

NATIONAL ASSOCIATION OF LETTER CARRIERS

CONTRACT ADMINISTRATION UNIT

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Minor Route Adjustments

Introduction: The Contract Administration Unit has prepared this publication to help branch leaders monitor management's use of the minor route adjustment procedures provided for in Section 141 of Handbook M-39, *Management of Delivery Services*. Postal managers are coming under increasing pressure to reduce costs and are using every available method to reduce letter carrier work hours. One of these methods is the minor route adjustment procedure discussed in this publication. In some areas, managers concerned about the cost of full six day counts and inspections are increasingly using the minor adjustment procedures instead. However, many managers, letter carriers and union officials are currently unfamiliar with minor route adjustment procedures and consequently they are often misunderstood and misapplied.

Background: All the route evaluation and adjustment procedures in the M-39 are designed to adjust routes to the individual capabilities of the letter carriers assigned to the routes, provided they are able to meet certain minimum casing standards. Thus they are fundamentally different from the procedures used to evaluate and adjust rural carrier routes which do not take into account individual differences. National Arbitrator Garrett wrote the following concerning the adjustment of city carrier routes.

Each carrier, due to his physical condition and experience, performs at a pace which must be taken into consideration in determining his time requirements. These are not routine or repetitive jobs that can be paced by a machine or a belt. Nor has the Postal

Service indicated a desire to force each and every carrier to perform in accordance with unilaterally determined so-called normal time requirements. (C-03213, December 1973).

This principle is structurally built into the route examination and adjustment procedures required by Chapter 2 of the M-39. It is also the reason for the requirement, discussed below, that minor territorial adjustments under the provisions of in M-39, Section 141 require current route inspection data for the regular carrier assigned to a route being adjusted.

Parts 242.122 and 141.111 of the M-39 require management to maintain letter carrier routes as nearly 8 hours daily work as possible. If routes are out of adjustment, the M-39 provides two different methods to evaluate and adjust them.

The first method to evaluate and adjust routes is a full six day count and inspection under the provisions of Chapter 2 of the M-39. Most local union officials are familiar with the regulations from Chapter 2 of the M-39 that govern six day counts and inspections. Over the years they have been the subject of extensive training and education by NALC.

The second method for evaluating and adjusting routes is the minor adjustment procedure found in M-39, Section 141. Such evaluations and adjustments are made using specific current management records similar to the data that must be reviewed when conducting Unit and Route Reviews under the provisions of M-39 Section 211.1. They do not require a full six

day count and inspection as long as the required data is available and current. We expect to see the minor adjustment procedures used with greater frequency as a cost cutting measure.

The Contract Administration Unit has concluded that most misunderstandings and misapplications of the Minor Route Adjustment procedures fall into the following major categories:

! Using the Aminor adjustment@procedures to make major adjustments

! Failure to have and use reasonably current route inspection data for the regular carrier assigned to the route

! Failure to use the specifically required records and procedures when evaluating a route.

! Improper use of the ASpecial Office Mail Count@ procedure in M-39, Section 141.2

! Failure to consult with the carrier prior to implementing minor adjustments

This paper will discuss each of these subjects and provide advice and guidance on how to successfully grieve any violations. Excerpts from the M-39 are indicated by shading. For the convenience of the reader, M-39, Section 141 is also attached as an appendix to this document.

Note on Special Route Inspections: Although management is required to maintain routes in proper adjustment, it often fails to do so. In such cases qualifying letter carriers should exercise their rights under M-39, Section 271.g to compel management to conduct a special count and inspection. These procedures have been extensively reviewed in NALC educational material, most recently in the AContract Talk@ and ADirector of City Delivery@ columns in the June 2002 *Postal Record*. It is important to remember that in order to properly comply with the special route examination provisions of M-39, Section 271.g, management must conduct a full six day count and inspection. It may not use the minor route adjustment procedures discussed here to comply with its obligations under Section 271.g.

Purpose and Scope

141.111 The routes must be maintained in reasonable adjustment throughout the year. In order to fulfill this requirement, local managers may find it necessary to make minor route adjustments, to provide relief, add deliveries, capture undertime, etc.

141.112 When considering if a mail count and route inspection is necessary, review the nature and scope of the adjustments needed. If the review discloses that only minor adjustments are necessary, the adjustments should be made from current management records and information.

M-39, Section 141.111 describes the purpose of the minor adjustment procedures as being to maintain routes in reasonable adjustment. They should not be used to adjust routes that are seriously out of adjustment. Those situations require a full six day count and inspection. M-39, Section 141.112 of the M-39 strengthens this rule by providing that the procedures in M-39, Section 141 are to be used when Aonly minor adjustments are necessary.@

There is no nationally agreed upon definition of Aminor,@so a common sense approach is necessary. For example, if a route receives major territorial changes, or changes that have a major impact on other routes, the adjustment is clearly not minor. Conversely, if a route or routes can be adjusted by an increase in router time or other limited changes, these changes may well be minor in scope.

Determining Need for Minor Adjustments

141.113 When it is observed that a delivery unit is regularly exceeding its daily authorized carrier hours, as indicated on the latest Form 3998, Unit Summary of City Delivery Assignments (see Chapter 3), management must first ensure that the applicable procedures in this Chapter are fully implemented and enforced. Particular attention must be given to carrier scheduling, receipt of mail, and carrier work methods in the office and on the street. Some other areas that should be reviewed are delivery unit changes in office routines, street management, and additional or more beneficial segmentations of mail.

Before using the minor adjustment process, management must first ensure its own procedures Aare fully implemented and enforced.@ Initially management should review the most recent PS Form 3998 from the

reasonably current route inspection being used. M-39 Section 311 provides a general overview of the form and the information it contains. Union representatives should insure that all the information contained on PS Form 3998 is correct and current based on the last route inspection.

M-39, Sections 141.12 through 141.15 describe the preliminary steps management should take before resorting to minor route adjustments. These requirements are similar to those in M-39 Section 214 and include a review offices routines, street activities, segmentation and mail distribution to ensure efficiency.

141.16 When to Consider Making Minor Adjustments

Once it is determined that standard operating procedures (SOPs) have been properly implemented and maintained, the delivery manager has considered all other alternatives, carrier workhours have not been reduced, or workhours can be reduced, then management should consider making minor route adjustments.

Management must first comply with its own SOPs before considering alternatives including minor adjustments.

Advance Preparation and Union Notification

141.17 Advance Preparation

Prior to making any minor adjustment on a unit wide basis, management must notify the local union as far in advance as possible. Any proposed adjustments must be placed in effect within 45 calendar days after the end of the adjustment consultation with the carriers involved and changes should not be made between the period November 15 and January 1. Exceptions must be approved by the district manager.

Advance Notification and Consultation: M-39, Section 141.17 requires management to inform the local union as far in advance as possible when the minor adjustments are being made on a unit wide basis. Also, management must place adjustments into effect within 45 days after the end of the adjustment consultation with the carriers. Therefore, management must consult with letter carriers whose routes are being adjusted before those adjustments take place. It is not consultation simply to inform a carriers what adjustments will be made. Rather,

consultation requires giving letter carriers an opportunity for meaningful input in time for it to influence the final adjustment.

141.18 Preliminary Planning

Management should carefully review and analyze street management records, Forms 3997, 1813, 3996, 1571, 3921, and 3921-A, and carrier timecards or PSDS reports in order to determine the current evaluation for each route and the needed adjustments. The manager using Forms 1840 should prepare a Summary of Minor Adjustments Worksheet for each route.

The summary should contain the post office name, ZIP Code, delivery unit name, route number, carrier's name, ID number, age, length of service, length of service on route, route designation, number of trips, type of route, type of vehicle used on route, and other appropriate information as indicated in exhibit 141.18.

Preliminary Planning: M-39, Section 141.18 concerns preliminary planning for minor adjustments. Management is required to carefully review and analyze street management records, Forms 3997, 1813, 3996, 1571 3921, and 3921-A and carrier time cards or PSDS reports. This review is similar to the one required for Unit and Route Reviews under the provisions of M-39, Section 213. In addition, management is required to use the last PS Forms 1840 to prepare a *Summary of Minor Adjustments Worksheet* for each route. When management engages in the minor adjustment process, union representatives should not only review the above documents, but also question management concerning the results of its review and analysis.

Exhibit 141.18C Summary of Minor Adjustments Worksheet Whenever management performs a minor adjustment, a copy of *Minor Adjustment Worksheet* should be requested. The worksheet should clearly show, from the last PS Form 1840, how the route was last adjusted. It must also show management's current evaluation of the route pursuant to Section 141.18 and how management intends to adjust the route pursuant to Section 141.19. Furthermore, the worksheet should contain the letter carrier's comments made during the consultation. Letter carriers should be encouraged to make specific comments during the consultation and to keep careful notes.

Adjustment Method: If it is determined that a route requires adjustment, the available methods depend upon whether the assignment needs relief or an addi-

tion. The available methods of adjustment are specified in M-39, Section 243.2 which is specifically incorporated into the Section 141 Minor Adjustment provisions by Section 141.19.g, below. M-39, Section 243.2 provides the following:

243.21 Routes of More than 8 Hours

If, after correcting improper practices, a route still shows a total daily time consistently in excess of 8 hours on most days of the week, plan to provide permanent relief by transferring the workload or providing temporary relief on heavy days, as follows:

- a. Temporary relief must be provided in the most efficient and economical manner, either by using auxiliary assistance in the office or on the street or by authorizing necessary overtime.
- b. Permanent relief may be provided by reducing carrier office or street time. Consider items such as additional segmentations, use of routers, hand-offs, relocating vehicle parking, withdrawal of mail by clerks or mailhandlers, providing a cart system for accountable items, etc. When routes require a current adjustment and Delivery Point Sequencing will commence within 6 months, management will adjust using non-territorial, non-scheme change adjustments. Where actual transfer of territory is necessary, see 243.23. If a hand-off is the method selected for providing relief on the street, the time value associated with the delivery of the hand-off must be deducted from the route getting relief and transferred to the gaining route.

243.22 Route Less than 8 Hours

On routes where the evaluated time is less than 8 hours, make permanent additions by transferring territory through a realignment of the territory in the delivery unit. This realignment could reduce or eliminate an existing auxiliary route, reduce a regular route to auxiliary status, or eliminate it entirely.

Thus, if a route requires permanent relief, the adjustment may be made using any of the methods listed in Section 243.21, such as segmentation, routers, transfer of territory, etc.

In contrast, if an assignment requires an addition, Section 243.22 specifically requires that management must make permanent additions through a realignment of the territory in the delivery unit.

141.19 Formula for Making Minor Adjustments

A simple formula for making minor adjustments, without mail counts and inspection, may be made in the following manner if the previous count and inspection data is reasonably current and the same carrier is serving the route being considered:

If a route receives a territorial adjustment, Section 141.19 establishes two important rules:

! Management must use the formula provided when making minor route adjustments, and;

! Management may only use the formula when it has reasonably current data from a previous full six day count and inspection for the same carrier who is currently assigned to the route.

The failure to observe these two basic rules is a frequent violation. Each will be discussed separately below.

Mandatory Formula: It is NALC's position that management must use the formula provided in M-39 Section 141.19 when making minor territorial adjustments. The phrase "may be made in the following manner" simply gives management the discretion not to conduct an unnecessary full-six day count and inspection when the required data is already available. It does not mean, as some managers seem to believe, that the formula is only a suggestion and that other local methodologies can be used instead

This position is also supported by an internal management memorandum, M-0992, which states the following:

Adjustments through the use of the Unit and Route Review Process are not permitted except for minor adjustments with appropriate documentation as required by the M-39 Handbook (Section 141). These procedures are to be accurately followed.

As explained above, the procedures and records that must be reviewed under Section 141 are nearly identical to those identified in Sections 213 and 214 which are used in annual Unit and Route Reviews. The above cited memorandum clearly states that adjustments are not to be made from Unit and Route Review data except when the adjustment procedures in M-39 Section 141 (i.e the formula in 141.19) are accurately followed.

Regional arbitrators have been inconsistent in how they apply Section 141.19. Most instructive is the regional arbitration award C-19013 (B94N-4B-C 98079430) (C-19013) by Arbitrator Talmadge who wrote the following:

I am not persuaded by the Service's argument that the Section 141.19 language that "a single formula for making minor adjustments... may be made" provides Management with discretion to disregard the formula when the enumerated criteria are met. There was no evidence of any past practice in which the Service had previously applied the average of three days of route management to establish a minor adjustment to a carrier's street time. I do not find that the broad Management Rights language overrides the specific provisions of Section 141, in this case. The purpose of Section 141.19 is to provide a reasonable and expeditious method to determine minor adjustments while obviating the need for costly and time consuming route inspections. To meet that goal, the language of Section 141.12, stating that minor adjustments should be made from current management records and information, should be read in conjunction with Section 141.19 directing Management to use the employee's most recent Form 3999 to make its computations.

Arbitrator Talmadge not only concluded that management violated Section 141.19 but held that the violations invalidated the adjustments and ordered that all the routes be returned to their pre-adjustment configuration.

Reasonably Current Data: Although Section 141.19 requires that route inspection data be reasonably current, it does not provide a definition. Nor have the national parties agreed to a simple definition of "reasonably current" in this context. Whether or not data is reasonably current can only be determined by examining the actual facts. If a route has remained static for a number of years since the last count and inspection without growth or an increase or decrease in mail volume, the data might be considered "reasonably current." On the other hand, if there has been growth on the route or major changes in mail volume, the data may no longer be reasonably current, even if only six months old. Union representatives may not be successful in challenging minor adjustments if they simply claim that data is more than one year old and therefore not current. Rather, they should clearly explain and document the reasons for the claim.

Remember also that Section 141.19 explicitly provides route inspection data can not be used for minor adjustment purposes if it is not for the same carrier that is currently on the route. Consequently, if a new letter carrier is on the assignment, management may not use the minor adjustment process as a method of territorial adjustment.

Using the Formula: The remainder of M-39, Section 141.19 provides a simple mathematical formula for making minor route adjustments and explains how it is to be used. Note that the formula does not evaluate routes; that is done pursuant to M-39, Section 141.18. The formula is only used to calculate the adjustment. The explanation of the formula is straightforward. However, attention is drawn to the following.

! **Section 141.19.a** provides an explanation of how office time per delivery is determined. Management must use the most recent PS Form 1840 in making this determination.

! **Section 141.19.b** provides an explanation of how street time per delivery is determined. Management must use the most recent PS Form 3999 in making this determination. If the route has changed since the most recent PS Form 3999 was done, the union should object to street determination being based on erroneous information.

! **Sections 141.19.c-e** simply explain how the formula is used to calculate the total adjustment.

! **Section 141.19.f** is an important factor when unusual circumstances exist. This section requires management to take into account the type of territory being transferred. It requires management to make a fair application of time to street and/or office time in unusual circumstances. If a question concerning the type of delivery being transferred and the allied time is raised, union representatives should request and review the data, including the PS Forms 1840 and 3999 from the route from which territory is being transferred. They should also interview letter carriers familiar with those assignments to clarify what unusual circumstances exist.

! **Section 141.19.g** requires management to adjust routes in accordance with procedures set forth in Part 243.2 of the M-39 which deals with providing relief to routes. The application of Section 243.2 was discussed under "Adjustment Method," above.

! Section 141.19.h requires notification to the district office if there is a decrease in the total carrier workhours due to minor adjustments. However, if there is an increase in carrier workhours the district must approve the minor adjustment prior to implementation. In either case PS Form 3998 must be submitted to the district office

Section 141.19.i requires management to evaluate route adjustments as outlined in M-39, Section 243.6 just as it must after full six day count and inspections. It requires management to review the adjustments placed into effect to determine if the adjustments have properly brought the route(s) as near eight hours as possible.

141.2 Special Office Mail Counts

When management desires to determine the efficiency of a carrier in the office, a count of mail may be made. The carrier must be given one day's advance notification of this special count. Use Form 1838-C to record count and time items concerned. The carrier must be advised of the result of the office mail count.

Special Office Mail Counts provide management a tool to determine the efficiency of a carrier in the office when considering minor route adjustments. They can only be used for the purpose intended by Section 141.2 and may not be used for the purpose of harassment (Step 4, M-00111).

Local Methods Prohibited: In the past, some managers have sought to use locally developed route adjustment methods inconsistent with the provisions of the M-39. The Step 4 settlement M-01448, which provides the following, is instructive in this regard:

The issue in this case is whether management has the right to make minor route adjustments pursuant to subchapter 141 of the M-39 Handbook using data collected during a three (3) day mail count and inspection.

There is no provision in the M-39 Handbook that provides for making route adjustments based on data collected during a 3-day count and inspection.

Management has the right to make minor adjustments pursuant to subchapter 141 of the M-39 Handbook to maintain the routes as close to 8 hours daily work as possible using reasonably current route inspection data as a result of a six day count pursuant to Chapter 2 of the M-39.

The scope of this settlement is relatively narrow. It simply makes clear that when applying the formula in M-39 Section 141.19, the phrase "previous count and inspection data" refers to a full six day count and inspection conducted under the provisions of Chapter 2 of the M-39. The settlement does not address the issue of what constitutes "reasonably current data." Nor does it address whatever rights management may have under minor adjustment provisions other than those in Section 141.19. NALC acknowledged this understanding in a November 20, 2001 NALC memorandum provided to the Postal Service.

Remedies: Remember that the remedy sought is an integral and necessary part of any grievance. In many situations where minor route adjustments are made in violation of the Provisions of M-39, Section 141, the appropriate remedy is to rescind the adjustments and restore the routes to their pre-adjustment configuration. This is the remedy granted by Arbitrator Talmadge in C-19013, cited above. However, in cases where the violations are major, flagrant or repeated, additional monetary remedies may be warranted. Examples of how regional arbitrators have remedied such serious violations can be found in the NALC Arbitration Program. The most persuasive awards will generally be those that most closely match the fact pattern in any particular case. Consult your national business agent if you need help in formulating the most appropriate remedy request.

Conclusion: The contractual purpose of route adjustments is to configure each route so that it is as close to eight hours work as possible for the assigned carrier. It is not to squeeze carriers a little bit harder to meet some arbitrary budget figures. If route adjustments are fair, management is to be commended and the adjustments should not be challenged. Unfortunately, adjustments are not always fair or reasonable. In such cases union officials must vigorously defend the rights of the letter carriers they represent. We trust that this publication will assist them in exercising this responsibility.

14 Adjustments

141 Minor Adjustments

141.1 Route Adjustment Without Special Inspection

141.11 Minor Adjustments

- 141.111 The routes must be maintained in reasonable adjustment throughout the year. In order to fulfill this requirement, local managers may find it necessary to make minor route adjustments, to provide relief, add deliveries, capture undertime, etc.
- 141.112 When considering if a mail count and route inspection is necessary, review the nature and scope of the adjustments needed. If the review discloses that only minor adjustments are necessary, the adjustments should be made from current management records and information.
- 141.113 When it is observed that a delivery unit is regularly exceeding its daily authorized carrier hours, as indicated on the latest Form 3998, *Unit Summary of City Delivery Assignments* (see Chapter 3), management must first ensure that the applicable procedures in this Chapter are fully implemented and enforced. Particular attention must be given to carrier scheduling, receipt of mail, and carrier work methods in the office and on the street. Some other areas that should be reviewed are delivery unit changes in office routines, street management, and additional or more beneficial segmentations of mail.
- ##### 141.12 Office Routines
- 141.121 Delivery managers must continually review carrier office routines in order to determine whether all unnecessary time consuming practices have been eliminated or reduced to an absolute minimum. A review should be made of the unit layout to ensure that the workroom is arranged to minimize travel and to facilitate an orderly flow of mail. All excess and unnecessary equipment should be removed from the workroom floor. If this is not possible, place it in an area where it will not interfere with an efficient operation.
- 141.122 Where possible, at least 80 percent of the carrier's mail should be on the case ledge prior to the carrier reporting. At offices where it is impractical to place mail on or near the carrier's case prior to the reporting time, management should consider establishing a fixed schedule for mail withdrawals or establishing a minimum number of controlled withdrawals. The withdrawals should be scheduled to coincide with the receipt of mail or the distribution needs of the office. Carriers must not be allowed to withdraw their mail except under controlled conditions in order to facilitate the volume recording process. However, regardless of the procedure used in the office, mail received from the main office or mail distributed at the unit while the carriers are on the street should be on the carrier cases when they return from the street.

141.13 Street Management

- 141.131 Delivery managers must ensure that carriers hold the number of park points, swings, loops, and relays to the absolute minimum necessary to provide delivery. Unnecessary movement of vehicles and vehicle stops not only expand street time, but also waste energy.
- 141.132 Where carriers use public conveyances for transportation to and from their routes, leaving and returning times must be arranged to reduce carrier transportation waiting time to a minimum. In addition, relay runs should be arranged so that carriers do not have to wait for relays.
- 141.133 Deadheading and unnecessary retracing should be eliminated. Lines of travel as indicated by the case layout must be followed by the carrier. Unauthorized deviations generate customer complaints, waste both time and energy, and conflict with the order which the letters are placed in under Delivery Point Sequencing. When it is determined that more efficient travel patterns are possible, management should arrange for the appropriate changes in the sort plan, case labels and advise the carrier of the new line of travel.

141.14 Segmentations

Management must periodically review carrier mail volume to determine the need for additional or alternative segmentations of mail that could be prepared more efficiently for delivery by distribution personnel or mailers.

141.15 Distribution

Delivery managers must coordinate mail flow into the delivery unit, mail preparation, and the establishment or abolishment of segmentations with the appropriate functional area manager.

141.16 When to Consider Making Minor Adjustments

Once it is determined that standard operating procedures (SOPs) have been properly implemented and maintained, the delivery manager has considered all other alternatives, carrier workhours have not been reduced, or workhours can be reduced, then management should consider making minor route adjustments.

141.17 Advance Preparation

Prior to making any minor adjustment on a unit wide basis, management must notify the local union as far in advance as possible. Any proposed adjustments must be placed in effect within 45 calendar days after the end of the adjustment consultation with the carriers involved and changes should not be made between the period November 15 and January 1. Exceptions must be approved by the district manager.

141.18 Preliminary Planning

Management should carefully review and analyze street management records, Forms 3997, 1813, 3996, 1571, 3921, and 3921-A, and carrier timecards or PSDS reports in order to determine the current evaluation for each route and the needed adjustments. The manager using Forms 1840 should prepare a *Summary of Minor Adjustments Worksheet* for each route.

The summary should contain the post office name, ZIP Code, delivery unit name, route number, carrier's name, ID number, age, length of service, length of service on route, route designation, number of trips, type of route, type of vehicle used on route, and other appropriate information as indicated in exhibit 141.18.

141.19 **Formula for Making Minor Adjustments**

A simple formula for making minor adjustments, without mail counts and inspection, may be made in the following manner if the previous count and inspection data is reasonably current and the same carrier is serving the route being considered:

- a. *Determining Office Time.* Using the most recent Form 1840, review the net and standard office time and select the lesser of the two. If the net office time is used, deduct the actual times used on Lines 14, 15, 16, 19, and 21, the 5 minute standard for Line 20 and the office break. If the standard office time is used, deduct the standard time allowance for Line Items 14, 15, 19, 20, and 21 (use actual times if they exceed the standard times) and the actual time used for Line 16 and the office break. Divide the remainder by the number of possible deliveries.

Example 1: Net office time less than standard office time.

Possible deliveries 530

Net office time — 3:10

Activity	Minutes
Line 14	3
Line 15	4
Line 16	0
Line 19	2
Line 20	5
Line 21	6
Office Break	<u>10</u>
	30

3 hrs. 10 mins. – 30 mins. = 2 hrs. 40 mins. or 160 mins.

160 mins. ÷ 530 deliveries = .30 mins. of office time per possible delivery.

Exhibit 141.18

Summary of Minor Adjustments Worksheet

SUMMARY OF MINOR ADJUSTMENTS WORKSHEET																			
Post Office: Delivery Unit: Route No.: Route Designation: Type of Route: Type of Vehicle: Route Office Time: Route Street Time: Possible Deliveries: Router Time: Carrier Comments:	Carrier Name: Age: Length of Service: Length of Service on Route: Route Evaluation (based upon analysis): Proposed Adjustment (+/-): Router Time:																		
<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="5" style="text-align: center;">Actual Adjustment</td> </tr> <tr> <td style="text-align: center;">Relief (R)</td> <td></td> <td></td> <td></td> <td style="text-align: center;">Time</td> </tr> <tr> <td style="text-align: center;">Addition (A)</td> <td style="text-align: center;">Block</td> <td style="text-align: center;">Street</td> <td style="text-align: center;">Deliveries</td> <td style="text-align: center;">Value</td> </tr> </table>					Actual Adjustment					Relief (R)				Time	Addition (A)	Block	Street	Deliveries	Value
Actual Adjustment																			
Relief (R)				Time															
Addition (A)	Block	Street	Deliveries	Value															
Route Before Adjustment: Actual Adjustment: Route After Adjustment: Router Time After Adjustment: Comments:	Route Office Time: Route Street Time: Total Time:	Possible Deliveries: Reduction/Addition: After Adjustment:																	
(Signature) Unit Manager Date: _____	(Signature) District Manager/Designee Date: _____																		

Example 2: Standard office time less than net office time.

Possible deliveries 530

Standard office time — 3:25

Activity	Minutes
Line 14	6
Line 15	5
Line 16	0
Line 19	3
Line 20	5
Line 21	9
Office Break	<u>10</u>
	38

 $3 \text{ hrs. } 25 \text{ mins.} - 38 \text{ mins.} = 2 \text{ hrs. } 47 \text{ mins. or } 167 \text{ mins.}$
 $167 \text{ mins.} \div 530 \text{ deliveries} = .32 \text{ mins. of office time per possible delivery.}$

- b. *Determining Street Time.* Using the most recent Form 3999, deduct the vehicle loading time, travel time to and from route, time spent collecting from collection boxes, time spent for relays, gassing vehicle, vehicle moves, replenishing mail after loop, breaks, and comfort stop time. Divide the remainder by the number of possible deliveries to determine the street time used per delivery.

Possible deliveries 530

Street time for Form 3999 — 5:15

Activity	Minutes
Vehicle loading time	6
Travel to and from route	12
Collection Boxes	5
Gassing Vehicle	5
Vehicle Moves	5
Replenish mail after loop	5
Break	10
Comfort Stop	<u>4</u>
	52

 $5 \text{ hrs. } 15 \text{ mins.} - 52 \text{ mins.} = 4 \text{ hrs. } 23 \text{ mins. or } 263 \text{ mins.}$
 $263 \text{ mins.} \div 530 \text{ deliveries} = .50 \text{ mins. of street time per possible delivery.}$

- c. *Determining Time Per Delivery.* Add average office and street time to determine time per delivery.

.30 Office time per delivery
 + .50 Street time per delivery
 .80 Time per delivery

- d. *Determining Possible Deliveries.* To determine the number of possible deliveries to be removed or added, divide the time being considered for removal or addition by the time per delivery.

$$25 \div .80 = 31.3 \text{ or } 31 \text{ possible deliveries}$$

- e. *Computing Route Total Time.* Add to or subtract from route involved:

$$\begin{array}{r} \text{Route 3671} \quad 8:25 \\ - \quad .25 \\ \hline \text{Route} \quad 8:00 \end{array}$$

Individual computation (if desired):

$$\begin{array}{r} \text{Office Time} = .30 \times 31 = :09 \qquad 3:10 - :09 = 3:01 \\ \text{Street Time} = .50 \times 31 = :16 \qquad 5:15 - :16 = \underline{4:59} \\ \text{Route} \qquad 8:00 \end{array}$$

(See exhibit 141.18.)

- f. *Unusual Conditions.* If unusual conditions exist, the character of the area being transferred must be considered and a fair application of time should be made to office and/or street time allowances.
- g. *Adjustment Procedures.* Adjustments should be made as outlined in 243.2.
- h. *Decrease or Increase in Total Carrier Workhours.* The District office must be notified of any decrease in the total carrier workhours due to minor adjustment. Any increase in total carrier workhours should be approved by the District office prior to implementation of the adjustments. In any event Form 3998 must be submitted to the District office.
- i. *Evaluation of Adjustments.* The adjustments should be evaluated as outlined in 243.6.
- j. *Disposition of Summary Worksheet.* Original of summary worksheet must be sent to the office of the manager in charge of delivery services and one copy retained at the delivery unit.

141.2 Special Office Mail Counts

When management desires to determine the efficiency of a carrier in the office, a count of mail may be made. The carrier must be given one day's advance notification of this special count. Use Form 1838-C to record count and time items concerned. The carrier must be advised of the result of the office mail count.