proposed time adjustment to the carrier's base street time and/or to the street time of the territory being transferred. Time adjustments for territory being transferred will be by sector-segment, including all relay, allied, parcels, accountables, etc. Any time adjustment to a carrier's base street time must comply with the M-39 Section 242.345 through 242.347.

Any grievance held pending a decision on this case will be resolved consistent with the principles of this agreement.

Please sign and return the enclosed copy of this decision as acknowledgment of your agreement to settle this grievance and remove it from the national arbitration docket.

Sincerely,

Doug Tulino  
Vice-President  
Labor Relations  
U.S. Postal Service

William H. Young  
President  
National Association of  
Letter Carriers, AFL-CIO

Date: 7-30-07

**The terms of this settlement became effective September 11, 2007 with ratification of the 2006-2011 National Agreement.**

## Adjustment Consultation

City carriers will be provided the evaluated time for their routes as soon as practicable after the Evaluation Consultation and in advance of the Adjustment Consultation. Any changes made to the proposed adjustments after the Adjustment Consultation will be communicated with the carrier in advance of implementing route adjustments.

A copy of the following statement will be provided to the carrier:

*Once the District Evaluation and Adjustment Team has agreed on their proposed adjustments, with or without the use of COR, they must send the completed PS Forms 1840 Reverse to the Local Office Contacts to conduct the adjustment consultations with the carriers. The PS Form 1840 Reverse and any attachments must be provided to each carrier at least 1 day prior to the consultation.*

*Along with all the information regarding the proposed adjustments, the 1840 Reverse must include the District Evaluation and Adjustment Team's reasons for the selection of the evaluated office and street times.*

*Every proposed adjustment must be clearly identified, documented, and explained on the PS Form 1840 Reverse and attachments so that they can be easily discussed between the Local Office Contacts and the carrier. If any of the proposed changes are unclear to either member of the LOC or the carrier, the District Evaluation and Adjustment Team should be contacted for clarification before continuing the consultation.*

*The comments and recommendations of the carrier and whether there is agreement or disagreement with the proposed adjustments along with the reasons should be entered on the PS Form 1840 Reverse. The carrier is not required to sign the form or any statement. A completed copy of the PS Form 1840 Reverse and any attachments will be provided to the carrier.*

*After reviewing the comments from the carrier consultation, the District Evaluation and Adjustment Team will make any jointly agreed to changes to the proposed adjustments, sign off on their final agreed to adjustments, and submit the package to the District office for implementation. Copies of any amended PS Form 1840 Reverse, will be sent to the appropriate carrier through the Local Office Contacts.*

*Proposed Adjustment Consultation conducted by:*

USPS (name) \_\_\_\_\_ NALC (name) \_\_\_\_\_  
(Signature) \_\_\_\_\_ (Signature) \_\_\_\_\_

Date \_\_\_\_\_

**NOTE:** Under no circumstances will route adjustments be implemented unless both the union and management District Evaluation and Adjustment Team members have signed off on the adjustments.

This agreement is without prejudice to the position of either party in this or any other matter. The procedures described in this agreement will be utilized solely for the purpose of implementing the JARAP, and may be cited only for purposes of enforcing the terms of the agreement. Termination of this agreement pursuant to the paragraph below shall not affect completion of the JARAP or invalidate any adjustments made as a result of that process.

Either party may terminate this agreement if; 1) the Postal Service implements a route adjustment process other than as provided by this agreement, pursuant to Section 271 of Handbook M-39, or by mutual agreement; 2) the Memorandum of Understanding Re: *Assignment of City Delivery* is terminated pursuant to the last paragraph of that Memorandum of Understanding; 3) either party fails in good faith to live up to its obligations under the Memorandum of Understanding Re: *Assignment of City Delivery* or 4) the Memorandum of Understanding Re: *Assignment of City Delivery* is invalidated, in whole or in part, by a decision of an arbitrator, a court, the National Labor Relations Board or by any other forum.

In any unit where the Area/Regional Team jointly agrees that this process/methodology cannot be applied, they will jointly contact the National Oversight Team to discuss an alternative joint process to evaluate and adjust the routes.

Any data from route inspections conducted pursuant to Section 271 of Handbook M-39 in a zone selected for evaluation under this agreement will be forwarded to the appropriate District Lead Team for assignment to a District Evaluation and Adjustment Team for adjustment during the next analysis and implementation period for that delivery unit provided the time limit/extension provisions of Handbook M-39, Section 211.3, for implementing any necessary adjustments resulting from these inspections is adhered to.

In non-selected zones, Section 271, *Special Route Inspections*, will be completed by the Postal Service in accordance with the provisions in Handbook M-39, Chapter 2. The following addresses locally developed proposals for evaluating and adjusting routes:

**MEMORANDUM OF UNDERSTANDING  
BETWEEN THE  
UNITED STATES POSTAL SERVICE  
AND THE  
NATIONAL ASSOCIATION OF LETTER CARRIERS**

Re: Alternative Evaluation and Adjustment Processes

The National Association of Letter Carriers, AFL-CIO (NALC) and United States Postal Service have a mutual interest in exploring new and innovative methods for maintaining routes in proper adjustment throughout the year in an efficient and effective manner. To that end, the parties agree to the following for locally developed route evaluation and adjustment processes:

- The local parties may jointly submit a locally developed alternate route evaluation and adjustment process to the NALC National President and the Postal Service Vice President, Labor Relations.
- A submitted proposal must include a cover letter signed by the NALC Branch President and the Postal Service Installation Head, and must provide a detailed explanation of the process.
- If the proposal is jointly agreed to by the national parties, the local parties will be notified regarding implementation.

This agreement expires on December 31, 2011 and is without prejudice to the position of either party in this or any other matter and may not be cited in any forum except to enforce its terms.

Doug A. Tulino  
Vice President  
Labor Relations  
U.S. Postal Service

Fredric V. Rolando  
President  
National Association of Letter  
Carriers, AFL-CIO

Date: 3-21-11