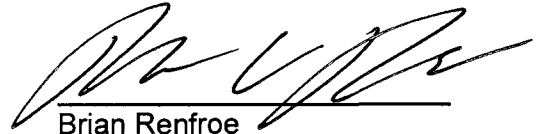


City Delivery Route Alternative Adjustment Process – 2014-2015

This jointly-developed document provides the mutual understanding of the national parties on issues related to the Memorandum of Understanding, *Re: City Delivery Route Alternative Adjustment Process – 2014-2015*. It is intended for use by the parties at all levels in properly applying the terms of the City Delivery Route Alternative Adjustment Process.



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



Brian Renfroe
Director of City Delivery
National Association of Letter
Carriers, AFL-CIO

Date 10/1/14

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE
UNITED STATES POSTAL SERVICE
AND THE
NATIONAL ASSOCIATION OF LETTER CARRIERS, AFL-CIO**

Re: City Delivery Route Alternative Adjustment Process – 2014-2015

In accordance with the Memorandum of Understanding (MOU) *Re: Alternate Route Evaluation and Adjustment 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. As part of the ongoing efforts to jointly develop a city delivery route evaluation and adjustment process that reduces disputes and is more efficient and less intrusive, the parties agree to the following process to evaluate and adjust city delivery routes in 2014-2015.

City Delivery Route Alternative Adjustment Process 2014-2015

1. The parties will appoint a joint NALC/USPS route evaluation and adjustment 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 district lead team will be established. Each member of the district lead team may select zones for evaluation. The district lead team, along with the route evaluation and adjustment team(s) will be responsible for data analysis, route evaluation and adjustment, jointly conducting carrier consultations and ensuring all resulting data is properly recorded and unit records updated. The NALC representative(s) on the team(s) will be appointed by the National NALC President while the USPS representative(s) will be selected by the district manager. Local office contacts will also be established to assist the team(s) with the evaluation and adjustment of routes in their installation. The local office contacts for the NALC will be appointed by the branch president or designee while the USPS representatives will be selected by the district manager or designee.

CDRAAP – 2014-2015 Principle

No adjustments will be performed to city routes that include casing and delivery of mail during the life of this agreement other than through the process outlined herein.

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 route evaluation and adjustment teams.

The national oversight team is responsible for jointly developing all training material used in conjunction with training sessions attended by the area/regional teams, district lead teams and route 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 Manager Delivery Programs Support or his/her designee from each Postal Service Area. The members of the area/regional team will be responsible for the following:

- Reading and becoming familiar with all agreements related to the process.
- Monitoring the process.

- Determining the number of route evaluation and adjustment teams needed to complete the process timely. Input from the district lead teams will be considered.
- Providing and overseeing training on the process for district lead teams and route evaluation and adjustment teams. No data analysis will begin until route evaluation and adjustment teams have been provided training. 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.
- Communicating at least weekly with each district lead team to monitor progress.
- Communicating with the national oversight team to report progress.
- Resolving issues referred by the district lead team or submitting unresolved issues by sending both parties' position to the national oversight team and your counterpart within three working days.
- Designating back-up district lead team and route evaluation and adjustment team representatives.
- Jointly discussing any anticipated changes to representatives on a district lead team or a route evaluation and adjustment team.

District Lead Teams - There will be one lead team in each district. In districts with only one team, it will function as both the district lead team and the route evaluation and adjustment team. Each district lead team is responsible for the following:

- Reading and becoming familiar with all agreements related to the process.
- Overseeing both the process and route evaluation and adjustment teams within its district.
- Communicating at least weekly with each route evaluation and adjustment team to monitor progress.
- Selecting zones for evaluation during the selection period, or outside the selection period where there is mutual agreement to do so.
- After selection of zones, ensuring Carrier Optimal Routing (COR) technicians – one USPS member and one NALC member – will be made available to complete all COR adjustments.
- When COR is planned to be used for adjustments, determining whether additional data preparation is needed so there are no delays in scheduled evaluations or adjustments.
- Recommend to the area/regional team the number of route evaluation and adjustment teams and other resources needed to timely complete evaluations and adjustments.
- Prioritizing and scheduling evaluations and adjustments so that all necessary adjustments can be completed within the prescribed time limits.
- Ensuring that representative PS Form 3999s, *Inspection of Letter Carrier Route* are completed for routes in a selected zone.
- Ensuring that the PS Form 3999 process is followed.
- Ensuring local management and union representatives present a nationally developed standup talk to employees in each zone selected for this process prior to beginning the process in that zone.
- Providing evaluation and adjustment schedules to the area/regional teams.
- Resolving issues elevated by a route evaluation and adjustment team and referring unresolved issues to the area/regional team within two working days.

- Assigning route evaluation and adjustment teams to selected zones for evaluation and adjustment.
- Providing or participating in training route 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.
- The NALC district lead team member will draw random lots for each selected zone to determine the seven random weeks for data analysis.
- Jointly selecting the eighth week for each selected zone to be used for data analysis. Weeks prior to the week beginning January 3, 2015 will not be selected.
- As necessary, the district lead teams will be responsible for data analysis, route evaluation and adjustment, jointly conducting carrier consultations and ensuring all resulting data is properly recorded and unit records updated.
- Completing data entries that track the weekly progress of each route evaluation and adjustment team in all the units and compiling the results of the evaluation and adjustment process by zone, installation, and district in the CDRAAP – Unit Checklist weekly, and forwarding this information through to the area/regional to the national oversight teams.
- Ensuring that all base data entered into the Delivery Operations Information System (DOIS) is an accurate reflection of the agreed to adjustment.
- Providing finalized Unit Summary Reports for each zone to the area/regional team as each zone is completed.
- Ensuring evaluations and adjustments are completed within prescribed time frames.
- Any delays in the process resulting from the unavailability of a district lead team or route evaluation and adjustment team member will be immediately elevated to the area/regional team.
- Monitoring the route adjustment review process and ensuring it is being followed when other teams are assigned.
- After receipt of any route review request forms, reviewing the issue(s) reported and, if appropriate, either conducting the review or assigning a route evaluation and adjustment team to conduct the review.

Route Evaluation and Adjustment Teams - route evaluation and adjustment teams are responsible for the following:

- Reading and becoming familiar with all agreements related to the process.
- When assigned to a zone, establishing communication with both local office contacts and discussing their roles and responsibilities in the process prior to any data analysis. No route evaluation and adjustment team will begin data analysis in any zone until after a team communicates with both local office contacts to explain the process and make sure they understand their roles and responsibilities.
- Maintaining ongoing communications with local office contacts throughout the process to obtain information needed to evaluate and adjust the routes such as a copy of the current seniority list, current or anticipated vacancies, suggestions for replacement carriers or any potential data integrity issues.
- Data analysis, route evaluation and adjustment, jointly conducting all carrier consultations and ensuring all resulting data is properly recorded and unit records are updated. Carrier consultations may be conducted in person or telephonically.

- Reviewing 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 route evaluation and adjustment team upon request.
- Upon assignment to a zone, the route evaluation and adjustment team should immediately advise its local office contacts that it needs current representative PS Form 3999s for the purpose of moving territory, if necessary, during adjustments. Such PS Form 3999s will be completed as soon as practicable.
- Following the PS Form 3999 process when adjusting routes.
- Immediately refer to the district lead team any issue the route evaluation and adjustment team is unable to resolve.
- Forwarding to the district lead team copies of all data and adjustments.
- Ensuring the evaluation and adjustments are completed within prescribed time limits.

Local Office Contacts - Local office contacts will be selected by the District Manager or designee and the Branch President or designee. The contacts will be provided information on their duties and responsibilities and will discuss these tasks with their assigned route evaluation and adjustment team prior to performing local office contact tasks.

The local office contacts are responsible for providing the route evaluation and adjustment team the following information:

- Local issues relevant to route evaluation and adjustment.
- A current seniority list.
- Current or anticipated vacancies and information regarding replacement carriers.
- Potential data integrity issues regarding Management Operating Data System (MODS) code entries, modifying time clock entries in TACS, auxiliary assistance tracking, work hour transfers, etc.
- Where appropriate, reasons why the selected review periods may not be valid for evaluation.
- Notification to the route evaluation and adjustment team, as far in advance as practicable, when either local office contact will not be available to perform his/her responsibilities, including the name of his/her replacement.
- All PS Form 3999 data when requested.
- Designated back-up representatives.

Local office contacts are also responsible for the following:

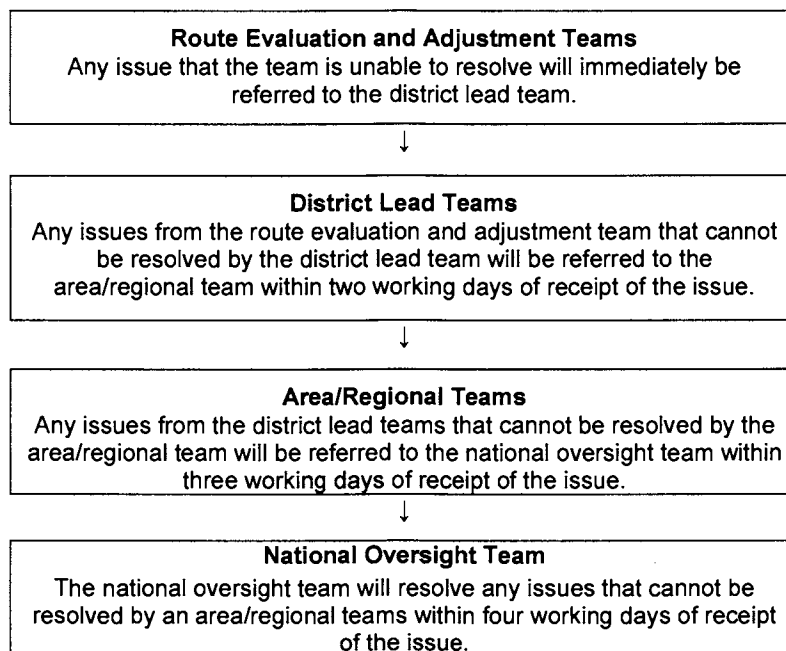
- Reading and becoming familiar with all agreements related to the process.
- Ensuring that valid and representative PS Form 3999s are conducted when requested by the route evaluation and adjustment team.
- Ensuring the PS Form 3999 process is followed at the local level.

- Assisting the route evaluation and adjustment team with territory adjustments. The local office contacts may also jointly select someone with knowledge of the territory to provide this assistance.
- Providing carriers their routes' evaluated time, prior to the adjustment consultation.
- Providing carriers copies of any amended PS Form(s) 1840 Reverse if changes were made after the adjustment consultation by the route evaluation and adjustment team.
- When appropriate, request a route adjustment review within 90 days following the implementation of the initial joint route adjustment. Either local office contact can initiate a review by completing a route adjustment review request form and sending it to the area/regional Team. The reasons for the request should be explained on the form and it should be indicated whether or not there is agreement on the need for a review.

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 zone.

Issue Resolution

The issue resolution process will be used to resolve issues related to the CDRAAP 2014-2015. Team members at all levels should consult this document prior to elevating any unresolved issue. The steps and time frames for elevating unresolved issues are as follows:



2. The zone selection period will be November 3 – November 14, 2014. After the selection period has ended, additional zones may only be selected for evaluation by mutual agreement of the district lead team. A zone may only be selected once during the life of this agreement. The time frames for the beginning of data analysis for each zone will be jointly determined by the district lead team. All routes in a selected zone will be evaluated. When establishing how many zones will be evaluated and adjusted, the district lead team should consider the resources available (number of teams), availability of current PS Form 3999s, data preparation of zones using Carrier Optimal Routing (COR) for adjustment purposes and the requirement to have the adjustments for each zone implemented within 75 days of the start date of the analysis (the 75 day requirement does not apply to zones that may be implemented in January due to the restriction on implementation of adjustments between November 15 and January 1).

- The district lead team will discuss the selection of zones. Each member of the district lead team may select zones for evaluation during the selection period. After the selection period has ended, additional zones may only be selected for evaluation by mutual agreement of the district lead team.
- Any disagreement over whether a new 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.
- Once a zone has been selected and evaluated, the evaluation and adjustment team may jointly agree that no adjustments are warranted.
- Once zones are selected, the district lead team will jointly determine the time frames for the beginning of data analysis for each zone. All routes in a selected zone will be evaluated.
- The district lead team will schedule evaluations after consideration of the following:
 - resources available (number of route evaluation and adjustment teams)
 - availability of current representative PS Form 3999s (Prior to beginning any evaluation, the district lead team should ensure that current representative PS Form 3999s will be completed timely)
 - status of data preparation of zones using Carrier Optimal Routing (COR) for adjustment purposes
 - the requirement to have the adjustments for each zone implemented within 75 days of the start date of the analysis

3. The data analysis review period will consist of seven weeks of data randomly selected from up to seven months preceding the beginning of the evaluation and a subsequent eighth week jointly selected by the district lead team. The months prior to May 2014 and June, July, August and December are excluded from either selection.

- No evaluation will begin prior to the completion of the jointly selected eighth week. The first week eligible to be selected for evaluation is the week beginning January 3, 2015; therefore, no evaluations will begin prior to January 12, 2015.
- The national oversight team will jointly develop and make available a template to use Workhour Workload Report data to facilitate data analysis. Analysis and evaluation spreadsheet formulas are established at the national level. No changes may be made to those formulas.

Selection of 7 Random Weeks

- Months prior to May 2014, June, July, August, and December are always excluded.
- For each zone, the NALC district lead team member will make a random drawing of numbered lots from 1 – 4 to determine the seven random weeks used for evaluation. The district lead team will advise the route evaluation and adjustment team of the results of the drawing.

- The route evaluation and adjustment team will use the corresponding seven random weeks, determined by the lots drawn, from up to seven months preceding the beginning of the evaluation.
- The last month from which one of the seven weeks may be selected is the available month immediately preceding the month during which the evaluation begins.
- Should the evaluation begin in a week that begins in one month and ends in the next month, the later month will be considered the evaluation month for the purpose of selecting the seven weeks.
- If a full seven months are unavailable either due to the exclusions above or otherwise, the months will be reversed starting with the most recent month to determine the seven weeks. In the example below 2, 4, 1, 3 was drawn.

		Evaluation Begins				
		January 2015	February 2015	March 2015	April 2015	May 2015
E v a l u a t i o n M o n t h s	May 2014	Week 2	Week 2	Week 2	Week 2	xxx
	June 2014	xxx	xxx	xxx	xxx	xxx
	July 2014	xxx	xxx	xxx	xxx	xxx
	August 2014	xxx	xxx	xxx	xxx	xxx
	September 2014	Week 4 Week 1	Week 4	Week 4	Week 4	Week 2
	October 2014	Week 1 Week 4	Week 1	Week 1	Week 1	Week 4
	November 2014	Week 3 Week 2	Week 3 Week 1	Week 3	Week 3	Week 1
	December 2014	xxx	xxx	xxx	xxx	xxx
	January 2015	Selected Week	Week 2 Week 4	Week 2	Week 2	Week 3
	February 2015	xxx	Selected Week	Week 4 Week 1	Week 4	Week 2
	March 2015	xxx	xxx	Selected Week	Week 1	Week 4
	April 2015	xxx	xxx	xxx	Selected Week	Week 1
	May 2015	xxx	xxx	xxx	xxx	Selected Week

- If the regular carrier was not serving the route on at least one of the days of a week so selected, the next available week in which the regular carrier so served at least one day shall be used for the seven week period. If seven such weeks do not exist, the maximum number of such weeks available will be used for the analysis.
- The route evaluation and adjustment team may submit a request to the district lead team to exclude a week(s) or month(s) for reasons other than the regular carrier not being available. Reasons may include operational changes, significant volume changes, natural disasters or other factors. The district lead team may mutually agree to grant such a request. If the district lead team agrees to grant such a

request, the process outlined above will be used, excluding the mutually agreed upon week(s) or month(s).

Other Routes

- 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, *Management of Delivery Services* or an alternate jointly agreed upon process.
- 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 to be adjusted to include the casing or delivery of mail, the inspection paperwork will be given to the route evaluation and adjustment team to include in their adjustment package under this process.

Non-DOIS Offices

- Evaluation and adjustment of city delivery routes in offices that do not use the Delivery Operations Information System (DOIS) will use the following procedures except that PS Form 3997, *Unit Daily Record* and PS Form 3921, *Volume Recording Worksheet* will be used in place of the Workhour Workload Reports.

4. As of the date of this agreement, in any zones where a mail count and inspection has begun, but adjustments have not yet been implemented, all mail count and inspection data will be forwarded to the district lead team, which will assign a route evaluation and adjustment team to make any needed route adjustment(s). In zones where a locally developed joint route adjustment process has begun as of the date of this agreement, resulting route adjustments may be implemented. Such adjustments will be subject to the route adjustment review process contained in this agreement. In all other zones, locally developed joint route adjustment processes may only be used in accordance with the Memorandum of Understanding *Re: Alternative Evaluation and Adjustment Processes*.

- Data from mail counts and inspections described above should be forwarded to the district lead team as soon as possible.
- Locally developed joint route adjustments may only be implemented if the process has begun in a zone as of the date of this agreement.
- The Memorandum of Understanding *Re: Alternative Evaluation and Adjustment Processes* is reprinted on the last page of this document.

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, designation of work hour codes, and errors on PS Form 3999s.

- The parties agree and recognize that it is in the best interest of the parties that data used for this process is accurate and reliable.

- The local office contacts should make the route evaluation and adjustment team aware of any issues they have with the integrity of the data resulting from such things as altered time records, Management Operating Data System (MODS) code changes, or work hour transfers.
- The route evaluation and adjustment team should review relevant reports for each selected zone 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. These reports include:
 - "Flash Last 4 Weeks Report"
 - TACS LTATS - Weekly Summary Report
 - TACS Weekly Operation Summary Report
- Any known operational changes should occur prior to the analysis period.
- 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

- Route evaluation and adjustment teams will review the random seven weeks and the jointly selected eighth week for each route to identify any erroneous volume, office time, or street time entries.
- 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.

PS Form 3999 Process

- This process is applied to all PS Form 3999s performed after the signing of the CDRAAP 2014 - 2015 MOU.
- In both selected and non-selected zones, all PS Form 3999s conducted during the life of this agreement will be reviewed with the regular carrier or agreed to replacement carrier.
- The original, unedited PS Form 3999 will be printed and made available to the route evaluation and adjustment teams or any local office contacts assigned to perform adjustments.
- Within three business days (whenever possible) of performing a PS Form 3999, management will explain the examiner's comments and the reasons for any time recorded as nonrecurring street time, as well as any editing of the original PS Form 3999, to the carrier. The carrier will have the opportunity to write his/her comments on an attachment to the original unedited copy of the PS Form 3999.
- An unedited copy of each PS Form 3999 along with examiner and carrier comments and the Audit Trail Report(s) will be provided to the appropriate adjustment team.
- Route evaluation and adjustment teams must jointly review the PS Form 3999s as well as route examiner and carrier comments and audit trail reports before any PS Form 3999 is determined to be representative for route adjustment purposes. Route evaluation and adjustment teams will identify any errors to the PS Form 3999 and work with the route examiner to correct the PS Form 3999 before it is used for route adjustment purposes and/or make corrections on the PS Form 1840 Reverse.

- Where multiple PS Form 3999s have been conducted for a particular route, the closest PS Form 3999 to the agreed upon street time for the route will be used for adjustment purposes. New PS Form 3999s will be performed as necessary.
- If a PS Form 3999 was changed after being downloaded into DOIS for either a Carrier Optimal Routing (COR) or non-COR site, the parties will jointly review the DOIS 3999 Audit Trail Report.

Volume for the Selected Period by Route

- Cased Letters
- Cased Flats
- SPRs
- Parcels
- Sequenced and simplified mailings
- DPS
- FSS

- The parties recognize that Small Parcels and Rolls (SPR) volume data is not currently available on the Workhour Workload Reports utilized to analyze data.
- As indicated below, the cased volume (letters and flats) will be used to calculate the estimated standard for each route which is then used in determining the office evaluation.

Office Evaluation

The district lead team or 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.
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 (FOT) (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.

However, the route 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.

- If a dispute arises over any line item, the issue will be resolved by performing a PS Form 1838C, *Carrier's Count of Mail – Letter Carrier Routes Worksheet* (up to three days) 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 route evaluation and adjustment team will use the resources described above to determine an evaluated office time that is representative of the route in the current mail volume environment. The route evaluation and adjustment team should immediately refer any unresolved disputes regarding the evaluated office time to the district lead team.

Street Evaluation

The route evaluation and adjustment team will consider the following when determining the evaluated street time on each route:

- A. The regular carrier's (or mutually agreed upon replacement carrier's) actual average total street time (which includes any auxiliary assistance and anomaly adjustments) during the seven week period plus the jointly selected eighth week.
- B. The regular carrier's (or mutually agreed upon replacement carrier's) actual average total street time (which includes any auxiliary assistance and anomaly adjustments) from the jointly selected eighth week. During that one week period, while not required, management may inspect a route no more than three days in accordance with the Memorandum of Understanding *Re: Multiple Days of Inspection*.

However, the route evaluation and adjustment team will consider feedback from the carrier's initial consultation regarding the route's street time, and regarding the data shared at the initial consultation to ensure that the street time selected is representative of the route.

- It is intended that the route evaluation and adjustment team will use the resources described above to determine an evaluated street time that is representative of the route in the current mail volume environment. The route 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 route evaluation and adjustment team should use a mutually agreed upon different data analysis period to accommodate gathering data for the regular carrier. In circumstances where this is not possible (for example: long term leave), the route evaluation and adjustment team should select a mutually agreed upon replacement carrier. While the carrier that worked the route the most days during the evaluation period will normally be selected, the route evaluation and adjustment team should analyze additional data and input from the local office contacts for any considered replacement carriers.

- Prior to the data analysis, local office contacts will advise the route 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 and the regular carrier's input has been considered by the route evaluation and adjustment team.

- If the carrier requests a copy of the consultation form or the representative PS Form 3999 during the initial consultation, a copy will be provided to the carrier by the route evaluation and adjustment team as soon as practicable. If the carrier has additional comments after reviewing PS Form 3999, such comments will be immediately forwarded to the route evaluation and adjustment team for consideration in the evaluation and adjustment.

Initial Consultations

- The district lead team or the route evaluation and adjustment team will conduct all carrier consultations. Consultations may be conducted in person or telephonically. The following script and form will be used by the team conducting the initial consultation.

City Delivery Route Alternative Adjustment Process – 2014 - 2015**Initial Consultation Script**

Route # _____ **Carrier** _____ **Date** _____

(Introduce Yourself)

The NALC and the USPS have developed an alternative process to jointly evaluate and adjust routes to as near as eight hours as possible. We have been selected by the Postal Service and the NALC to evaluate and adjust routes. We are going to ask you a few questions about your route and share data with you. We want your honest input. Please consider a normal day on your route when answering the following questions:

What time does your tour start?	
What time do you normally move from office time to street time?	
What time do you normally return to office time from street time?	
What time do you normally clock out for the day?	
Do you take a 30 minute lunch on street time?	

Now we would like to review the data we have for your route.

The actual average office and street times data, as well as the average volume data is for days that you were on the route for 7 randomly selected weeks during the months of _____ plus a recent 8th week. It includes any auxiliary assistance you may have received.

We have determined an estimated standard office time by using your average volume and the casing and pull down standards of 18/8/70.

Actual Average Office Time	
Estimated Office Standard	
Fixed Office Time	
Base Fixed Office Time	
Actual Average Cased Letters	
Actual Average Cased Flats	
Actual Average 8 Week Street Time	
Actual Average 1 Week Street Time	

Please provide any comments you have regarding this data:

We will be conducting another consultation with you in the next few weeks, to obtain your feedback regarding the proposed adjustments (if any) to the route. Thank you for your time.

For Route Evaluation and Adjustment Team Use Only

Office Time _____ Street Time _____

Initial Consultation conducted by Route Evaluation Team Members:

USPS (name) _____ NALC (name) _____

Signature _____

Signature _____

Date _____

The route evaluation and adjustment team 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.

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 conducted with the regular carrier assigned to a route will be used by the route evaluation and adjustment team to determine the street value of territory transferred. The PS Form 3999 closest to the evaluated street time will be used for adjustment purposes unless the route evaluation and adjustment team mutually agrees otherwise.

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

In any unit where the route evaluation and adjustment team determines that the number of routes will be reduced, preference shall be given to selecting auxiliary routes, vacant routes, and then routes held by junior carriers, provided such selections are efficient and effective. In any unit where the route evaluation and adjustment team determines that the number of routes will be increased, consideration will be given to auxiliary route growth to full-time, available resources and the type of route to be added, and the geographic location of any additional routes to ensure that such adjustments are efficient and effective. Additionally, carrier seniority shall be considered when excessive route changes are anticipated, provided such consideration does not adversely affect the efficiency or effectiveness of the adjustments.

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

Handbook M-39

243.21 Routes of More than 8 Hours

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.

243.316 Office Time Column

- 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 mail pieces 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.

Additional Method to Transfer Office Time

- Where jointly agreed to by the route 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.

For example a route has 400 possible deliveries, 48 minutes of FOT and an evaluated office time of 95 minutes.

Adjusted FOT (FOT - 5) $48 - 5 = 43$ minutes
 Office time - Adjusted FOT $95 - 43 = 52$ minutes
 Office time Factor $52 / 400 = 0.13$ minutes per delivery

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 revisit of the adjustments as a means of addressing certain disputes over the use of routers.

At the option of the branch president, all full-time city delivery duty assignments in a zone(s) within a facility where all routes are optimized using Carrier Optimal Routing (COR), will be opened for expedited bidding by seniority. If multiple zones within a facility are optimized, the branch president may choose to limit bidding to the city letter carriers holding full-time city delivery duty assignments in each impacted zone or open bidding to all city letter carriers holding full-time city delivery duty assignments in all optimized zones within a facility.

- If the expedited bidding option is chosen by the Branch President, the Postmaster or designee and the Branch President or designee will jointly oversee the expedited bidding process in advance of the adjustment implementation.
- Carriers will remain on their original assignments until the date of implementation.

When available, COR will be jointly used by the team as a tool for route optimization and adjustment, provided the data preparation has been properly completed and is current. The district lead team will determine whether additional data preparation for the zone is needed. COR technicians (one USPS selected and one NALC selected) will be made available to complete all COR adjustments.

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

Carrier Optimal Routing (COR)

- The use of COR by the route evaluation and adjustment team must be consistent with the applicable provisions of Handbook M-39, and their application of the COR process must also comply with the parties national settlement which is reproduced below.
- The district lead team will coordinate with the USPS district office and NALC NBA office(s) to ensure COR technicians – one USPS member and one NALC member – will be made available to complete all COR adjustments. There is no policy prohibiting a district lead team member, route evaluation and adjustment team member, or local office contact from performing adjustments while serving a dual role as a COR technician. Case-by-case objections will be processed through the issue resolution process.
- The NALC is permitted to have a route evaluation and adjustment team member serve as the NALC COR technician in conjunction with, or in lieu of, the route evaluation and adjustment team member assigned to a zone when COR is used. In situations where an NALC COR technician is unavailable, the NALC route evaluation and adjustment team member can be replaced by another route evaluation and adjustment team member for the route adjustment phase when COR is used.
- COR is considered available in any zone where the COR data preparation is completed before the adjustment and where NALC and USPS COR technicians are available. If changes have occurred in a zone related to the data prep, updates to the data files for the zone will be made as appropriate.
- 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 route 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.

Some of the reports to be reviewed include, but are not limited to:

- **Existing Route Summary**
 - This report should be printed first, as it is a summary of the zone and each route in the zone as they existed before any changes are made. You will compare this to the adjusted route summary after COR optimized the zone.
- **Territory Transfer Summary Report**
 - This report shows the number of deliveries that were on the existing (old) route and the delivery time this represents, how many of these remain on the model (adjusted) route, and what percentage of the old route this represents.
- **Adjusted Route Summary**
 - This report contains the same information for the routes in a zone after a COR adjustment as the Existing Route Summary has for routes in a zone before the adjustment. The Existing and Adjusted Route Summary reports are the before and after pictures of the adjustment.
- **Allied Time**
 - This report shows the parcel and accountable times that were moved from a route and the parcel and accountable time that stayed on the route. This report lists all the routes in a zone separately. COR does not automatically transfer parcel and accountable time. The COR tech has to move this time manually at the route evaluation and adjustment team's direction. Similarly, other allied times that do not show up on this report may be adjusted at the route evaluation and adjustment team's direction. Some examples are relay time, replenish time, travel times, etc.
- **Line of Travel Report**
 - This report should be used to verify the route's line of travel. It should also be used to validate the travel to, travel from, and travel within times as discussed below.
- Travel To, Travel From, and Travel Within times must be validated, documented, and discussed during the adjustment consultation. If there is a different credit of time proposed for travel within or travel to and travel 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 route evaluation and adjustment team regarding the proposed change prior to the adjustment consultation with the carrier. It is not necessary that the validation itself be done jointly in order to satisfy the route 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 route 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 route 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.
- The evaluated office and street times selected by the route 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.).

- The route evaluation and adjustment team will be working with COR technicians who know the system. The COR technicians are 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 technicians will conduct such duties at the joint direction of the route evaluation and adjustment team.
- All decisions regarding the evaluations and adjustments of routes, including deductions and/or changes proposed by COR, or manually, are made jointly by the route evaluation and adjustment team. Any items of disagreement will be identified and documented by the route evaluation and adjustment team and immediately referred to the district lead team.
- When transferring territory in COR and non-COR sites, the route 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 or deducted and the reason.
- 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

Carriers will be provided the evaluated time for their routes as soon as practicable after the initial 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. The route evaluation and adjustment team will conduct the adjustment consultation either in person or telephonically.

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

Once the route evaluation and adjustment team has agreed on their proposed adjustments, with or without the use of COR, they must make the completed PS Form 1840 Reverse available to the letter carrier at least 1 day prior to the adjustment consultation.

Along with all the information regarding the proposed adjustments, the 1840 Reverse must include the route 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 with the carrier.

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 route 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 route evaluation and adjustment team members have signed off on the adjustments.

Route Adjustment Review Process

The district lead team will be responsible for facilitating any request for a route adjustment review from the local office contacts. The local office contacts may request an adjustment review in a zone within 90 days following the implementation of adjustments pursuant to this agreement. 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 route evaluation and adjustment team, as appropriate. Days 30-75 following the implementation of the route adjustment will be used for evaluation, analysis, and, if necessary, implementation of subsequent adjustments, unless the route evaluation and adjustment team mutually agree to use a different period. All routes in a zone will be evaluated, but territory adjustments will only be made to those routes necessary to adjust all routes as near eight hours as possible.

The local office contacts may also jointly request approval from the district lead team to make simple territorial changes as necessary only for the purposes of correcting any obvious errors with the initial adjustment. The district lead team will be forwarded all necessary data so they may update their records and ensure proper recording of any changes in the adjustment data.

- Following a request from the local office contacts, the district lead team will review the issue presented and decide whether a zone will be reevaluated. If it is determined a review is needed, days 30-75 following the implementation of the route adjustment is to be used as the evaluation period. All other aspects of the evaluation and adjustment will be conducted pursuant to the route adjustment process outlined in this agreement.
- Following an adjustment, the local office contacts may also jointly make changes to a route(s) that do not involve territory adjustments to ensure the route(s) is set up efficiently and safely. Such changes may include, but are not limited, to changes to park points, relays or lines of travel.

Section 271 of Handbook M-39 may not be used as a means to circumvent the joint route adjustment process outlined in this agreement. Evaluation data gathered from a 271 route inspection will be turned over to the district lead team who will assign a route evaluation and adjustment team to make any needed route adjustment(s).

- The district lead team will be made aware of any planned Handbook M-39, Section 271 special route inspections, whether management or carrier initiated, as far in advance as possible so the district lead team may discuss and consider whether to mutually agree to opt the affected zone into the process outlined in this agreement.
- Any data from route inspections conducted pursuant to Section 271 of Handbook M-39 will be forwarded to the appropriate district lead team for assignment to a route evaluation and adjustment team to make any route 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 joint route adjustment process outlined herein, and may be cited only for purposes of enforcing the terms of the agreement.

Either party may terminate this agreement by providing 30 days written notice to the other party. However, such termination of this agreement shall not affect completion of any ongoing route evaluations or adjustments pursuant to this memorandum or invalidate any route adjustments made as a result of the process outlined herein.

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE
UNITED STATES POSTAL SERVICE
AND THE
NATIONAL ASSOCIATION OF LETTER CARRIERS, AFL-CIO**

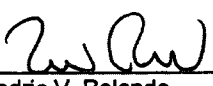
Re: Alternative Evaluation and Adjustment Processes

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, 2015 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 9/23/14

- 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.