

Sierra Coastal Level 21+ Quarterly Postmaster Meeting Thursday, June 25, 2015

Kerry-Mainly 2 topics today-will be a “touchy feely” type of meeting with breakouts regarding the assignment video and discussion of the LOC competition after the OIG and overview of our unique current Sierra Coastal District goals and strategies.

****OIG**-Johnathan introduced himself and his three local staff members-he is over the LA basin area. He reminded us that they deal with employee issues-lately they are doing a lot of Workmen’s Comp and also Provider Fraud-those that are feeding the disability.

“The goal is to get rid of the problem and put the people committing the crimes in jail.”

They are going to be providing us with **new training utilizing their polygraph professionals** on staff. Kerry stated that he has seen a weakness in our fact findings where we were not able to do the type of discipline that we wanted to. This training will assist us in doing a better job with fact findings.

****Kerry**-“By the end of the year we should have an outstanding year.”-We are doing things differently than other districts and not going along with HQ-but our numbers are there so we are pushing back as we often do so we can do it our way:

- Build a better operating plan
- Right-size the workplace
- Leverage new technology and focus the organization on the customer
- Prepare the management team and craft employees for the future

“Today is much different than the 90’s-we need a new management style today-there are now more mellinials in the workplace than baby boomers. They have a different view of work, loyalty, respect, etc.-we have to deal with them in the 20% of our workforce that is lower paid-\$16/hr. and dealing with hard work. We need to have better management skills.

****Kerry** gave kudos to Britton (Sr. Plant Manager) who has been pushing back on directives and even threats from Area and HQ. Britton is emulating the Sinek video. He has built an operating plan that is great but different from any one else.

Goal: To build a mail arrival platform that enables us to outperform our peers

- Increase overall size of the workforce and improve flexibility
- Bi-weekly complement meetings
- Fill EAS jobs quicker**
- Increase RLC assignments-we are bucking the tide but it has been a good decision.
- Create NTFT jobs-(want to create even more to cover A/L) As a result we are 20-30% under SPLY for clerk overtime.

This worked even though we were told not to-Lesson to be learned: “Do not give away your authority very easily or you will be trampled in this organization.”

Goal-Maximize the use of new technology for the benefit of the customer.
Strategy-Change the paradigm of what a carriers job is in the 21st century.

- Create an effective LOC in each office
- Redefine the responsibilities of carriers
- LOC contest
- Build a system to better utilize corrective action (discipline tracking)
- Crime prevention initiative-to protect The Brand-there are many thieves and people ripping us off and stealing mail from boxes, we are not going to sit by and do nothing.
- Scanning-score emphasis-the customer notices

****Kerry urged anyone that had not given the carriers “the letter” regarding their roles, electronic monitoring etc. to do so ASAP. The market is demanding that we redefine their role. The message is –“Do your job as a professional because we can see you and it is not anymore about you and what is easiest for you-it is the customer.”**
 We were reminded to also put ourselves in their shoes-if we had cameras in our offices where anyone could monitor us when they wanted how would we feel?

Kerry’s **Goal**-To prepare postal management for a 21st century workforce

Strategy-Training management to better understand human behavior and how it drives performance.

- “Leaders Eat Last” video-Simon Sinek
- Diffusion of innovative discussion
- Develop standup material to help cement gains and create future vision-those provided by HQ are dry and not looked forward to

Unlike other districts-“We are thinkers and not autocratic-we do not beat people up on telecons.”
 “We have to give Britton a lot of credit for pushing back on HQ and just saying this is the way we are going to do it.”

Played **45 min video ”Leaders Eat Last”** that had also been assigned as homework 2 weeks prior:

Based on 2002 Johnny Bravo war heroic act-why do some people, especially those in a leadership role risk themselves for others? The job of leaders is to keep the others safe. Great leaders expand the safety zone to the outermost.

There are 5 chemicals (Cortisol, Dopamine, Endorphins, Oxytocin, Serotonin) that have always played a role in human nature and development over thousands of years making us superior to other animals and keeping us alive. These chemicals are responsible for motivating us in multiple ways. Some are actually harmful to us, so understanding their role and how they work in others is important.

Endorphins-feel good-when laugh give off some

Dopamine-addictive-exhibited by excessive cell phone and texting need, drinking, gambling, - need balance or can be destructive. It is the selfish drug.-but we all need some-balance-get the feeling when check off a list, finish a route or chore.

Serotonin-a good one-feelings of trust, love fulfillment-the job of leaders is to keep the others safe-expand the safety zone to the outermost, not just protect the few at the top. Responsible for a feeling of pride..

Oxytocin-not addictive-takes awhile to build up also-the best one-when you sacrifice for others without anything in return you get this. Acts of human generosity-Feelings of love, trust and friendship (why some people sit with someone they know-good friend-feel safer) This one makes you happier and healthier and increases your ability to solve problems and be creative.

Cortisol-paranoid-afraid-flight.-create unpleasant environment-if always looking for danger-it shuts off immune systems and growth. When the workplace does not make us feel safe-we are being unhealthy-makes us less generous and compromises our immune system. If our jobs are killing us then the responsible party is the LEADERS.

Questions for each group-

1-How do you determine who gets in the circle and how it is created?

2-What would you

3-Is this something that the craft would benefit from learning?

4-What organizational changes would you get from changing the chemical levels?

Humans put a premium on time and energy-Leaders give time and energy-sacrifice for others-without getting anything in return-Acts of human generosity.

“Leadership is not a rank or a position-it is a choice-if we are looking after others-we are leaders.” A willingness to sacrifice your time so you can help others.

The 12th step-is helping someone else-why? It gives you serotonin and oxytocin.

Kerry says leadership is more of a gift than a burden and you influence more people than you have ever met.

All came back with wanting to be inclusive-but some said that some would, based on not caring about others be pushed out of the circle. Leading by example, being honest, reliable, respectful, appreciate employees, share all information, etc.

Kerry-We need to invest time in people. ‘Why do people not want to work in a place? Do you send positive texts every day? If the employee would like a parking spot, are you willing to give up yours? (you should be) Are you offering 701? Some are. Walk up to someone and say something nice to them.’

“Because we take care of each other and you give me good numbers we can fire back and go on our own path like this-we take care of each other.”

“The difference between success and being a loser is small in this organization-1% difference makes you a winner or a bum.” If you do this it will help you and all of us.”

Managers and supervisors should set the example-should have the culture that they want others to have. Management must have integrity. Build the team around the Postal Brand. Recognize all. Give credit. Build trust with employees. Share knowledge, set the example.

Share the impact and consequences of their actions-accountability-being accountable gets you back in the circle pain free.

Kerry asked if anyone had given this link to anyone else-we should.

Kerry-**“Being a critic is the easiest job there is-being a cynic is easy too.”**

After presentations handheld voting devices were passed out for independent voting so no one had to know how anyone voted. Asked 1-if enjoyed presentation-92% yes, 2, if would like more of same-, 3-do you think that having a better understanding of human behavior will help your office have better business results? 96%, 4-Do you envision making changes to your management style based on this? 79% (some felt were doing it already) 5-Do you think this should be **taught in NSP**? 88%-Kerry said it now would be.

LOC presentations-

Mike Martino had a short film made and played it. He also explained the history of innovation and computer use. How fast do people embrace change?

**LOC can be compared to a weapon that could cause much destruction. We need to learn to use it wisely. Think what it would be like to have your office monitored all the time. Not everyone who works for us wants to work for us and they demonstrate it in their performance.

LOC is a way of managing today, **today** instead of tomorrow!

We need to communicate to the carriers often about the positive customer benefit. The customer wants same time delivery.

Kerry-" This is your business, you figure out how to use LOC in your post office and innovate-we don't want to develop an SOP or tell you. "

Kerry-"Our peers rely on discipline, not us."

LOC submissions that Kerry had requested from all the offices-**only 26% did** it-he had them stand up. He then calmly said, "Shame on those that are sitting down and did not do this-you are lazy-I rarely ask you to do anything." I am rewarding the postmasters and anyone on their team that assisted with the submissions-I am giving everyone a day of administrative leave. For the three winners of the contest I am additionally giving money.

Camarillo, Santa Clarita and Burbank won-each postmaster went up and gave a presentation on what they were doing. All spoke of keeping it positive, being open, working with the carriers, identifying the vital few, observing those that ask for time in excess of what is earned, following up. Gabriel has even put slides on the wall-12 x 12? They are on a timer-showing carrier performance from the day before so all of them can see it. Burbank also uses it to go investigate possible safety issues.

Kerry showed the hundreds of hours saved in each office -says he wants this baked into the business and incorporated in what we do.

"We have added back 79 routes" (He also mentioned an embarrassing telecon where the field was being talked down to by a particular officer.) He is going to work with the union presidents and if we continue to see the same carriers taking the same amount of time then we can have the routes changed back. "Adding two routes and not saving does not work-OT should be coming down or they are poking us in the eye."

Mail Theft Prevention-Kieth McConnell

Been monitoring and working on this project for 6 weeks.

We have had 192 fishing attacks, 51 vandalisms, 34 homeless issues, break ins-103

We have installed modified slots in some boxes-annoying for customers but need to weigh security vs convenience. Thieves have even blown up boxes to get inside and destroyed the mail. He showed examples of what they are fishing with. Netflix did a test and all the CD's were stolen from boxes. Could be some gang activity in some of the zip codes-those areas are a priority for changes. They use brake fluid to clean off checks.

Close-LDC 38 is the highest in Pacific Area-make sure to get something for your money and not just pay. Pat is retiring after 30 years-now in Tulare-David Vance and Kerry spoke of her professionalism, positive attitude and reliability.