



New Employee Experience Retention and Mentoring Program



NALC

73rd Biennial Convention



Code of Conduct

NALC is committed to providing an environment free from discrimination and harassment, regardless of an individual's race, ethnicity, religion, color, sex, age, national origin, sexual orientation, disability, gender identity or expression, ancestry, pregnancy, or any other characteristic prohibited by law. We ask you to embrace our values of equity and equality, and conduct yourself accordingly.

This meeting has a designated individual as the first point of contact for anyone who feels they have experienced discriminatory, harassing or otherwise unacceptable behavior. We urge you to contact them if you have any concerns.

Designee: Ken Raker, available in the Headquarters Office 160B/C



Who are we?

- **Tim McKay**
 - Special Executive Assistant to the President
- **Michelle McQuality**
 - Special Assistant to the President
- **Tamara Twinn**
 - Assistant to the President for Administrative Affairs

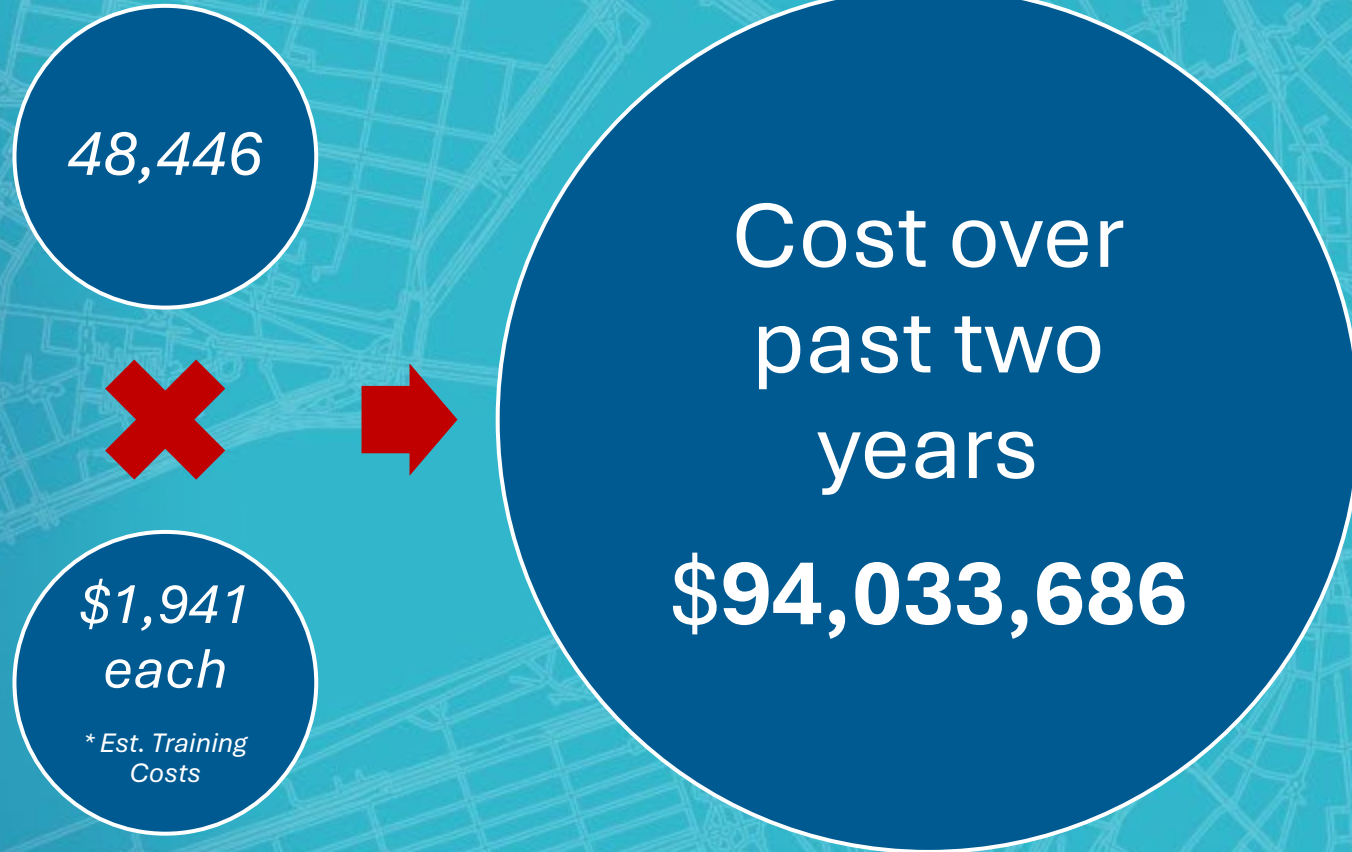


- Background – how we began
- Pilot Programs
 - New Employee Experience & Retention Program (NEERP)
 - New Employee Mentoring Program (NEMP)
- Expansion of Both Programs
- Addendum
- Resources
- Results
- Next Steps

The logo features the words "WHAT'S" and "HAPPENING" stacked vertically. "WHAT'S" is written in white, bold, sans-serif capital letters, with each letter contained within a colored rectangular block: 'W' in dark blue, 'H' in green, 'A' in orange, 'T' in dark blue, and 'S' in green. "HAPPENING" is written in blue, bold, sans-serif capital letters below it.

WHAT'S
HAPPENING





In FY22, 26,966 CCAs left the Postal Service

In FY23, 21,480 CCAs left the Postal Service

This rate of loss for new hires is unsustainable!

Would staffing be better if 48K new employees had been treated differently?



Partnership for Improvement

Collaboration

- USPS – NALC task force subcommittee
- Conducted CCA focus groups
 - Co-created two pilots
 - New Employee Experience and Retention Program
 - New Employee Mentoring Program
- Tremendous pilot success
 - New employee retention in 30, 60, 90-day intervals through the first 50-weeks of employment
 - Analyzed feedback from employees in pilot locations





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New Employee Experience and Retention Program

The MOU

New Employee Experience and Retention Program

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

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 the 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 (OJT) 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 OJT 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 OJT instructor on

-the job training in accordance with the Standard for Carriers, will be limited to a maximum of 10 workhours per week.

During the duration of this pilot, all CCAs and PTFs at each of the pilot sites will receive a total of 11.5 workhours per day (consistent with Section 432.32), and 50 workhours per week in the Carrier Academy, newly hired letter carriers will be limited to working only in their employing office during the training period. Newly hired letter carriers will receive training on Sunday/Dynamic delivery prior to performing Sunday delivery.

At 30, 60, and 80-day intervals in accordance with the pilot program, local management will identify areas for improvement, provide constructive feedback, and consider additional pilot sites. Copies of these reviews will be provided to the union.

Newly hired letter carriers at the pilot sites will be provided with information to promote confidence, route knowledge, quality of work, and safety. It is the parties' expectation that newly hired letter carriers will be provided with the same assignment as was worked the previous day, and that the reasonable amount of time necessary to complete the assignment will be considered when evaluating the carrier's performance.

Letter carriers at the pilot sites will receive a defined work schedule, including start and end times, and route assignments. The local parties are responsible for providing the carrier with updated route books and maps. Prior to the start of the assignment, the carrier will be provided reasonable time to review the assignment and become familiar with the assignment.

At the installation head or designee and the branch head, the local parties are responsible for providing the carrier with a Shadow Day as defined in the Standard for Carriers Academy. Additionally, the local parties will ensure all training is completed in accordance with the Standard for Carriers Academy.

Through employee surveys, retention rates of new hires, productivity, customer satisfaction, feedback from management, and other metrics deemed relevant by the national

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

This pilot program will begin on or around the date of May 15, 2021, and will continue until a sufficient number of new hires have been observed to ensure statistical validity, or for a minimum of 50 weeks. However, either party may terminate the pilot by providing 30 days written notice to the other party. This notice shall be in writing and shall specify the date of termination. The parties agree to expand this pilot to additional locations in the future.





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

Date: 4-15-21

- Anticipated work schedule
- Weekly posting of the schedule
- Consistent route assignments
- Consistent work locations
- Sunday training
- 30, 60, 80-day progress reviews (copies to the union)

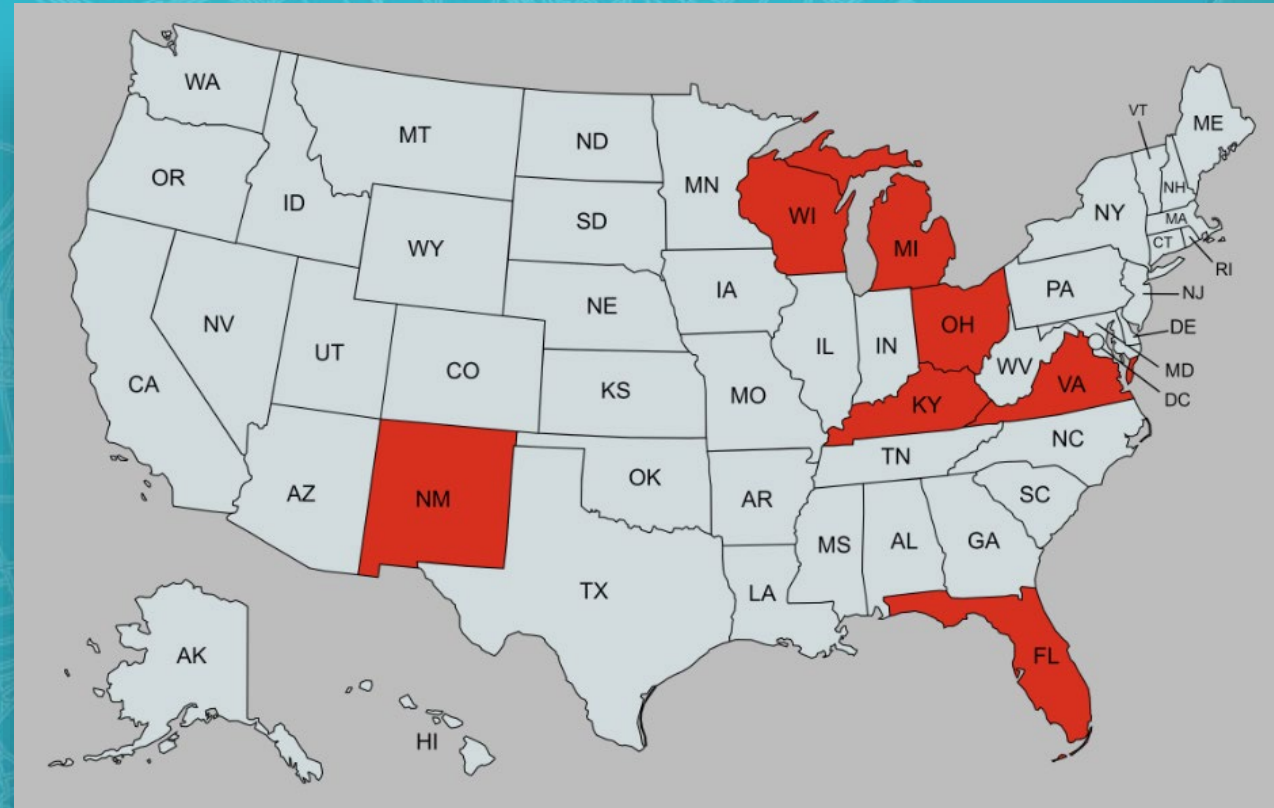
Any disputes regarding the application of this MOU will be addressed by an alternate dispute resolution process established at the USPS Director, Labor Relations/NALC Regional level.



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New Employee Experience and Retention Program

City	State
WARREN	MI
DETROIT	MI
MILWAUKEE	WI
CINCINNATI	OH
LOUISVILLE	KY
VIRGINIA BEACH	VA
ALBUQUERQUE	NM
MIAMI	FL



Phases 1-4
Pilot States

At this point, the New Employee Experience and Retention Program was being piloted in 123 offices





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New Employee Experience and Retention Program

Scheduling

Scheduling Requirements

Why do we need scheduling requirements?

- Allow new hires to acclimate to the job
- Allow new employees to rest, recover, and have a personal life
- Foresight to allow for planning personal activities

What are the pluses?

- Reduced call-ins
- Increased safety awareness, reduces fatigue
- Increased retention / stable workforce
- Improved communication
- New employees become more proficient carriers



Scheduling Requirements

- Work hour limitations
 - Weeks 1 – 4
 - 8 hours a day, 40 hours per week
 - Weeks 5 – 8
 - 10 hours a day, 56 hours per week
 - Week 9 and beyond
 - 11½ hours a day, 60 hours per week
- Stay in assigned delivery unit for weeks 1 – 8



Scheduling Requirements

	One SDO per week	Restricted to working only in employing office	Limited to 8 hours per day and 40 per week	Limited to 10 hours per day and 56 per week	Limited to 11.5 hours per day and 60 per week
New CCA or PTF weeks 1 – 4	✓	✓	✓	✗	✗
New CCA or PTF weeks 5 – 8	✓	✓	✗	✓	✗
New CCA or PTF week 9 & beyond	✓	✗	✗	✗	✓
All other CCA or PTF employees in the facility	✓	✗	✗	✗	✓

✓ indicates the condition applies to the tenure group, ✗ indicates the condition does not apply.



Schedule Elements

- Posted weekly by Wednesday
- Communicate expected hours, expected assignments, expected start and end times
- Allows carrier to know days off and hours in advance
- Allows carrier to plan for work/life balance

CCA	BIENER (wk 15)	6221 7:30 10	X	6221 7:30 10	6221 7:30 10	6221 7:30 10	6221 7:30 10	6221 7:30 10	60.0	Hold down 6221, plus 2
	JUNITA (wk 3)	9:00(46) 9:00 8	Amazon 10:00 8	9:30(45) 9:00 8	X	9:30 9:00 8	9:30 9:00 8	9:30 9:00 8	48.0	
	LOZANO (wk 8)	6203 8:30 9	Amazon 9:00 6.5	6137 8:00 10	9:30 9:00 11	X	9:30 9:00 11.5	6211 8:15 11.5	59.5	
	OHANIAN (wk 12)	6237 8:15 9	Amazon 9:00 8	6230 8:15 10	X	6203 8:00 10	6236 8:15 11.5	6232 8:15 11.5	60.0	
	PRECIADO (wk 4)	6227 8:00 8	Amazon 9:00 8	6224 8:15 8	6203 8:00 8	X	6233 8:00 8	6203 8:00 8	48.0	
	WILLER (wk 2)	6215 8:00 8	X	6214 8:15 8	X	6214 8:15 8	6214 8:15 8	6214 8:15 8	40.0	



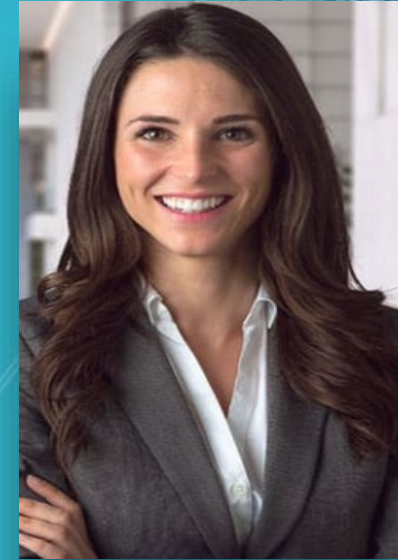
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New Employee Experience and Retention Program

First Impression and Necessary Supplies

Great First Impression

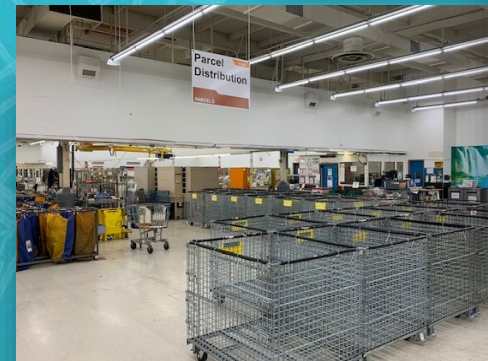
- Introduce
 - Supervisors
 - Shop Steward, OJI, Mentor(s), Safety Captain
 - New employee to coworkers (Stand-Up)



Joint Facility Tour

Introduction to Facility

- Show the new employee around the unit – include the distribution area, hot case, accountable cage, window, PO Box, supervisor desk, dispatch area
- Explain the emergency action plan
- Show employee
 - Where the schedule is posted
 - Keys
 - Scanners (time clock if applicable)
 - Store personal items (assign locker)
 - Safety board
 - Break room and bathrooms
 - Hot case
 - Mail staging areas
 - Etc.



Necessary Supplies

- New USPS hat
- New USPS-branded reflective vest
- New complete mail satchel including
 - Buckle
 - Strap
 - Shoulder Pad
- Dog spray
- All other normal supplies
- Contact phone numbers – office hotline, postmaster, supervisor, and union



Welcome to Unit

APPENDIX E – LOCAL CONTACT LIST (TEMPLATE)
Version 1 – For offices using the Workgroup system

Post Office Contacts

Post Office Name: **Anytown PO**
Address: **123 N. Main 99995**
Phone: **(555) 123-4567**
Alternate Phone: **(555) 123-5678**

Local Contacts

Name	Notes	Phone #	e-mail
John Doe	Postmaster	(555) 123-9876 (w) (555) 123-1000 (c)	J.Doe@USPS.gov
	NALC Steward		
	AM Supervisor		
	PM Supervisor		

Special instructions (Building Access, Parking, etc.)

These contacts are for duty hours only.

To find out about facility change call (888) 363-7462	To contact the Employee Assistance Program call (800) EAP-4YOU	To report an unscheduled absence call (877) 477-3273
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Preparation is Essential
BLUEPRINT FOR SUCCESS



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New Employee Mentoring Program

The MOU

Research has shown mentoring programs...

- Increase retention rates
- Help employees adapt to new workplaces
- Create greater job satisfaction
- Help eliminate obstacles, difficulties, and stumbling blocks new employees may encounter
- Provide opportunities to freely ask questions and gain information necessary to effectively perform their jobs
- Help build effective and diverse organizations



New Employee Mentoring Program

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

Re: New Employee Mentoring Program Pilot

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

tributed by Handbook EL-312, *Employment and Placement*, shall have the mentor present. In the event of voluntary or involuntary separation of a mentee participant in the program, the appropriate management representative should meet with the mentee and the mentor to discuss the separation and whether there are possible alternatives or issues.

The program will be voluntary. While the parties have a joint interest in the program, the mentorship may terminate at any time. In these circumstances, when practicable, the mentor should provide information to the newly hired employee.

The program will be measured through participation in the program, employee performance, feedback from union and management, and other factors deemed relevant by the national parties.

Disputes will be addressed by an alternate dispute resolution process at the C level. Disputes unable to be resolved at that level will be referred to the NALC President, or their designees, for resolution.

The program shall be terminable at any time, at the discretion of either party, after the signing of this agreement. However, either party may terminate this agreement without prejudice to the other party. This agreement is without prejudice to any other agreement in effect. The national parties may mutually agree to expand the program in the future.



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

Date 8/23/2021

Program requirements

- Mentors
 - Jointly selected
- Understanding of USPS policies, rules, regulations
- Positive image and attitude
- 4-month mentoring relationship
- Training program



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New Employee Mentoring Program

Mentors and mentees

- Welcome tour of the facility and introductions
- Meet regularly to discuss and address concerns
- Provide encouragement and advice
- Performance-related discussions and evaluations shared with mentor
- Identify potential training needs

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Handbook EL-312, *Employment and Placement*, the mentor present. Voluntary separation of a mentee participant in the pilot management representative should meet to and whether there are possible alternatives or

voluntary. While the parties have a joint period of four calendar months, the mentorship may end. In these circumstances, when practicable, a newly hired employee.

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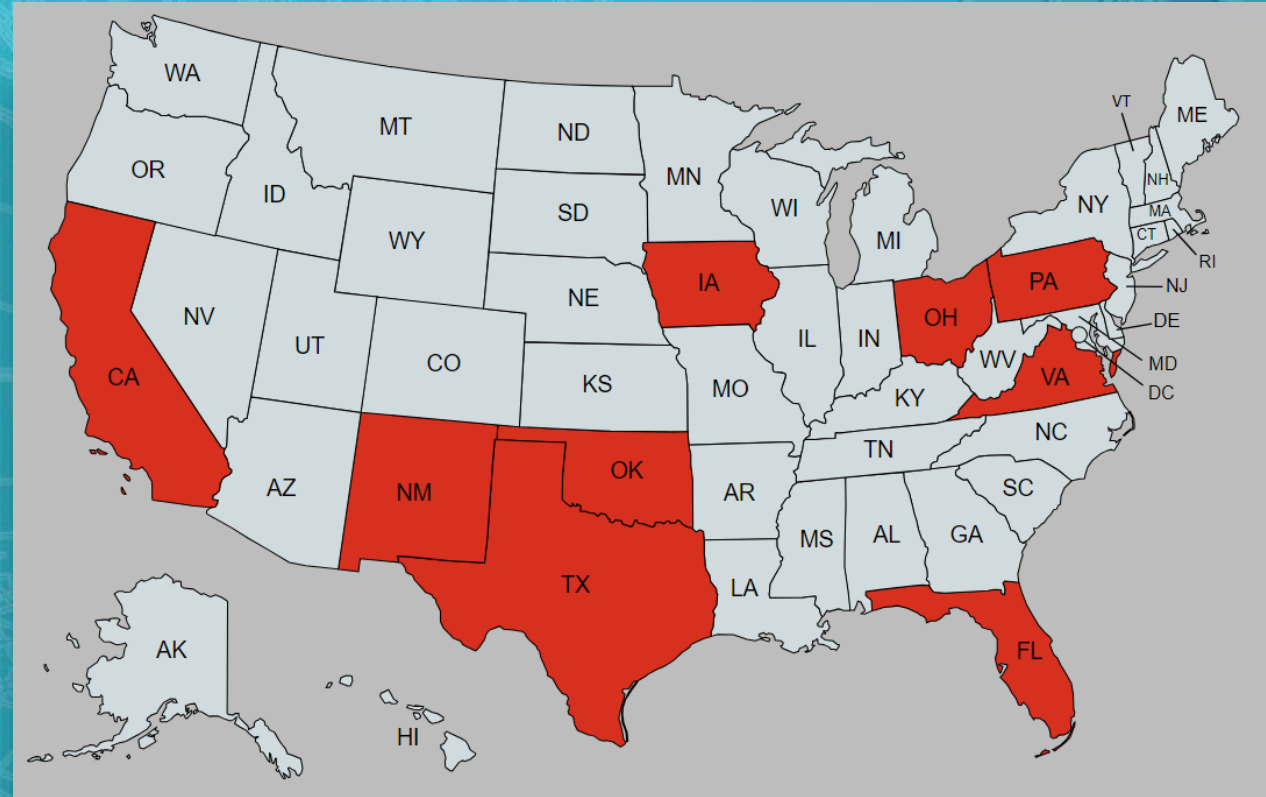
Brian L. Renfro
Executive Vice President
National Association of Letter
Carriers, AFL-CIO

Date 8/23/2021



New Employee Mentoring Program (NEMP)

City	State	City	State
COSTA MESA	CA	BLUE BELL	PA
DANA POINT	CA	CHALFONT	PA
EL TORO	CA	COLLEGEVILLE	PA
HUNTINGTON BEACH	CA	CONSHOHOCKEN	PA
IRVINE	CA	DOYLESTOWN	PA
LAGUNA BEACH	CA	HARLEYSVILLE	PA
NEWPORT BEACH	CA	HATFIELD	PA
SAN CLEMENTE	CA	LANSDALE	PA
SAN JUAN CIPISTRANO	CA	NEW HOPE	PA
TRABUCO CANYON	CA	NEWTOWN	PA
WESTMINSTER	CA	NORRISTOWN	PA
AUSTIN	TX	NORTH WALES	PA
SAN ANTONIO	TX	PERKASIE	PA
DALLAS	TX	PHOENIXVILLE	PA
CINCINNATI	OH	POTTSTOWN	PA
DES MOINES	IA	QUAKERTOWN	PA
OKLAHOMA CITY	OK	ROYERSFORD	PA
ALBUQUERQUE	NM	SELLERSVILLE	PA
VIRGINIA BEACH	VA	SOUTHAMPTON	PA
WARMINSTER	PA	SPRING CITY	PA
WARRINGTON	PA	TELFORD	PA



**NEMP
Pilot
States**

The New Employee Mentoring Program began testing in 192 offices



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Discuss the mentee's experiences and address any work-related concerns or issues

This could look like:

- Five minutes a day in the morning during the carriers initial learning period
- A short meeting once or twice a week as the carrier begins to gain mastery of their new skills
- A three-minute phone call around handling a street issue

Regular meetings do not mean:

- *A required number of minutes each day*
- *A required number of times to meet each week*
- *A required day or time to meet*



Participate in New Letter Carrier's Growth

Mentors should:

Be informed of discussions related to the performance of a mentee (positive or negative)

Be provided 30, 60, and 80-day evaluations

Identify additional training and learning opportunities



Prior to voluntary or involuntary separation:

Let's have a conversation...

Are there underlying issues?

Are there possible alternatives or resolutions to the underlying issues?

Is there something that can be done to help this new employee?



New Employee Mentoring Program Training

What does Mentor Training include?

Self-study of Mentoring Program Guide

- Approximately 30 minutes



Virtual Program Overview with Q&A

- 1 hour Zoom meetings
- Multiple sessions
- Varied time slots to accommodate all participants





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Phase 5 Expansion

District Implementation

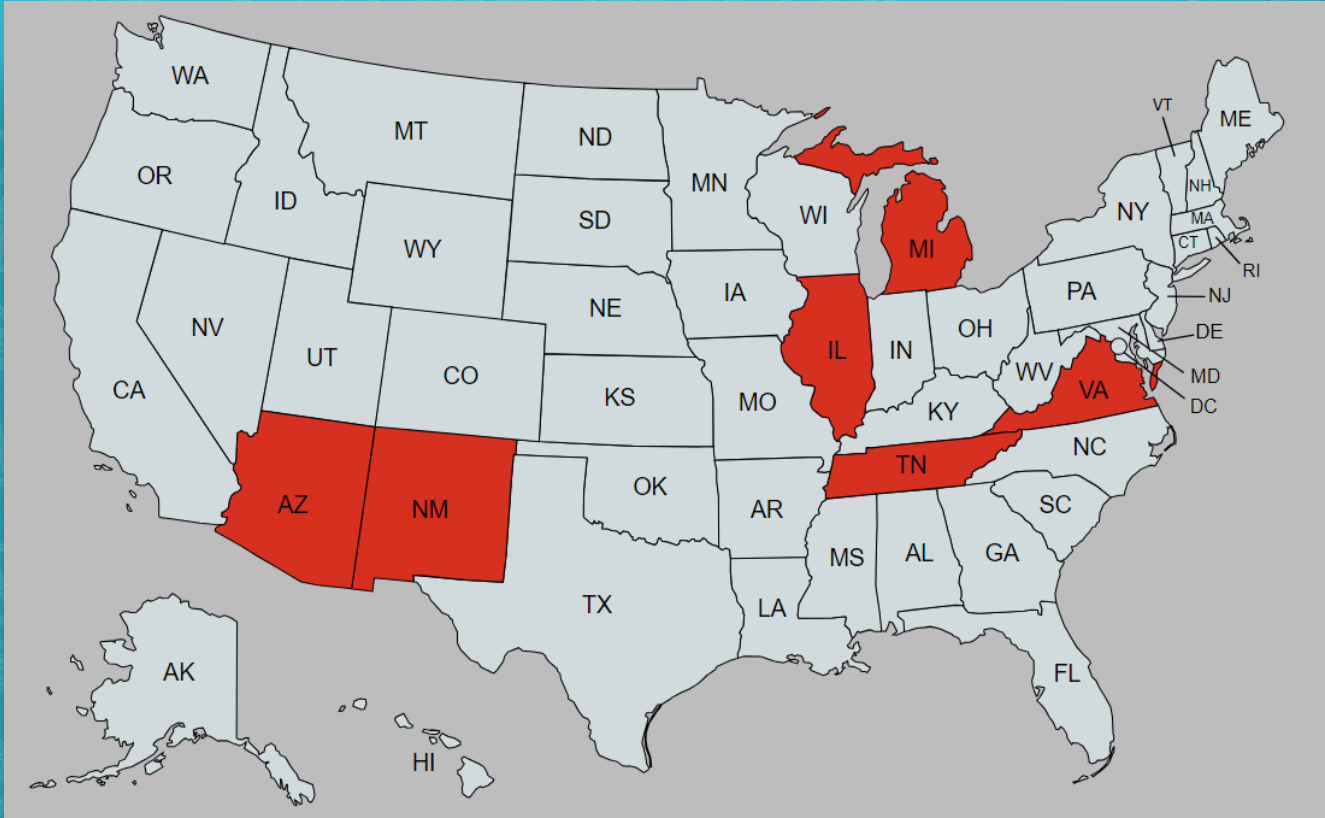
Phase 5 – District Implementation

- At least one district per USPS area
 - Michigan 1
 - Tennessee
 - Virginia
 - AZ-NM
 - Illinois 1 - Chicago
- Created MOU addendum
 - Implemented joint retention teams
 - Amended the scheduling requirements
 - Combined both programs for all current and future expansion sites



Phase 5 Expansion – Four Entire Districts – NEERP and NEMP

District
AZ-NM
Michigan 1
Tennessee
Virginia
Illinois 1 - Chicago



Phase 5
Pilot
Districts

Phase 5 added 625 offices to the testing of both programs



Phase 5 – District Implementation

Train-the-Trainer sessions...

- Michigan 1 – Troy, MI
- Tennessee – Nashville, TN
- Virginia – Richmond, VA
- AZ-NM – Phoenix, AZ
- Illinois 1 (Chicago Installation) – Chicago, IL



Phase 5 – District Implementation

Train-the-trainer sessions...

- At least one team per MPOO group (plus backups)
- 8-hour classroom setting
- Three-part session – how to:
 - Conduct the in-person training
 - Conduct the mentor training
 - Conduct the kickoff meeting
- Supply roadmap and checklist
- Educate on available resources
- Distribute guides and materials
- Provide standardized timeline for implementation

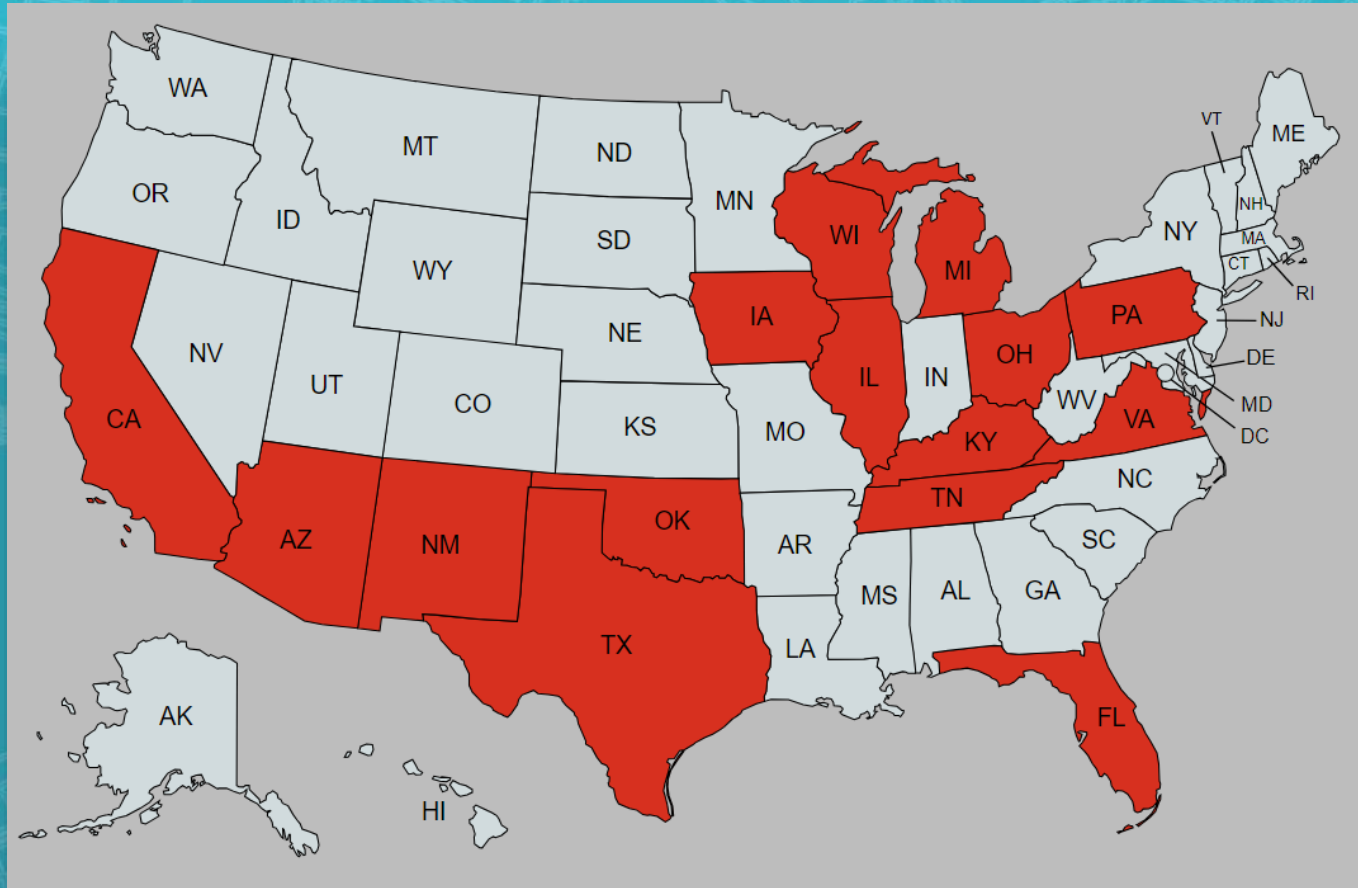


District Trainer Responsibilities...

- Conduct kick-off(s) with local leadership
- Create schedule/logistical plan for district implementation
- Coordinate with all district stakeholders (Labor, HR, etc.)
- Provide local parties necessary program materials
- Oversee local preparations
- Conduct in-person training
- Oversee mentor selection process
- Schedule/conduct mentor training
- Facilitate/assist with all aspects of program implementation
- Monitor and assist joint retention teams



NEERP and NEMP Locations



All Pilot Locations
after Phase 5
Expansion

At least one of the programs currently being piloted in 881 offices throughout the country





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Resources

New Employee Program Materials

New Employee Experience and Retention Program

US Postal Service / NALC

CCA Initial Experience Project
Revised 8/19/2021

For Internal Use Only – Not for Publication or Circulation

TS

New Employee Mentoring Program

to the New Employee Mentoring Program

ment from the USPS and NALC

or Cultural Change

Memorandum of Understanding

to be a Mentor

Mentor?

and Coaching

mentoring?

aching?

Balance between Coaching and Mentoring

ing Relationship

Mentoring Relationship

ip Skills

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ation with Management

ifficult Conversation

he intent of the MOU

the New Employee and The Facility Tour

eting Schedule

Discussion Topics

– Joint MOU

A Commitment to Diversity

ment to Diversity

New Employee Mentoring Program Guide for City Carriers

US Postal Service / NALC

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MENTORING PROGRAM

THE NEW EMPLOYEE MENTORING PROGRAM

NALC and USPS Joint New Employee Mentoring Program and mentoring as a mentor! You have been invited to join the program because you have demonstrated what it means to be a mentor and we look forward to giving you the opportunity to share with our newest city carriers.

This pilot program is to provide newly hired city letter carriers the benefit of mentoring relationships with experienced city carriers. The program provides an avenue for experienced carriers to share their passion and passion with newly hired City Carrier Assistants. Tenets of the program are outlined through a Memorandum of Understanding between the USPS and NALC.

You will find mentorship a rewarding experience and encourage you to share the benefits mentoring brings to you, your mentee, and your unit.

MENT FROM THE USPS AND NALC

The program presented in this guide has been developed through a partnership between the National Association of Letter Carriers and the US Postal Service. These materials are intended to be used for training purposes and are prepared in conformance with existing policies and do not represent the establishment of new regulations or policies.

CULTURAL CHANGE

As we experience cultural change, but how can we change the culture? We give our experienced carriers the chance to directly influence the future of the next generation. As a mentor, you can directly shape the experience of new carriers and help define the future Postal Service.

MEMORANDUM OF UNDERSTANDING

Researching mentoring programs has shown that mentoring relationships increase retention rates and help employees adapt to new workplaces. Employees who have mentors have been found to be more likely to experience 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.

Realizing the benefits of a successful mentorship program, the USPS and NALC have created a joint Memorandum of Understanding to define the scope of the mentorship program for new city letter carriers.

New Employee Mentoring Program
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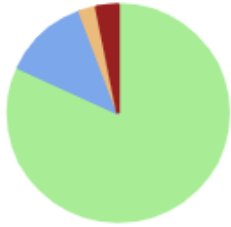


Week 35

05/21/2022 - 05/27/2022

FY 2022 WK 35 - 2022-05-21

- Excellent
- Good
- Fair
- Poor



CCA MOU Compliance		
Totals		%
Excellent	131	56.22%
Good	20	8.58%
Fair	4	1.72%
Poor	5	2.15%
No Rating	73	31.33%

CCA Count	
New CCAs	0
Learning CCAs	130
Experienced CCAs	103
Zero Workhour CCAs	73

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
CCAs Working	124	41	137	122	123	102	
Local Hours	1166.22	276.81	1286.40	1018.31	1069.63	915.58	
Borrowed Hours	0.00	0.00	0.00	0.00	0.00	0.00	
Max Workday	11.74	9.59	13.55	13.51	13.08	11.99	
Most Routes	5	1	4	6	4	6	

Employee	Compliance Rating	Hours Worked Saturday	Hours Worked Sunday	Hours Worked Monday	Hours Worked Tuesday	Hours Worked Wednesday	Hours Worked Thursday	Hours Worked Friday	Weekly Hours	Maximum Daily Hours	Days Worked
View Employee History	Good	10.10	-	11.64	12.27	-	11.98	11.66	57.65	12.27	5
View Employee History	Fair	10.16	-	12.23	12.17	12.43	-	12.07	59.06	12.43	5
View Employee History	Fair	11.32	-	12.91	12.15	10.69	10.45	11.40	68.92	12.91	6
View Employee History	Good	10.23	-	9.12	11.57	10.25	-	9.14	50.31	11.57	5
View Employee History	Excellent	11.35	-	10.93	11.31	9.74	10.90	-	54.23	11.35	5



New Employee Mentor tracking (usps.gov)

ATLANTIC RETAIL & DEL - VIRGINIA - K - VAB-ACREDALE STA

[Return to Top](#) | [Return to Area](#) | [Return to District](#) | [Return to Mpool](#)

Deactivate this office. This will deactivate every office in this lead finance number.

Local CCAs

[Show All CCAs](#)

Employee	Active in Webcoins?	Employee Status	First Home Clockring Date	Last Clock Ring Date	Mentor	Date Mentor Assigned	Facility Tour?	Survey Due	Survey Date	Survey Due	Survey Date	Survey Due	Survey Date	30-Day Evaluation Date	60-Day Evaluation Date	80-Day Evaluation Date	Complete Date (120 Days in Delivery Unit)	
	yes	EMPLOYED	10/09/2021	03/07/2022			no	11/06/2021		12/04/2021		01/01/2022						Edit
	yes	EMPLOYED	12/11/2021	03/07/2022			no	01/08/2022		02/05/2022		03/05/2022						Edit
	yes	EMPLOYED	07/17/2021	03/07/2022			no	08/14/2021		09/11/2021		10/09/2021						Edit
	yes	EMPLOYED	04/10/2021	03/07/2022			no	05/08/2021		06/05/2021		07/03/2021						Edit
	yes	EMPLOYED	01/02/2021	03/07/2022			no	01/30/2021		02/27/2021		03/27/2021						Edit
	yes	EMPLOYED	11/22/2021	03/07/2022			no	12/20/2021		01/17/2022		02/14/2022						Edit
	yes	EMPLOYED	08/14/2021	03/06/2022			no	09/11/2021		10/09/2021		11/06/2021						Edit
	yes	EMPLOYED	12/19/2021	02/27/2022			no	01/16/2022		02/13/2022		03/13/2022						Edit
	yes	EMPLOYED	06/05/2021	03/06/2022			no	07/03/2021		07/31/2021		08/28/2021						Edit
	yes	EMPLOYED	05/29/2021	03/07/2022			no	06/26/2021		07/24/2021		08/21/2021						Edit
	yes	EMPLOYED	10/02/2021	12/06/2021			no	10/30/2021		11/27/2021		12/25/2021						Edit



Welcome to the New Employee Experience and Retention Program

Site support for pilot facilities and installations



BREAKING NEWS

CRDO 100 News and Milestones

[See all](#)

+ Add ▾

Phase 5 Expansion

[CRDO100 New Employee Pilot - Home \(sharepoint.com\)](https://sharepoint.com)



NALC 73rd Biennial Convention



NALC 73rd Biennial Convention

What have we learned?

DAY 1 EXPERIENCE

The Day 1 experience is crucial to the retention of new employees. The pilot focuses on creating a positive first impression. Pilot participants were more likely to meet with management and be welcomed on their first day.

SUMMARY

- **89%** of the pilot participants met with a member of management to discuss how the first day went.
 - Compared to **51%** in the Baseline.

39%
Increase



24%
Increase

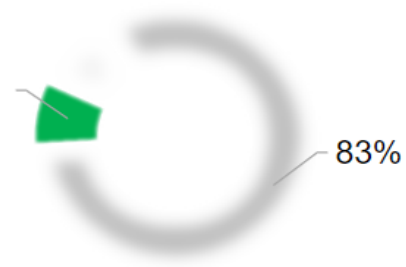


- **94%** of the pilot participants had a conversation with management to welcome them to the unit on their first day.
 - Compared to **70%** in the Baseline.

PILOT COMPARED TO BASELINE

- **91%** of pilot participants received the basic tools and equipment needed to do the job on their first day.
 - Compared to **83%** in the Baseline.

8%
Increase



EARLY WEEKS EXPERIENCE

The initial weeks of the pilot are designed to ease new CCAs into their work and foster a supportive environment.

Pilot participants were more likely to feel that their schedules were reasonable and had a more positive overall experience.

SUMMARY

- **95%** of pilot participants felt that their schedule was reasonable during their first week.

- Compared to **49%** in the Baseline.



- **84%** of pilot participants rated their overall experience during their first week positively.

- Compared to **56%** in the Baseline.

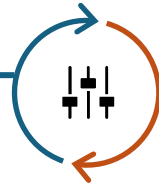
PILOT COMPARED TO BASELINE

- **88%** of pilot participants communicated with Management each day during their first week.

- Compared to **67%** in the Baseline.



These statistics are compiled from the survey responses of pilot participants.



PILOT COMPARED TO BASELINE

- **92%** of the pilot participants felt free to ask questions without fear of being judged.
 - Compared to only **54%** in the Baseline.
- **53%** of the pilot participants were satisfied with work/life balance.
 - Compared to **39%** in the Baseline.

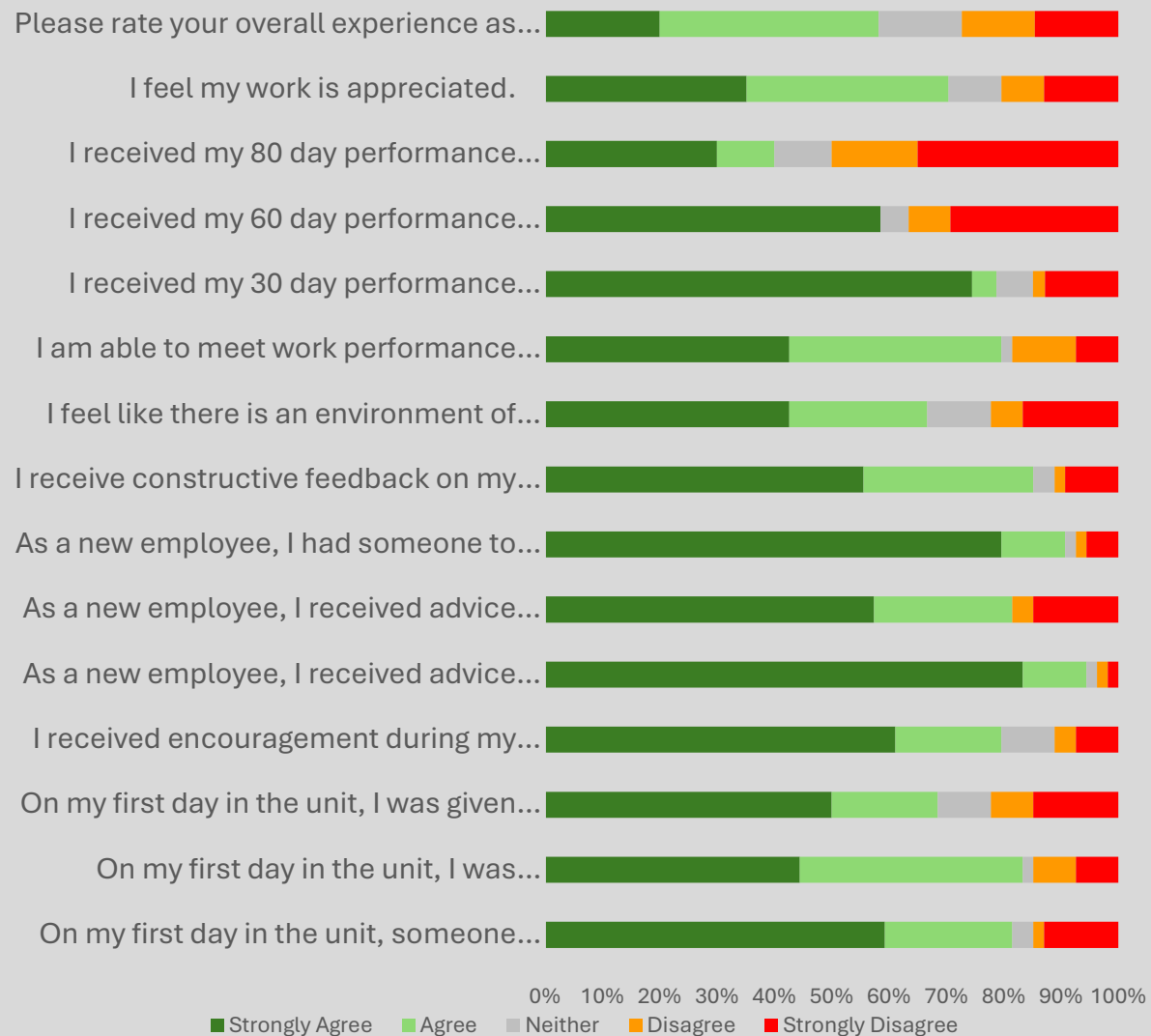
At the end of week 12, pilot participants overall rating of their experience on a scale from 1 to 5 was **4.2**.

- Compared to **3.2** in the Baseline.

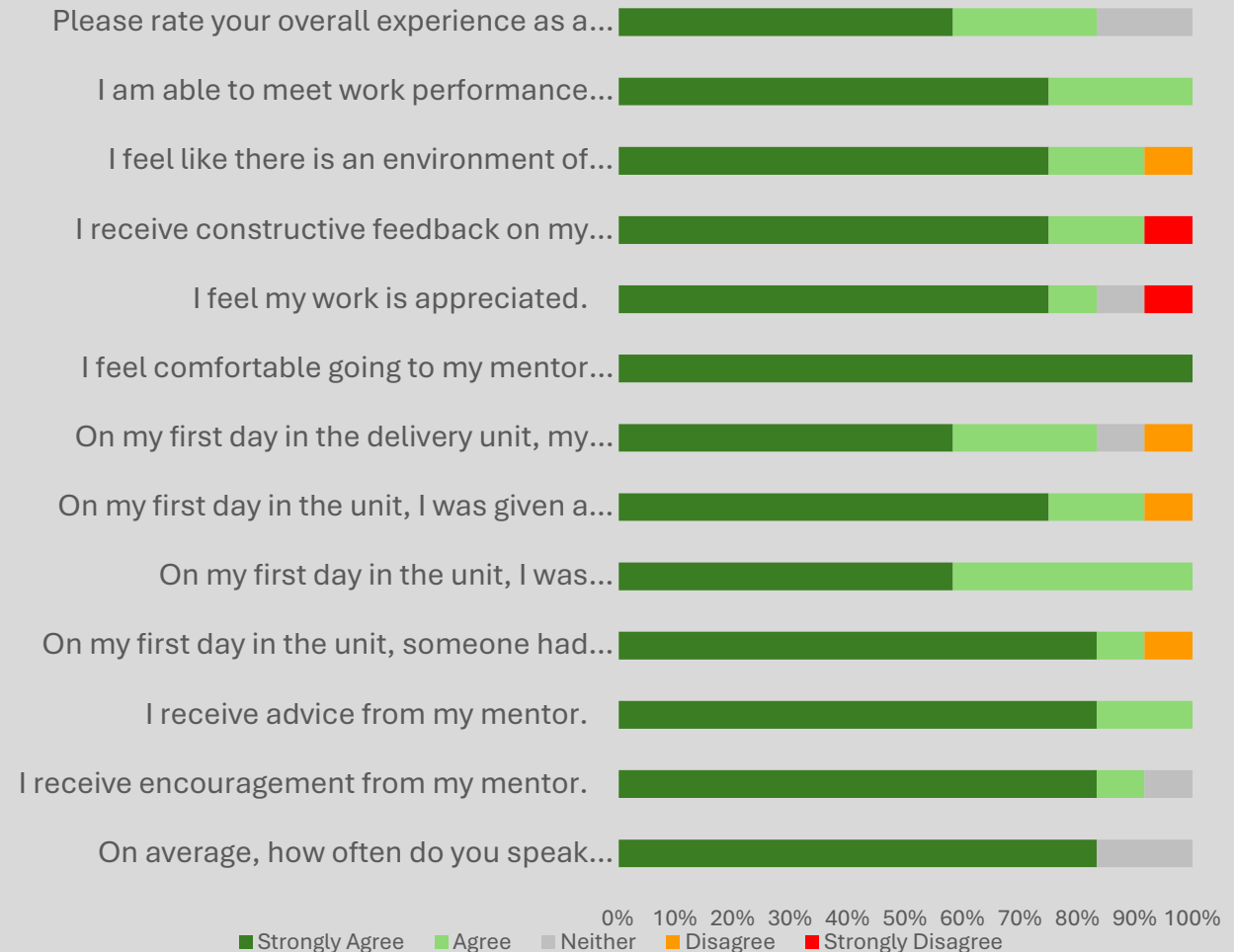


Survey Results

Baseline Surveys



30 Day Surveys



New Employee Experience & Retention Program Pay Period 1 - 15								
	30-day FY21	30-day FY22	60-day FY21	60-day FY22	90-day FY21	90-day FY22	180-day FY21	180-day FY22
National	90.1%	89.5% ↓	76.4%	75.3% ↓	65.6%	63.9% ↓	52.7%	50.7% ↓
Central Area	91.3%	90.3% ↓	77.3%	76.5% ↓	65.2%	65.6% ↑	51.7%	52.0% ↑
Warren, MI	95.7%	100% ↑	73.9%	84.6% ↑	69.6%	85.7% ↑	60.9%	100% ↑
Milwaukee, WI	91.7%	92.3% ↑	71.1%	78.0% ↑	54.5%	66.7% ↑	37.2%	44.0% ↑
Detroit, MI	93.9%	97.8% ↑	86.5%	90.0% ↑	70.6%	79.3% ↑	52.1%	50.0% ↓
Cincinnati, OH	66.7%	91.0% ↑	50.0%	73.3% ↑	32.2%	67.4% ↑	32.2%	62.5% ↑
Louisville, KY	85.5%	90.7% ↑	65.5%	76.6% ↑	47.3%	64.2% ↑	37.3%	65.4% ↑



USPS New Employee Turnover Follow-Up OIG Audit Report – April '23

- Reviewed non-career employee turnover and retention for FY 2019 through 2022 nationwide.
- OIG noted that USPS developed specific retention programs for city letter carriers. While the specific programs resulted in retention improvements at pilot sites, the OIG found schedule flexibility and working too many hours continue to be the top challenges for letter carriers nationwide.
- During FYs 2021 through 2022, the sites that implemented the new employee experience program increased retention by 11.1 percentage points.



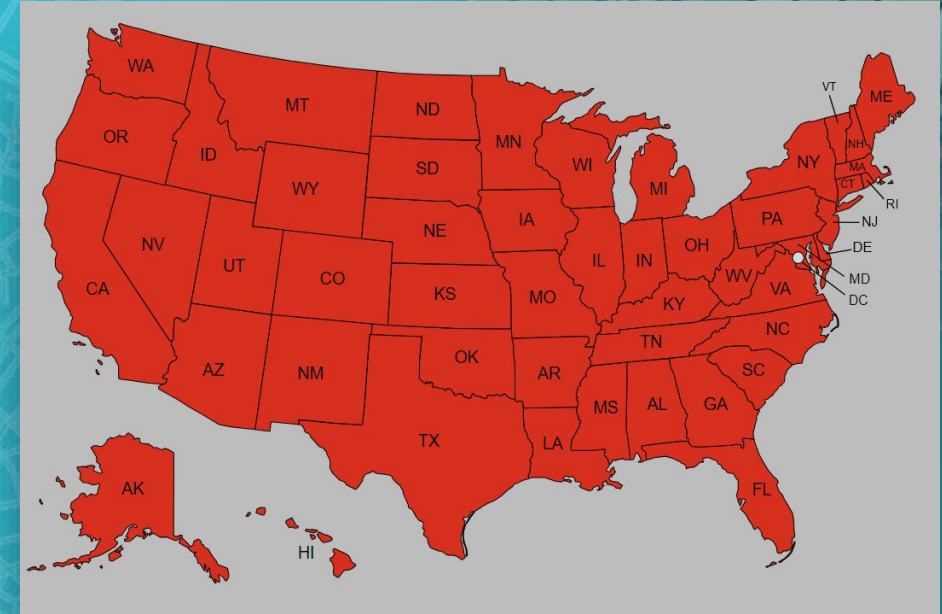


NALC 73rd Biennial Convention

What's next?

Prepare for National Implementation

- All offices with city letter carriers
- New MOU - Combines both programs
- Incorporates three years of learning
- Administration of a national rollout
- Refine/standardize training and materials
- Develop a continuing education mechanism
- Printing and mass distribution of guides and materials
- Utilize Carrier Academy for initial introduction of program



Questions Comments



Open Discussion

