

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

Re: City Delivery and Workplace Improvement Task Force

This Task Force is established for the purpose of jointly seeking methods to improve the cultural and operational environment in city delivery offices. The parties reconfirm our commitment to modernize our delivery methods and processes to ensure the Postal Service remains the provider of choice for our customers and that we continue our joint objective of creating an improved work environment for all employees.

During term of the 2019 National Agreement, the parties agree that the intent of jointly developing and testing new work methods/concepts is to prepare our city carrier workforce to operate in a future delivery environment that will require precision, innovation and ingenuity. With the mutual understanding that the parties' respective interests are best served through a cooperative effort, this Task Force will develop the processes necessary to examine conditions, to develop solutions, and to test alternative procedures in city delivery offices related to, at a minimum:

- Creating a positive work environment/culture where everyone is treated with dignity and respect. Evaluate the workplace culture and develop solutions to address the causes of conflicts between management and city letter carriers, including disagreements over the amount of time a letter carrier needs to complete their daily assignment.**
- Efficiency and use of space. Jointly develop and test new work methods/concepts to prepare for future delivery environments that ensure the**

Postal Service remains the provider of choice for our customers. Jointly explore the modification of current case configurations and work methods to identify more efficient techniques for handling residual and sequenced mail volumes. **Jointly examine current casing standards and times for associated line items.** Explore various combinations of office and street functions, and other alternatives for structuring city carrier routes that will drive efficiency associated with variable daily workloads.

- **Staffing and Scheduling.** Jointly review and address issues regarding city letter carrier complements, starting times, employee availability, and related transportation schedules, in order to optimize staffing and scheduling efficiencies.
- **Route Evaluation.** Utilizing the alternative and technological findings of the Alternate Route Evaluation and Adjustment Process Task Force, jointly develop and implement a process to efficiently and accurately evaluate delivery routes and assignments, and determine the most efficient and effective mix of letter routes, parcel routes, etc. Jointly explore the use of technology, data, advanced analytics and machine learning to improve operations, route evaluation, adjustment and optimization, delivery capabilities and visibility.
- **Safety.** Jointly ensure that the parties are fully utilizing the provisions of Article 14 to maintain a safe environment for all employees, including adherence to COVID-19 protocols for as long as necessary.
- **Contractual Compliance.** Jointly address issues with repeated violations of the parties' collective bargaining agreement, as well as any issues with the timely and effective functioning of the Dispute Resolution Process.

- **Mentorship.** Explore the possibility of jointly developing and discussing implementation options for a mentorship program for new employees intended to improve the onboarding experience and retention rate of City Carrier Assistants.
- **Business Growth.** Utilizing the findings of the New Product Development and Innovation Task Force, jointly explore how to safely and effectively perform existing, expanding, and future services, and how to efficiently integrate such services into the structure of city delivery. Jointly review the office's use of the Customer Connect program and the potential for new business.

The Task Force will consist of **an equal number of** members appointed by the NALC and by the Postal Service. The Task Force is authorized to jointly test techniques directed **at** improving work relationships between city letter carriers and supervisors as well as alternate methods and procedures related to city delivery functions. These initiatives may be tested separately or in concert with each other, as jointly determined by the Task Force. The Task Force's guiding principles should be to improve the work climate and daily relationships on the workroom floor, and to increase operational efficiency in city delivery.

This agreement is without prejudice to the Postal Service's right to make changes to policy consistent with Article 19 and 34, and the Union's ability to challenge the same.

The Task Force shall convene within **30** days of the **ratification** date of this Agreement and will function for the term of the **2019** National Agreement. The Task Force will **meet on a regular** basis **and report** to the NALC National President and the Postal Service Vice President, Labor Relations.

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