



Standard Training for City Letter Carriers

Administrator Guide

Course 10021875

NSN 7610160009987

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Employee Resource Management



Standard Training for City Letter Carriers

Administrator Guide

United States Postal Service
Employee Resource Management
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Washington, DC 20260-4215

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A Commitment to Diversity

The Postal Service is committed to fostering and achieving a work and learning environment that respects and values a diverse workforce. Valuing and managing diversity in the Postal Service means that we will build an inclusive environment that respects the uniqueness of every individual and encourages the contributions, experiences and perspectives of all people.

It is essential that our work and learning environments be free from discrimination and harassment on any basis.

In our classrooms, on the workroom floor, in casual conversation and in formal meetings, employees and faculty are asked to encourage an open learning environment that is supportive of everyone.

Course materials and lectures, classroom debates and casual conversation should always reflect the commitment to safety and freedom from discrimination, sexual harassment and harassment on any prohibited basis. Instructors and class participants are expected to support this commitment.

If you find course material that is presented in the classroom or in self-instructional format that does not follow these guidelines, please let an instructor know immediately.

If classroom discussions do not support these principles please point that out to the instructor as well.

Diversity is a source of strength for our organization. Diversity promotes innovation, creativity, productivity and growth, and enables a broadening of existing concepts.

The Postal Service's policy is to value the diversity of our employees, customers and suppliers, and to do what is right for our employees and the communities we serve, thereby ensuring a competitive advantage in the global marketplace.

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Preface

The Standard Training for City Letter Carriers is the result of collaboration between many stakeholders including the National Association of Letter Carriers (NALC), Delivery Operations Support, Safety, Labor Relations, Sales, and Employee Resource Management.

The instructor-based program provides 16 hours of classroom instruction in carrier responsibilities, Classes of Mail, Safety, Recording Work Hours, Carrier Route Book, Carrier Edit Book, Intelligent Mail Device, Marketing, Accountables and Extra Services Items, Collecting Outgoing Mail, and Returning to the Office.

On-the-job instruction includes orientation to local policies and procedures demonstration directed practice, and coaching. The design of this course is to provide newly hired City Letter Carriers with the basic skills and knowledge necessary to perform their duties.

Purpose of Guide

These instructions are designed to provide USPS managers, training staff, functional facilitators, and other field personnel with the policies and procedures for administration of course 10021875, Standard Training for City Letter Carrier.

The success of this course requires the cooperative efforts of Headquarters, Area Managers and personnel, District Managers, the National Association of Letter Carriers, Learning Development and Diversity (LD&D) Managers, Operations Managers/Supervisors, city letter carrier instructor, and city letter carriers. The design of these instructions is to enhance the effectiveness of these cooperative efforts.

Purpose of Course

This course design provides city letter carriers with the knowledge and skills to effectively and efficiently perform their carrier responsibilities.

This training is required for the following positions:

- Carrier (City) (2310-0009)
- Carrier Technician (2310-2010)
- City Carrier Assistant 1 (2310-0045)
- City Carrier Assistant 2 (2310-0046)
- City Carrier Assistant Tech 1 (2310-0047)
- City Carrier Assistant Tech 2 (2310-0048)

The program will provide a basic working knowledge:

- City Carrier Responsibilities
- Recording work hours
- Classes of Mail
- Carrier case
- Carrier Route Book and Edit Book
- Intelligent Mail Device
- Accountable items, and Extra Services Mail
- Forwarding, Returned, and Undeliverable mail

- Pulling down the carrier case
- Leaving the office
- Delivery types and mail receptacles
- Delivering the mail
- Marketing Postal Products and Services
- Collecting outgoing mail
- Returning to the office
- On-the-Job Training

The course also addresses procedures and responsibilities of city letter carriers. Facilitators stress safety-related information throughout the course. Given the various duties performed by postal personnel as carriers, other training may be required upon completion of this course.

Program Responsibilities

Manager, Learning Development and Diversity (MLDD)

Before the Training

The course administrator's primary responsibility is to coordinate implementation of the training. More specifically, the following are duties and responsibilities of the course administrator:

- Select qualified classroom facilitators and on-the-job instructors. While selection is management's responsibility, the selection will be made from a list of candidates provided by and agreed upon by the district manager and the national business agent or their designee's.
- Locate, allocate, and equip spaces to meet training needs
- Establish a training schedule based on facility size and requirements
- Assist instructors in maintaining a library of current training aids
- Maintain training records
- Ensure that carriers attending City Carrier Training have completed Orientation For New Employees and Driver Instructor Training

- Notify union representatives and selected guest speakers prior to the beginning of the course with the date and time they are scheduled to speak to the class

During the Training

- Support the training staff by providing supplemental materials and manuals, to ensure that local policies, procedures, and issues are met in the Standard Training for City Letter Carriers program
- Assist the training staff to ensure that the training is administered and conducted according to this Administrator Guide, as well as postal policies and procedures

Academy Facilitators

Course facilitators are responsible for managing the learning process in the City Carrier Academy. Facilitators must successfully complete the Facilitative Instructor Workshop, course 21258-00 or Adult Learning Facilitation, course 10021726 and Adult Learning Facilitation Teachback, course 10021727.

Duties include:

- Setting up structured learning experiences that simulate the conditions city carriers will find on the job
- Delivery of training based on the “day-in-the-life” framework and accompanying modules
- Facilitate discussions and feedback from the learners
- Share practical experience gained on the job
- Ensure that learners attend all the required sessions and report successful completion to the training administrator

Note that we use the terms “facilitator” and “instructor” interchangeably in the course materials.

Program Objectives

The overall objective of this program is to improve the ability of newly assigned city letter carriers to deliver the mail in a safe and efficient manner.

Program Structure

The Standard Training Program for City Letter Carriers #10430 consists of Carrier Academy, Safe Driver Program, and On-the-Job Training. Following the carrier academy, learners will attend the Union Representation introduction, Safe Driver Program # 10426, and On-the-Job Training #10021876.

Carrier Academy – A certified City Letter Carrier facilitator delivers 17 hours of classroom instructional material. This includes lecture sessions, hands-on practice, and discussion.

Union Representation Introduction - Immediately following conclusion of the Carrier Academy, learners will participate in a 1.5 hours introduction to the National Association of Letter Carriers organization (NALC).

The sequence of **Safe Driver Program** courses:

- SAF: DDC-USPS RHD & Delivery Vehicle WBT & CD #4360106, 4 hours
- VEH: USPS Defensive Driver Course Debrief #4360106CL, 1 hour
- VEH: EL 804 Vehicle Familiarization: LLV #1920203, .45 minutes
- VEH: EL 804 Delivery Skills: LLV #1920219, 3 hours 30 minutes
- SAF: Controlled Drive (Safe Driver Program) # 10020526, 45 minutes
- VEH: right-hand Drive Privilege Certification #4360106CERT, 1 hour and 30 minutes

On-Job-Training (OJT) course # 10021876 completed at assigned duty station. The core of the course is a series of lessons, demonstrations, and practices that instruct trainees in the tasks of a city letter carrier.

Qualified on-the-job instructor (OJI) city letter carrier conducts OJT coaching to effectively reinforce classroom training. OJT should encompass three days based on the On-the-Job Training Guide.

Prescribed City Carrier Program Schedule

Newly hired city letter carriers must attend Orientation for New Employees (ONE) prior to attending Standard Training for City Letter Carriers and Safe Driver Program. The table below illustrates preferred program schedule for the Standard Training for City Letter Carriers following participation in Orientation for New Employees.

Day	Course	Course Number	Duration
1 – 2	Standard Training for City Letter Carriers	10021875	16 hours
3	Standard Training for City Carrier Assistants		1 hour
	Union Representation Introduction		1.5 hours
	SAF: DDC-USPS RHD & Delivery Vehicle WBT & CD	4360106	4 hours
	VEH: USPS Defensive Driver Course Debrief	4360106CL	1 hour
4	VEH: EL 804 Vehicle Familiarization: LLV	1920208	45 minutes
	VEH: EL 804 Delivery Skills: LLV	1920219	3 hours 30 minutes
	SAF: Controlled Drive (Safe Driver Program)	10020526	45 minutes
	VEH: Right-Hand Drive Privilege Certification	4360106CERT	1 hour 30 minutes
5-7	On-the-Job Training (OJT)	10021876	24 hours

Flexibility in scheduling of day four program components is dependent on district resource availability and can precede day one through day three components.

Staffing

- Selection of qualified, enthusiastic employees as facilitators and on-the-job instructors is critical to the success of the city carrier training program
- Facilitators must successfully complete the Facilitative Instructor Workshop, course 21258-00 or Adult Learning Facilitation, course 10021726 and Adult Learning Facilitation Teachback, course 10021727.

- Recommendation is to have on-the-job instructors successfully complete Job Instructor Training, course 21505-00

Academy Instructors

Step 1: Select qualified classroom facilitators and on-the-job instructors. While selection is management's responsibility, the selection will be made from a list of candidates provided by and agreed upon by the district manager and the national business agent or their designee's. Classroom instructors shall have a minimum of 1-year experience as a city carrier.

Step 2: Selected classroom instructors must successfully complete the Facilitative Instructor Workshop, course 21258-00 or Adult Learning Facilitation, course 10021726 and Adult Learning Facilitation Teachback, course 10021727.

Step 3: Selected classroom instructors will receive course instruction from an area trainer as designated by the national parties.

Recommendation is to have a cadre of instructors who are full-time city letter carriers be trained and utilized on an as-needed basis with a recommended instructor / trainee ratio of 1 : 22.

To enhance and maintain the City Carrier Academy, facilitators are encouraged to attain simulated mailpiece samples, PS Form samples, and perform other necessary administrative support functions.

On-the-Job Instructors

Employees who are responsible for on-the-job training of newly assigned carriers should be briefed on and familiar with a provided copy of Standard Training for City Letter Carrier Participant's Guide. This will ensure reinforcement of the same general messages as the classroom training.

Course Description

Classroom Training

The Standard Training for City Letter Carrier classroom modules provides training on those elements common to all city letter carriers:

- City Carrier Responsibilities
- Recording work hours
- Classes of Mail
- Carrier case
- Carrier Route Book and Edit Book
- Intelligent Mail Device
- Accountable items, and Extra Services Mail
- Forwarding, returned, and undeliverable mail
- Pulling down the carrier case
- Leaving the office
- Delivery types and mail receptacles
- Delivering the mail
- Marketing Postal Products and Services
- Collecting outgoing mail
- Returning to the office

Facilitators review procedures and responsibilities of city letter carriers per Handbook M-41, *City Delivery Carriers Duties and Responsibilities*.

Instructional methodologies include demonstration, hands-on, role-play and presentation in a classroom environment.

Class Duration

The delivery of classroom instruction is 16 hours in duration.

Class Size

The recommended class size includes a minimum of four and a maximum of twenty-two students. At a minimum, having four new city letter carriers allows for classroom interaction, group exercises, and new city letter carrier/classroom instructor discussions. The Manager, LD&D will determine the number of new city letter carriers for each class based on the ratio of classroom facilitators to new city letter carriers.

On-the-Job Training

Management personnel at the carrier's duty station introduce the learner to local environment and ensure that an OJI provides on-the-job training.

A thorough, well-documented, On-the-Job Training (OJT) process is critical to the success of the Standard Training for City Letter Carrier program.

Conduct the OJT on a one-on-one basis between the city letter carrier instructor and the new city letter carrier in one carrier case. This one-on-one training should occur during the normal business processes. The city letter carrier instructor may role-play examples of specific transactions with the new city letter carrier.

Document training on the On-the-Job Training Task Checklist found in the On-the-Job Training Guide of this course and PS Form 2432, *Individual Training Progress Sheet*, daily. Once the training is complete, document the information by recording completion of the training event into the Postal Services' Learning Management System (LMS).

On-the-Job Training Duration

New city letter carriers will receive 24 hours of on-the-job training. City letter carrier instructors need to review and understand each of the tasks to ensure proper instruction of workflow. Ensure that current information and manuals are being used and provided.

When OJT begins, the city letter carrier instructor reviews the Trainee Daily Task Checklist and the equipment needed to complete transactions with the new city letter carrier.

Training Materials

Printed Materials

Training Materials

- Standard Training for City Letter Carrier Administrator Guide, NSN # 7610160009987
- Standard Training for City Letter Carrier On-the-Job Training Guide, NSN # 7610160009988
- Standard Training for City Letter Carrier Facilitator Guide, NSN # 7610160009984
 - PowerPoint presentations only, NSN # 6910160009985
- Standard Training for City Letter Carrier Participant Guide, NSN # 7610160009986

The Facilitator and Participant Guides consist of fourteen modules and appendices with Quick Service Guide 507, Job Safety Analyses, selected Service Talks from Publication 129, Carrier Edit Book sheets, IMD Key Icons Job Aid, and IMD Stand-Up Talk. The Facilitator Guide has a 14 accompanying PowerPoint presentations.

The Facilitator and Participant Guides, as well as classroom PowerPoint presentations may be reproduced locally or purchased through Materials Distribution Center.

The recommendation is that lockable cabinets or open cabinets in lockable rooms are available for storing of printed training materials used in the course.

Maintain a sufficient supply of Handbook, M-41, *City Delivery Carriers Duties and Responsibilities*, and Handbook, EL-814, *Employees Guide to Safety*.

Forms

Always use current editions of forms for instruction. Do not use surplus supplies of outdated forms.

Classes of Mail for Display

Display examples of different classes of mail throughout the classroom, if available.

Tips for Facilitators

Advance Preparation

The instructor's subject knowledge, facilitation skills, and interaction with the learner relates directly to the success of this program. Build the learner's knowledge and confidence by relating your experiences. Establish rapport, listen to learner concerns; be observant, helpful, and patient.

Before delivering the training, the instructor should be thoroughly familiar with the contents of the Facilitator's Guide and Participant's Guide. Prepare your class exercises carefully. With the help of the course administrator, collect all necessary instructional materials before class and familiarize yourself with the day's learning activities. Training materials necessary for each lesson are listed at the beginning of each lesson.

Your responsibilities include preparing these simulations and required materials.

Use of Job Safety Analysis (JSA)

This course utilizes Job Safety Analysis (JSA) tools to introduce and reinforce the importance of safety concerns in the “day in the life” concept of the city letter carrier. The recommended use of JSAs in this training program is as follows:

1. Instructor presents and discusses general purpose and layout of JSA each time it appears in a lesson plan. (Task, potential hazards and effects, safe work practice to overcome potential hazard, and any required Personal Protective Equipment (PPE.)
2. Instructor queries participants for a volunteer to step forward. Volunteer, using JSA, demonstrates to class the proper and safe way to perform the task.
3. Instructor asks another volunteer to perform task. Class, using JSA, provides input as to whether or not the volunteer follow the JSA.
4. During the review session of each lesson, the instructor will repeat #3.

Training Documentation

Classroom Training

Use the following document to facilitate the completion of the Standard Training for City Letter Carrier classroom training:

- PS Form 2432, *Individual Training Progress Sheet*
- Hours spent in training will be properly documented on PS Form 2432, *Individual Training Progress Sheet*, daily. Once training forms have been completed information must be documented by recording completion of the training event into the Postal Service’s Learning Management System (LMS).

On-the-Job Training

Use the following document to facilitate and complete the on-the-job training.

Training Hours and Schedules

Provide training on the clock. Record time for the new city letter carrier and city letter carrier instructor, as follows:

- Record and charge all time in class as training hours to the assigned delivery unit. This applies at all times the learner is with the OJI performing all tasks as outlined in the OJT Guide.
- Use the Learning Management System (LMS) to record Standard Training for City Letter Carrier training hours.
 - Course #10021875 should be used to record learners' completion of the classroom portion of the training program
 - Course #10021876 should be used to record that learners have completed the on-the-job training.

New City Letter Carrier's Manager/Postmaster

Before the Training

- Coordinate with the district training office or the servicing Postal Employee Development Center (PEDC) to schedule and notify the new city letter carrier of the scheduled Standard Training for City Letter Carriers program classes.
- Explain travel policy and procedures to the new city letter carrier. Assist the new city letter carrier in securing driving directions, overnight lodging, or air travel arrangements.
- Thoroughly review the course objectives with the new city letter carrier before the beginning of the classroom training.
- Ensure that the city letter carrier on-the-job instructor is given adequate time to prepare before administering On-the-Job Training.
- Ensure that the city letter carrier on-the-job instructor is present during consignment of the new city letter carrier's training.
- Ensure that local management in the delivery unit is prepared to assist in the OJT process.

After the Training

- Reinforce skills and knowledge by helping city letter carriers apply newly acquired skills on the job.
- Support city letter carriers by providing additional training experiences, having reference materials, such as manuals, handbooks, and bulletins available for them to use.

Classroom Instructors

Before the Training

- Classroom instructors will need 2 hours of preparation time before administering the Standard Training for City Letter Carrier classroom training. This will vary, for the first Standard Training for City Letter Carrier class as much as 4 hours will be needed whereas, by the third class only 1 to 2 hours will be needed.
- Thoroughly review the training materials. In order to conduct a successful training session, it is essential that the instructor be familiar with the training materials and instructional methods used.
- Ensure that the Participant Guide and all other materials are current and available. The facilitator is responsible for handouts and reference materials availability.
- Refer to instructions in each module to determine classroom equipment and support materials needed and ensure that they are in place before the start of the class.
- Arrange the classroom, so that it comfortably accommodates the number of scheduled new city letter carriers.
- Ensure that the training room is well lit and sufficiently ventilated.

During the Training

- Provide the necessary learning experiences that actively engage the new city letter carrier through adult learning techniques, such as demonstration, role-playing, presentations, etc.
- Complete class roster for Standard Training for City Letter Carriers. Complete roster during the first day of class. ***If a new city letter carrier leaves the class after the roster is completed, it is the classroom instructor's responsibility to notify the training department.***
- Maintain a positive attitude. This training represents a corporate commitment to the training and development of city letter carrier employees. Therefore, instructors who demonstrate the principles of effective interpersonal behavior are a major element in ensuring the success of this national program.

- Classroom instructors must exhibit exemplary behavior and presentation skills, as well as a professional appearance. Adherence to the official Postal Service uniform policy is essential. Instructors qualifying for a uniform allowance must be in full uniform at all times while training.

After the Training

Complete and sign all necessary paperwork and documentation, which includes:

- Assure all city letter carrier participants receive credit for training
- PS Form 2432, Individual Training Progress Sheet
- Follow all local guidelines and procedures to promptly submit all required paperwork.
- Suggestions and recommendations concerning the training materials may be sent in writing to:

Training and Development
Attention: P&SD
475 L'Enfant Plaza SW, Room 9671
Washington, DC 20260-4201

On-the-Job Instructor

Before the Training

- Ensure that all materials are current and available. The on-the-job instructor is responsible for having all materials ready to use when coaching a new city letter carrier.

During the Training

- Provide the necessary learning experiences that actively engage the new city letter carrier through adult learning techniques, such as demonstration, role-playing, presentations, etc.
- Accurately maintain and document all necessary training records as training evolutions are completed.
- Maintain communication with the station manager and district training office regarding the new city letter carrier's progress.
- Maintain an upbeat and positive attitude while working with the new city letter carrier.

- City letter carrier instructors must exhibit exemplary behavior and presentation skills, as well as a professional appearance. Adherence to the official Postal Service uniform policy is essential. City letter carriers must be in full uniform at all times while training.

After the Training

- Complete and sign all necessary paperwork and documentation which includes:
 - PS Form 2548, *Individual Training Record*
- Follow all local guidelines and procedures to ensure all city letter carriers have received credit for training.