

April 30, 2010

**Joint Alternate Route Adjustment Process – 2010**

This jointly-developed document provides the mutual understanding of the national parties on issues related to the Memorandum of Understanding, *Re: Joint Alternate Route Adjustment Process - 2010*. It is intended for use by the parties at all levels in properly applying the terms of the Joint Alternate Route Adjustment Process.



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Dale P. Hart  
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MEMORANDUM OF UNDERSTANDING  
BETWEEN THE  
UNITED STATES POSTAL SERVICE  
AND THE  
NATIONAL ASSOCIATION OF LETTER CARRIERS

Re: Joint Alternate Route Adjustment Process 2010

In accordance with the Memorandum of Understanding (MOU) Re: *Alternate Route Evaluation Process*, the parties agree to the following:

The National Association of Letter Carriers, AFL-CIO (NALA) of the United States Postal Service (USPS) will continue the process of maintaining routes by good agreement throughout the year. The parties agreed that a fair and consistent annual volume adjustment and historical review of alternate routes would be prepared and the parties will continue to pursue a permanent process that encompasses the national carriers office and street unit.

The parties will continue to work together to ensure that the process is fair and equitable. The parties will continue to work together to ensure that the process is fair and equitable.

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If the volume continues to decline during the life of the current agreement, the parties agree to evaluate and adjust the delivery routes through a jointly developed expedited process. The parties will continue to work together to ensure that the process is fair and equitable.

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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 oversee training for District Lead Teams and District Evaluation and Adjustment Teams.

The National Parties are responsible for jointly developing all training material used in conjunction with training sessions attended by the Regional Area Teams, District Lead Teams and District 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 Managers Delivery Programs Support or his/her designee from each Postal Service Area. It will be the responsibility of each Area/Regional Team to monitor the process, determine the number of district teams needed, and resolve issues advanced by the District Lead Teams. Any issue that cannot be resolved by the Area/Regional Team will be referred to the National Oversight Team within three working days of receipt of the issue. The Area/Regional Team will regularly communicate with both District Lead Teams and the National Oversight Team. The Area/Regional Teams will provide training on the Evaluation and Adjustment Process to the District Lead Teams and to the District Evaluation and Adjustment Teams. 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.

Anticipated changes to the representatives on the District Lead Team or the District Evaluation and Adjustment Team must first be jointly discussed with the Area/Regional Team.

**District Lead Teams** - There will be one lead team in each district. The District Lead Team is responsible for the following:

- Overseeing both the process and District Evaluation and Adjustment Teams within its district.
- Selecting routes/zones for evaluation and determining the number of the selected routes/zones that will be adjusted using Carrier Optimal Routing (COR). This information will be used to make recommendation to Area/Regional Team on the number of District Evaluation and Adjustment Teams and other resources needed to timely complete evaluations and adjustments.
- Determining which routes/zones are reevaluated during the September/October period.
- When COR is used for adjustments, the District Lead Team will, after coordinating with a district office designee, schedule COR technicians, make sure that valid PS Form 3999s are available, and ensure that necessary travel time validations are completed so as there are no delays in scheduled evaluations or adjustments.
- Determine the number of District Evaluation and Adjustment Teams necessary to complete evaluation and adjustments within the JARAP time frame and provide that information to the Area/Regional Team.
- Prioritizing and scheduling evaluations and adjustments so that all necessary adjustments can be completed in a timely manner.
- Providing evaluation and adjustment schedules to the Area/Regional Teams.
- Resolving issues advanced by a District Evaluation and Adjustment Team and referring within two working days any unresolved issue.
- Assigning District Evaluation and Adjustment Teams to units and communicating with them at least weekly.

- Completing data entries that track the progress of each District Evaluation and Adjustment Team in all the units and compile the results of the evaluation and adjustment process by delivery unit, installation, and district, and forward this information to the Area/Regional and National Oversight Teams.
- Participating in training District 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.
- Ensuring that all base data entered into the Delivery Operations Information System (DOIS) is an accurate reflection of the agreed to adjustment.
- Ensure evaluations and adjustments are completed in a timely manner.
- Any delays in the process resulting from the unavailability of a District Lead Team or District Evaluation and Adjustment Team member will be immediately elevated to the Area/Regional Team.

**District Evaluation and Adjustment Teams** – District Evaluation and Adjustment Teams are responsible for the following:

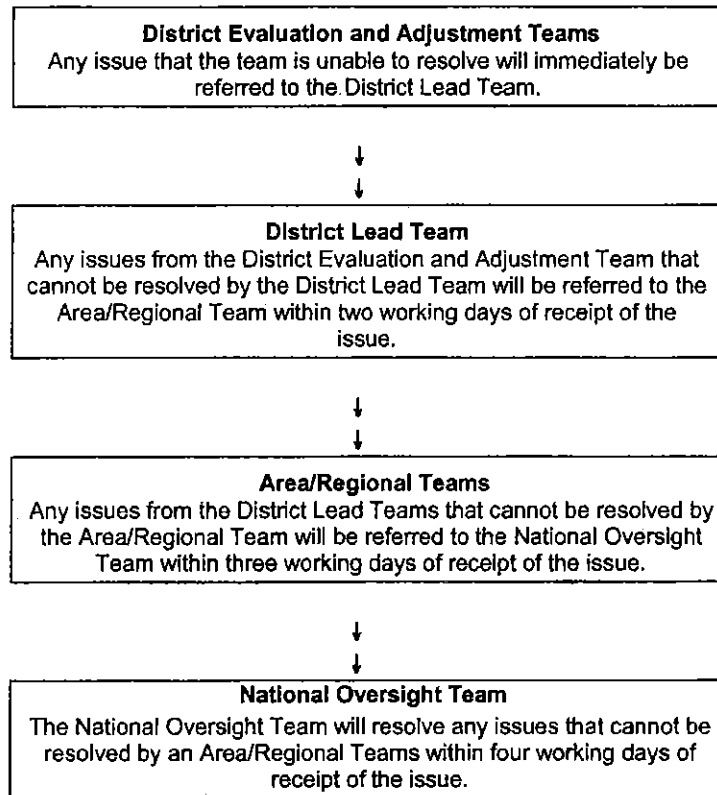
- Data analysis, route evaluation and adjustment, and oversight of jointly conducted carrier consultations.
- Maintaining ongoing communication with local office contacts to obtain information needed to evaluate and adjust the routes.
- Ensuring that local office consultations are completed by an assigned date. Failure by the local office contacts to meet the completion date will result in the immediate referral of this issue to the District Lead Team. District Evaluation and Adjustment Teams may conduct carrier consultations when necessary to ensure that the evaluation and adjustment process is completed in a timely manner.
- Review 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 District Evaluation and Adjustment Team upon request.
- Upon assignment to a delivery unit, the District Evaluation and Adjustment Team should immediately advise their Local Office Contacts that they need current representative PS Forms 3999 for the purpose of moving territory, if necessary, during adjustments. Such PS Form 3999 will be completed as soon as practicable.
- Consider all information provided including actual times, base time, PS Form 3999s, fixed office times, mail volumes and carrier comments to come up with an evaluated time and adjust the routes if needed.
- Should a District Evaluation and Adjustment Team be unable to resolve any issue, the matter must immediately be referred to the District Lead Team.
- Forward to the District Lead Team copies of all data and adjustments.
- Ensure the evaluation and adjustments are completed in a timely manner.
- Assign management and union representatives to present a nationally-developed startup talk to employees in a unit selected for this process.

**Local Office Contacts** - Local Office Contacts will be the Postmaster or designee and the Branch President or designee. The contacts will be provided information on their duties and responsibilities and discuss these tasks with their assigned District Evaluation and Adjustment Team, prior to performing Local Office Contact tasks.

The Local Office Contacts are responsible for notifying their designated District Evaluation and Adjustment Team of any local issue relevant to route evaluation and adjustment, current or anticipated vacancies, or any potential data integrity issues. Local Office Contacts will provide seniority lists and information regarding replacement carriers. Local Office Contacts will advise the District Evaluation and Adjustment Team if there is a reason the selected review periods may not be valid for evaluation. Local Office Contacts will use a prepared script to conduct both the initial and the proposed adjustment consultations with the carriers. The Local Office Contacts should provide the District Evaluation and Adjustment Team comments regarding the feedback received from the carrier during consultations.

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 unit.

**Issue Resolution**



If both members of the District Lead Team question an evaluation and/or adjustment, they will discuss the proposed evaluation and/or adjustment with the District Evaluation and Adjustment Team in order to reach an accord. If they are able to do so, no further action is necessary. If an accord is not reached, the issue will be immediately forwarded to the Area/Regional Team for resolution.

Each member of the District Lead Team may select routes/zones for evaluation. The following periods will be used for evaluation, analysis, and implementation, unless the District Evaluation and Adjustment Team mutually agree to use a different period.

Evaluation Period	Analysis Start Date	Implementation Period
March/April	May 1	May 1 - July 31
April/May	June 1	June 1 - August 15

Selection of routes/zones for the March/April evaluation period must be made by May 21 and route/zone selection for the April/May evaluation period must be made by June 18. A route/zone may not be selected for evaluation for more than one evaluation period.

The District Lead Team will discuss the selection of routes/zones. The selection of routes within a zone is not complete until both team members have had the opportunity to make selections by the May 21/June 18 deadlines.

Any disagreement over whether a 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.

The following addresses zones that did not finalize adjustments during the second MIARAP – 2009 evaluation and adjustment period.

**MEMORANDUM OF AGREEMENT  
BETWEEN THE  
UNITED STATES POSTAL SERVICE  
AND THE  
NATIONAL ASSOCIATION OF LETTER CARRIERS**

Re: Delivery Units Not Finalized Under MIARAP 2009

The National Association of Letter Carriers, AFL-CIO and United States Postal Service agree to use the following process to evaluate and adjust routes in zones that completed the initial carrier consultation and agreed to route evaluation times during the fall 2009 Modified Interim Alternate Route Adjustment Process (MIARAP) evaluation period, but did not implement the results because the implementation period expired:

- All routes in each zone will be evaluated using two months of data—the month used for the fall 2009 evaluation and March 2010.
  - The routes will be evaluated and necessary adjustments implemented using the *Joint Alternate Route Adjustment Process 2010 (JARAP)*.
  - For the purposes of JARAP, the analysis start date is the date of this agreement and the implementation period is May 1 through July 31.
  - The evaluation and adjustment of these routes will be given priority over the evaluation and adjustment of other routes/zones.
- This agreement 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: 4-29-10

The District Lead Team will use the following period to review the evaluations and determine whether adjustments are appropriate, unless the District Evaluation and Adjustment Team mutually agrees to select a different period.

The District Lead Team will review the Route Review Reports for the time frame below to jointly determine if the routes/zones are in proper adjustment. If the team determines that all the routes/zones with a zone are properly adjusted, no further action is required. The District Lead Team determines otherwise, the District Evaluation and Adjustment Team will be assigned to complete an evaluation of the routes/zones during the below period, unless the District Lead Team mutually agrees that only minimal changes need to be made. In such case, the District Lead Team may initiate changes based on available data.

Evaluation Period	Analysis/Start Date	Implementation Period
September - October 15	October 15	October 15 - February 28

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

If it is determined that several routes will likely need adjustment the District Lead Team may assign the evaluation/adjustment over to a District Evaluation and Adjustment Team for completion. The team completing the evaluation will use the methodology outlined in this agreement for those routes needing adjustments.

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. 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 going to be adjusted to include the casing or delivery of mail, the inspection paperwork will be given to the District Evaluation and Adjustment Team to include in their adjustment package under this process.

Evaluation and adjustment of city delivery routes in non-DOIS offices will use the following procedures except that PS Forms 3997 and 3921 will be used in place of the Workhour Workload Reports referenced below.

**DATA ANALYSIS**

**Data Integrity**

Data integrity issues will be addressed through data analysis and adjustments. Such issues include but are not limited to damaged electronic Workload Reports and illegible or corrupt files.

It is in the best interests of the parties that data used for this process is accurate and reliable. Local Office Contacts should make the District Evaluation and Adjustment Team



aware of any issues they have with the integrity of the data resulting from such things as altered time records, MODS code changes, or work hour transfers. Additionally, the District Evaluation and Adjustment Team should review relevant reports for each delivery unit, including the "Flash Last 4 Weeks Report" and TACS100R2 v2.002 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.

Any known operational changes should occur prior to the analysis period.

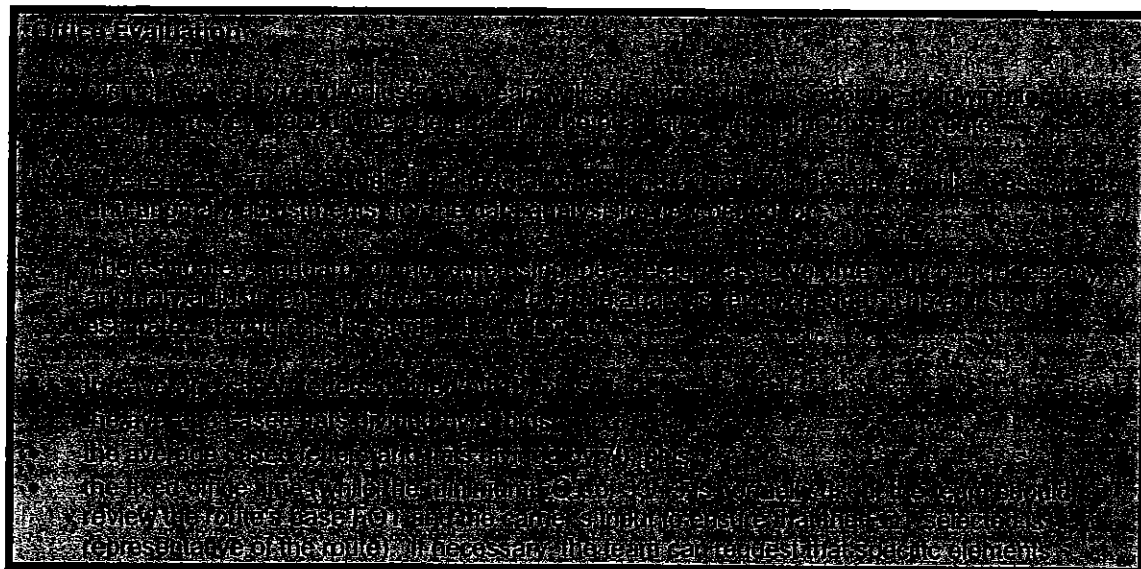
Analysis and evaluation spreadsheet formulas are established at the national level. No changes may be made to those formulas.

**Anomalies**

District Evaluation and Adjustment Teams will review the Workhour Workload reports for each route to identify any erroneous volume, office time, or street time entries. Such 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.



As indicated below, the cased volume will be used to calculate the Estimated Standard for each route which is then used in determining the office evaluation.



**Office Time**

The District 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.

When a dispute arises over any line item, the issue will be resolved by performing an 1838C 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 District Evaluation and Adjustment Team will use the resources described above to determine an evaluated office time which is representative of the route in the current mail volume environment. The District Evaluation and Adjustment Team should immediately refer any unresolved disputes regarding the evaluated office time to the District Lead Team.

**Street Evaluation**

The District Evaluation and Adjustment Team will consider the following when determining the evaluated street time of each route:

- A) The route carrier's actual average total street time which includes any auxiliary adjustments and annual adjustments for the data analysis review period.
- B) A valid base street time and a representative PS Form 3999 for the route.
- C) Feedback from the carrier's initial consultation regarding the route's street time and regarding the above data to ensure that the street time selected is representative of the route.

It is intended that the District Evaluation and Adjustment Team will use the resources described above to determine an evaluated street time which is representative of the route in the current mail volume environment. The District Evaluation and Adjustment Team should immediately refer any unresolved disputes regarding the evaluated street time to the District Lead Team.

**Replacement Carriers**

The goal of the collection of line data used will be based on the performance of the regular carrier and stated above for the routes of routes where the data from the regular carrier is not available for the analysis period, the team may use the data from a mutually agreed to replacement carrier.

Prior to the data analysis, Local Office Contacts will advise the District 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/her input regarding the evaluation and proposed adjustments. No adjustment will be finalized until after the carrier consultations have taken place.

If the regular city letter carrier requests a copy of the representative PS Form 3999 during the consultation, a copy will be provided to the city carrier by the District Evaluation and Adjustment Team as soon as practicable. If the city carrier has additional comments after reviewing PS Form 3999, such comments will be immediately forwarded to the District Evaluation and Adjustment Team for consideration in the evaluation and adjustment.

The following script and form will be used by the Local Office Contacts to conduct the initial consultation with each carrier. The District Evaluation and Adjustment Team will enter the bolded data elements into the script prior to sending the forms to the Local Office Contacts.

*The NALC and the USPS have developed an alternative process to jointly evaluate and adjust routes to as near as eight hours as possible.*

*The evaluation process consists of data analysis and input from the regular carrier on the route. After reviewing the input from the regular carrier and the data, decisions regarding the evaluation and adjustment of the routes will be made jointly by a district team consisting of a letter carrier representative selected by the NALC, and a management representative selected by the USPS.*

*To ensure that the data is accurate and reliable, we were asked by the district team to identify any issues we may have in this office with the integrity of the data being reviewed, so that they can be sure the office and street times for the routes are properly recorded prior to their data analysis.*

*We were also asked to conduct this consultation with you so that we can obtain your input regarding the office and street value of the route, and any suggestions you have regarding any possible transfers of territory or other potential adjustments, if needed.*

*Once you have had an opportunity to provide your input on the value of the route and potential adjustments, we will then share with you the results of the data they will use, along with your input, to determine the evaluated office and street time for the route. This will also give you an opportunity to comment on any of the data they will consider in the evaluation.*

*We will then send your input, recommendations, and comments back to the district team so they can jointly determine the evaluated office and street time of the route based on the results of both this carrier consultation and their data analysis.*

*Prior to any final adjustment decisions being made, we will be conducting a second carrier consultation with you to explain and obtain your feedback regarding any proposed adjustments to the route from the district team. After consideration of your*

comments regarding the proposed adjustments, the district team will jointly decide on the final adjustments and provide you with the results.

After the final adjustments are implemented, the district team will jointly revisit the adjustments to ensure that the routes are adjusted to as near eight hours as possible.

At this point we would like you to tell us what you believe the average office time and street time is for the route on a representative day. Keep in mind that your input may differ from the data we will be sharing with you since the data analysis includes your actual office and street times, including auxiliary assistance, for the **month(s) of** \_\_\_\_\_, as well as a review of the route's base data, a PS Form 3999, and an estimated office standard for the same period.

Route # \_\_\_\_\_ Carrier \_\_\_\_\_ Date \_\_\_\_\_

Carrier's Input - Average Office Time \_\_\_\_\_

Carrier's Input - Average Street Time \_\_\_\_\_

Carrier's Other Comments on Route Value:

Carrier's Comments on Potential Adjustments

Thank you for your input. Now let's review the other data that the District team will consider in determining the evaluation of the route

The actual average office and street times data is for days that you were on the route during the **months of** \_\_\_\_\_, and it includes any auxiliary assistance you may have received. Additionally, the team deleted any days which appeared to include any volume, office, or street anomalies.

An estimated standard office time for the route was also calculated, using the route's average cased volume for the stated months, and a minimum fixed office time of either 33 or 43 minutes. This data was applied to the casing/pull-down standards of 18, 8, and 70 pieces per minute and FOT to determine this estimated standard.

<b>Actual Average Office time</b>	
<b>Estimated Office Standard</b>	
<b>Fixed Office time</b>	
<b>Base Fixed Office time</b>	
<b>Actual Average Cased Letters</b>	
<b>Actual Average Cased Flats</b>	
<b>Actual Average Street Time</b>	
<b>Base Street Time</b>	
<b>PS Form 3999 Street Time</b>	

Your base street time is the street time from the last route adjustment **implemented on** \_\_\_\_\_.

Your base Fixed Office Time is the FOT from the last route adjustment **implemented on** \_\_\_\_\_.

Additionally, the most current PS Form 3999 on file was conducted with **carrier** \_\_\_\_\_, on (day of week) \_\_\_\_\_ - (date) \_\_\_\_\_.

Please provide any comments regarding the above data:

We will provide you with a copy of this completed form/script before we leave today. We will be conducting another consultation with you in the next few weeks, to obtain your feedback regarding the final evaluation of, and proposed adjustments (if any) to the route. Between now and then, the District Evaluation and Adjustment Team will jointly determine the evaluated office and street time of the route. They will then jointly propose any necessary route adjustments based on their agreement of both the evaluated times and any optimizing of the route structure proposed manually or through the Carrier Optimal Routing (COR) process.

The Local Office Contacts 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.

