

**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. Renfroe
Executive Vice President
National Association of Letter Carriers,
AFL-CIO

Date: 6/30/2022

Date: 6/30/2022

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

Re: New Employee Mentoring Program

Pursuant to the Memorandum of Understanding Re: *City Delivery and Workplace Improvement Task Force*, the parties agree to pilot a mentoring program ("New Employee Mentoring Program") for newly hired city letter carriers in the pilot sites listed on page three of this document. The purpose of this pilot program is to provide newly hired city letter carriers the opportunity to have mentoring relationships with experienced city carriers through which feedback, coaching, and positive reinforcement can be shared.

Research concerning mentoring programs has shown that mentoring relationships increase retention rates and help employees adapt to new workplaces. Employees who have workplace mentors have been found to be more likely to experience greater job satisfaction, and mentoring relationships can help eliminate obstacles, difficulties, and stumbling blocks new employees may encounter. Additionally, effective mentoring programs provide opportunities for new employees to freely ask questions, gain information necessary to effectively perform their jobs and help build effective and diverse organizations.

No later than 14 calendar days after the signing of this agreement, letter carriers working in the pilot sites will be provided information concerning this program. Employees interested in serving as mentors may submit their names to the postmaster or branch president, or their designees, for consideration. Mentors will be jointly selected by the applicable NALC National Business Agent and USPS District Manager, or their designees, based on the following criteria:

- Sufficient understanding of USPS policies, rules, and regulations
- Ability to convey a positive image and attitude
- Demonstrated good communication skills, safe working practices, and regular attendance
- Commitment to a four-month mentoring relationship, during which time the mentor will make himself/herself available for telephonic and/or in-person discussions during regularly scheduled workhours
- Willingness to meet, both independently and with mentee participation, with management concerning the work performance of mentee
- Ability and willingness to successfully complete a mentor training program jointly developed by the national parties

Once a reasonable amount of time has been provided for employees to volunteer as mentors, the local parties will begin to facilitate mentor-mentee relationships. Pairings will be jointly selected by the local parties.

Mentoring relationships established by this pilot program will include the following:

- All newly hired city letter carriers in the pilot sites will be informed of this program as soon as practicable upon their start in the delivery unit. When practicable, the mentor will participate in the mentee's tour of the delivery unit, introducing the new employee to colleagues and providing him/her with an overview of the workroom floor.
- The mentor and mentee should meet regularly, as needed, to discuss the mentee's experiences and to address any work-related concerns or issues he/she may be experiencing. Such requests should not be unreasonably denied.
- The mentor should provide encouragement and advice to the new employee regarding his/her performance and ability to adapt to the requirements of being a city letter carrier.
- During the first 120 calendar days of a mentee's employment as a city letter carrier, whenever possible, any discussions related to the performance of a mentee (positive or negative), including

30, 60, and 80-day evaluations as described by Handbook EL-312, *Employment and Placement*, Section 584, *Employee Evaluation*, should have the mentor present.

- When practicable, prior to any voluntary or involuntary separation of a mentee participant in the pilot program, the mentor, mentee, and appropriate management representative should meet to discuss the reasons for the potential separation and whether there are possible alternatives or resolutions to address the underlying issues.

Mentor and mentee participation in this program will be voluntary. While the parties have a joint expectation that mentoring relationships will last for a period of four calendar months, the mentorship may be terminated by either the mentor or mentee at any time. In these circumstances, when practicable, efforts will be made to jointly assign a new mentor to the newly hired employee.

The success of the New Employee Mentoring Program will be measured through participation in the program, retention rates, employee engagement, employee performance, feedback from union and management representatives, and other metrics deemed relevant by the national parties.

Any disputes regarding application of this MOU will be addressed by an alternate dispute resolution process established at the regional USPS/NALC 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.

This pilot program will begin as soon as administratively practicable after the signing of this agreement and will continue for a minimum of one calendar year. 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 program to additional locations in the future.



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



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

Date 8/23/21

Date 8/23/2021

Area	District	Post Office
WestPac	CA 4	COSTA MESA PO
WestPac	CA 4	DANA POINT PO
WestPac	CA 4	EL TORO PO
WestPac	CA 4	HUNTINGTON BEACH PO
WestPac	CA 4	IRVINE PO
WestPac	CA 4	LAGUNA BEACH PO
WestPac	CA 4	NEWPORT BEACH PO
WestPac	CA 4	SAN CLEMENTE PO
WestPac	CA 4	SAN JUAN CAPISTRANO PO
WestPac	CA 4	TRABUCO CANYON PO
WestPac	CA 4	WESTMINSTER PO
Atlantic	DE-PA2	BLUE BELL PO
Atlantic	DE-PA2	CHALFONT PO
Atlantic	DE-PA2	COLLEGEVILLE PO
Atlantic	DE-PA2	CONSHOHOCKEN PO
Atlantic	DE-PA2	DOYLESTOWN PO
Atlantic	DE-PA2	HARLEYSVILLE PO
Atlantic	DE-PA2	HATFIELD PO
Atlantic	DE-PA2	LANSDALE PO
Atlantic	DE-PA2	NEW HOPE PO
Atlantic	DE-PA2	NEWTOWN PO
Atlantic	DE-PA2	NORRISTOWN PO
Atlantic	DE-PA2	NORTH WALES PO
Atlantic	DE-PA2	PERKASIE PO
Atlantic	DE-PA2	PHOENIXVILLE PO
Atlantic	DE-PA2	POTTSTOWN PO
Atlantic	DE-PA2	QUAKERTOWN PO
Atlantic	DE-PA2	ROYERSFORD PO
Atlantic	DE-PA2	SELLERSVILLE PO
Atlantic	DE-PA2	SOUTHAMPTON PO
Atlantic	DE-PA2	SPRING CITY PO
Atlantic	DE-PA2	TELFORD PO
Atlantic	DE-PA2	WARMINSTER PO
Atlantic	DE-PA2	WARRINGTON PO
Southern	AR-OK	OKLAHOMA CITY PO
Central	IA-NE-SD	DES MOINES PO
Central	OHIO 2	CINCINNATI PO
Southern	TEXAS 1	DALLAS PO