

National Association of Letter Carriers

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Memorandum

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From the Desk of **JOHN J. CASCIANO**
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To: Branch Presidents
Subject: Connecticut Valley

City Carrier Assistant Retention Agreement

Attached please find a copy of a letter mutually signed by the CT Valley District manager and myself, for distribution to the field.

It is self-explanatory.

I wish to express my appreciation to Branch 20 President Paul Daniels and Branch 86 President Michael Willadsen for their assistance and input.



City Carrier Assistant - Retention

The U. S. Postal Service and the National Association of Letter Carriers are committed to assisting new employees to provide them with the resources that can be of significant value in identifying, nurturing, and retaining good career employees. Maintaining a well-trained and motivated workforce is a key part of the success of our organization, and in enhancing our performance-based culture.

The Probationary Period is a critical period in the retention process. Monitor the employee's progress and establish rapport. Although career job requirements pose a challenge for some, in most cases the probationary period is the turning point at which the employee either adapts to or leaves the Postal Service. It is during this period that the employee is given the opportunity to perform the job and show that he or she can meet the challenge. The immediate supervisor is responsible for providing training, evaluating the employee's performance, and focusing on appropriate additional training. A PS Form 1750 should be utilized for this purpose. Review the *Employee and Labor Relations Manual (ELM)* 370-379, sections that cover setting performance goals and procedures for probationary period evaluations. Outline performance expectations during discussions at each phase of the probationary period.

It is important to note, that CCAs do not receive casing experience at the carrier academy. Once CCAs finish training at the academy, effectively integrating the new employee into the workplace requires further communication and education including, but not limited to, vehicle familiarization, safety and casing duties. New rules and regulations, a different work environment, and postal terminology can all be possible areas of confusion. Pair the new employee with an OJI for three (3) days. This should be a trusted and experienced employee.

Postmasters, Managers and Supervisors should partner with On-The-Job Instructors and Union Stewards. Craft personnel are an important and often overlooked resource in a viable retention program. Supervisors should keep close contact with the experienced senior craft employees who are acting in the capacity of an OJI, for they can provide useful information in the retention effort.

Have regular informal feedback with the employee. Develop specific plans to enhance performance levels and/or correct deficiencies. Supervisors must keep an open line of communication with the OJI and union steward as well as the new employee.

Meet with the new employee during convenient periods when full attention can be given to them to discuss any concerns. Share with the employee any noted deficiencies and discuss good or bad performance. Develop a plan to enhance performance. Make clear to all employees that they are responsible for their actions, work habits, and general conduct.

At each phase of the probationary period, ensure that proper documentation is prepared and appropriate action is taken. The Postal Service invests valuable time and resources in its new employees. It is the supervisor's responsibility to maintain an active and ongoing involvement in the employee's development.

Employees need to feel that someone listens to them, and that their input counts. Supervisors should emphasize to employees that the job they do is important to the success of the organization. Let employees know that you care about them, and do listen to them.

Supervisors should consult Labor Relations on performance-related issues before making a final determination whether or not to retain an employee. Labor Relations can give guidance on a variety of issues, such as attendance, and other job-related issues.

The USPS has a vested interest in the training, development and retention of all employees, especially during their probationary period. Retaining career employees is not the responsibility of the management alone. The cooperation of craft, management, and other functional areas is essential in identifying ways to overcome and alleviate the problems interfering with the retention of employees. Efforts to retain employees should begin the first day a new hire reports to work.

Treat all employees with dignity and respect. Listen to them.

"The undersigned agree that this document does not alter, change or amend any provision(s) of the collective bargaining agreement, and is non-citable in the grievance-arbitration process, or any other venue."



David Mastroianni Jr.
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