

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

**Re: Addendum to New Employee Experience and Retention Program and New Employee Mentoring Program Memorandums of Understanding**

Recognizing positive pilot results, the parties agree to continue and expand the New Employee Experience and Retention and New Employee Mentoring Programs with the following amended conditions:

Incorporating feedback and learnings from the pilot locations, the national parties jointly agree to amend the program. The amended conditions contained in this agreement will be implemented on a date jointly selected by the national parties. All other requirements and conditions of the original Memorandums of Understanding (MOUs) Re: New Employee Experience and Retention Program and New Employee Mentoring Program not modified by this document will remain in effect.

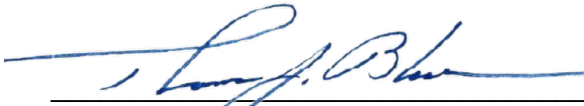
From the date jointly selected by the parties, the following amended policies will be in effect:

- Workhours will be limited for newly hired letter carriers upon completion of the Carrier Academy at the pilot sites as follows:
  - Weeks 1 through 4 - CCAs and PTFs will be limited to a maximum of 8 workhours per day and 40 workhours per week. It is the parties' expectation that on-the-job training (OJT) will be limited to 8 hours daily with the new employee, and management is expected to plan to provide auxiliary assistance for the relevant on-the-job instructor (OJI) on each day of new employee OJT training, in accordance with the Standard Training Program for City Letter Carriers.
  - Weeks 5 through 8 - CCAs and PTFs will be limited to a maximum of 10 workhours per day and 56 workhours per week.
  - Week 9 and through the duration of this pilot - all CCAs and PTFs at the pilot sites will be limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.32), and 60 workhours per week.
- During weeks 1 through 8 following completion of the Carrier Academy, newly hired letter carriers at the pilot sites will be restricted to working only in their employing office or station.
- In the pilot locations agreed upon by the national parties, the New Employee Experience and Retention Program will operate concurrently with the New Employee Mentoring Program.
- In pilot locations where it is deemed necessary by the national parties, Joint Retention Teams (JRTs), comprised of one NALC (with the NALC member compensated on a no loss, no gain basis) and one USPS member, will be implemented. The respective NALC

National Business Agent will select the NALC team member and the District Manager will select the USPS team member. At the direction of the NALC National Business Agent and USPS District Manager, the JRT will oversee the program and report any issues or findings to the respective National Business Agent and District Manager.

With the mutual goal of improving employee retention, enhancing workplace communication, and labor/management cooperation, it is the expectation of the parties that NALC and USPS will work jointly to administer the program at all levels.

Any disputes regarding the application of this MOU will be addressed by an alternate dispute resolution process established at the USPS Area Director, Field Labor Relations/NALC Regional level. Disputes unable to be resolved at that level will be forwarded to the USPS Vice President, Labor Relations and the NALC President, or their designees, for resolution.



Thomas J. Blum  
Vice President, Labor Relations (A)  
United States Postal Service



Brian L. Renfro  
Executive Vice President  
National Association of Letter Carriers,  
AFL-CIO

Date: 6/30/2022

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**Re: New Employee Experience and Retention Program**

Pursuant to the Memorandum of Understanding Re: *City Delivery and Workplace Improvement Task Force*, the parties agree to conduct a pilot program related to the onboarding and retention of new employees. The purpose of this pilot is to increase new hire retention, enhance the employee experience, and improve customer service.

The pilot program will involve all City Carrier Assistants (CCAs) and Part-time Flexible city letter carriers (PTFs) in the Warren Post Office (Warren, Michigan) and the West Milwaukee Station (Milwaukee, Wisconsin). During this pilot, new and modified practices as detailed below will be implemented and observed.

Prior to leaving the Carrier Academy and reporting to the employing office, all newly hired letter carriers at the pilot sites will receive:

- Contact information for the applicable employing office, including the direct phone number/email address of the employee's immediate supervisor, the office phone number, address of the delivery unit, building access information, and the employee's reporting date and time.
- A defined work schedule for the employee's first week in the delivery unit. This schedule will include reporting start and end times, daily hours of work, and scheduled days off. It will also identify days specified for on-the-job (OJI) training. No newly hired letter carrier will have his/her first day in the office on a Saturday or Sunday.
- An Employee Identification Number (EIN) and instructions for completing time reporting records.

On the first day in the employing office following completion of the Carrier Academy, all newly hired letter carriers at the pilot sites will receive:

- New USPS-branded reflective vest, mail satchel and hat. These employees will also receive dog spray and all other items regularly supplied to new employees.
- Introduction to and familiarization with the employing office, including a facility tour, introduction to union steward/officials, management staff, and other key personnel, and locations of communication/bulletin boards.

During this pilot program, the following policies will be in effect:

- All CCAs and PTFs at the pilot sites will receive at least one day off each workweek.
- Workhours will be limited for newly hired letter carriers at the pilot sites as follows:
  - Weeks 1 and 2 – CCAs and PTFs will be limited to a maximum of 8 workhours per day and 40 workhours per week. It is the parties' expectation that OJI training will be limited to 8 hours daily with the new employee, and management is expected to plan to provide auxiliary assistance for the relevant OJI instructor on

each day of new employee on-the-job training in accordance with the Standard Training Program for City Letter Carriers.

- Weeks 3-6 – CCAs and PTFs will be limited to a maximum of 10 workhours per day and 56 workhours per week.
- Effective week 7 of employment through the duration of this pilot, all CCAs and PTFs at the pilot sites will be limited to a maximum of 11.5 workhours per day (consistent with Employee and Labor Relations Manual, Section 432.32), and 60 workhours per week.
- During weeks 1-4 following completion of the Carrier Academy, newly hired letter carriers at the pilot sites will be restricted to working only in their employing office.
- All newly hired letter carriers at the pilot sites will receive training on Sunday/Dynamic Delivery procedures with an experienced employee prior to performing Sunday delivery services on their own.
- Progress reviews will be conducted at 30, 60, and 80-day intervals in accordance with current guidelines. During these progress reviews, local management will identify opportunities for improvement, provide constructive feedback, and consider additional OJI/hands-on training, as necessary. Copies of these reviews will be provided to the local union.
- To the extent possible, newly hired letter carriers at the pilot sites will be provided consistent route assignments to help promote confidence, route knowledge, quality of service, and familiarity with the employing office. It is the parties' expectation that newly hired letter carriers will be given the same assignment as was worked the previous day, to the extent possible. In circumstances in which a letter carrier is assigned to work on a route with which he/she is not familiar, the reasonable amount of time necessary to become familiar with the route will be considered when evaluating the carrier's performance.

Additionally, during this pilot, all CCAs and PTFs at the pilot sites will receive a defined work schedule, identifying anticipated non-scheduled days, start times and end times, and route assignments. This schedule will be posted by the close of business on the Tuesday of the preceding week. Employees will also have access to updated route books and maps. Prior to delivering a new route assignment, employees will be provided reasonable time to review the route book and, if desired, converse with another carrier familiar with the assignment.


The local parties referenced herein will be the installation head or designee and the branch president or designee. For the duration of this pilot, the local parties are responsible for ensuring all new letter carriers in the pilot sites are provided a Shadow Day as defined in the Standard Training Program for City Carriers, prior to attending the Carrier Academy. Additionally, the local parties are responsible for coordinating training, OJI activities, and the introduction to the employing office. Additionally, the local parties will ensure all training is completed in accordance with the Standard Training Program for City Carriers.

The success of this pilot will be measured through employee surveys, retention rates of new employees, employee availability, employee productivity, customer satisfaction, feedback from union and management representatives, and other metrics deemed relevant by the national parties.

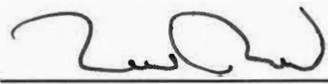
Any disputes regarding the application of this MOU will be addressed by an alternate dispute resolution process established at the USPS Director, Labor Relations/NALC Regional level.

Disputes unable to be resolved at that level will be forwarded to the USPS Vice President, Labor Relations and the NALC President, or their designees, for resolution.

The pilot will begin the week of May 15, 2021, and will continue until a sufficient number of new city carriers are included for statistical validity, or for a minimum of 50 weeks. However, either party may terminate this agreement by providing 30 days written notice to the other party. This agreement is without prejudice to the position of either party in this or any other matter. The national parties may mutually agree to expand this pilot to additional locations in the future.

  
Katherine S. Attridge  
Vice President, Labor Relations  
United States Postal Service

Date: 4/15/21

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

Date: 4-15-21