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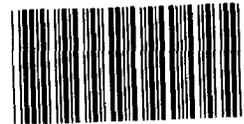
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BY THE U.S. GENERAL ACCOUNTING OFFICE
**Report To The Honorable Henry B.
Gonzalez, House Of Representatives**

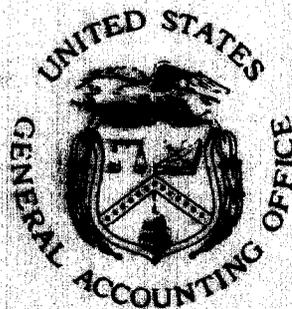
**Employee Concerns About
Working Conditions At
The San Antonio, Texas, Post Office**

Employees of the San Antonio Post Office have been required to work high amounts of overtime and have been faced with untimely or incomplete management responses to their grievances. These situations contributed to employees' perceptions of disrespectful treatment by management.

Management has promised or taken actions, such as hiring additional personnel, to reduce overtime and to provide more responsive handling of employee grievances.



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UNITED STATES GENERAL ACCOUNTING OFFICE
WASHINGTON, D.C. 20548

GENERAL GOVERNMENT
DIVISION

B-202561

The Honorable Henry B. Gonzalez
House of Representatives

Dear Mr. Gonzalez:

06372 As requested by your letter of July 10, 1980, we have reviewed the working conditions of Postal Service employees in the San Antonio, Texas, area. Our work concentrated on the potential problem areas discussed during our meetings on July 21, and August 21, 1980, involving

- high rates of overtime,
- unresponsive actions on employees' grievances,
- disrespectful treatment of employees, and
- unnecessary freezes on employee promotions while authorized positions remained vacant.

Further, because of your concern that the San Antonio Post Office may have been provided less operating funds and staff than other post offices, we compared various financial and staffing data at the San Antonio Post Office with two other post offices of comparable size.

We interviewed San Antonio Postal Service officials and local representatives of three postal unions--the National Association of Letter Carriers, the American Postal Workers Union, and the National Post Office Mail Handlers Union. At our request, union officials provided information concerning the potential problem areas cited above. Using this data and other information acquired, we interviewed over 60 Postal Service supervisors and employees and reviewed relevant Service case files, procedures, and regulations.

Our work showed that during fiscal year 1980, the San Antonio Post Office experienced high rates of overtime. We also found that management responses to employee grievances often were not timely or complete. We believe these situations contributed to employees' perceptions of disrespectful treatment by management at the San Antonio Post Office. Our work did not, however,

show that there had been freezes on employee promotions or that a significant number of authorized positions remained vacant for inordinate lengths of time. Management has promised or taken actions, such as hiring additional staff, to reduce overtime and to provide more responsive handling of employee grievances.

MAKEUP OF THE SAN ANTONIO POST OFFICE

The San Antonio Post Office 1/ is headed by a Sectional Center Manager/Postmaster. The Postmaster reports to the District Manager, West Texas District, San Antonio.

The Sectional Center Manager/Postmaster at San Antonio has a staff of four directors who are responsible for mail processing, customer service, finance, and employee and labor relations. The postmasters of 120 smaller post offices in the section center area also report to him. As of October 3, 1980, the sectional center had 3,145 employees, 2,330 of whom were assigned to the San Antonio Post Office.

ADDITIONAL STAFF NEEDED TO REDUCE
HIGH OVERTIME RATE WITHIN
CERTAIN DIVISIONS

In fiscal year 1980, overtime hours worked at the San Antonio Post Office amounted to 12.5 percent of the total hours worked; in some work locations the overtime rate was much higher. Essentially all the overtime worked was within the Mail Processing and the Customer Service Divisions. During fiscal year 1980, the Mail Processing Division used about 235,000 overtime hours, or 14.7 percent of its regular work hours, and the Customer Service Division used about 331,000, or 12.0 percent of its regular work hours. These overtime rates were considered high by management, who felt that overtime above an 8-percent rate was not appropriate. Although additional staff could have reduced these rates, management did not accept this as an alternative until October 30, 1980.

Within the Mail Processing Division, many work locations had overtime rates which greatly exceeded the average of 14.7 percent. For example, from June 28, 1980, to October 3, 1980, which covered seven pay periods, a letter-sorting machine work location had overtime rates of over 20 percent during four pay periods and over 15 percent for all seven pay periods. An incoming mail work location had overtime rates of over 20 percent during six pay periods and over 15 percent for all seven periods.

1/Includes only the general mail facility and the stations in the San Antonio metropolitan area.

Within the Customer Service Division, many larger stations consistently worked overtime rates which greatly exceeded the average of 12 percent. For example, during the June 28, 1980, to October 3, 1980, period cited above, one station's overtime rate was over 20 percent during five pay periods and over 19.5 percent for all seven pay periods. Another station had overtime rates of over 20 percent during four pay periods and over 17 percent for all seven pay periods.

Management wanted to reduce overtime
without hiring additional personnel

Throughout most of fiscal year 1980, management at the San Antonio Post Office and the West Texas District expressed concern about the high overtime rate. To deal with the problem they sought alternatives aimed at increasing productivity rather than hiring additional personnel.

Clearly, a factor contributing to the high overtime rate was the Postmaster's desire to hold the management sectional center's total staff to 3,051. This ceiling was established by the West Texas District Manager in July 1979 after the Southern Regional Headquarters set an objective of reducing the number of employees. The establishment of such an objective is consistent with continuous efforts by the Postal Service to control its operating costs.

Hiring additional employees in order to reduce overtime was clearly not viewed as a desirable course of action by the West Texas District. For example, in a January 3, 1980, letter, the District Manager addressed efforts to improve the overtime rate, and asked the Postmaster:

"Please let me have your comments on whether you anticipate to improve your overtime ratio. If not, aside from hiring, what actions do you plan on taking to establish overtime usage controls."

The San Antonio Postmaster's reply illustrated his concern about the employment ceiling and its effects.

"The overtime usage in Mail Processing was caused by the need to maintain service standards and the limit placed on paid employee complement of 3,051. We are continuing to strive to reduce overtime usage through increased productivity and maintaining a fully trained complement."

The pressure to avoid hiring additional personnel was reiterated in an April 28, 1980, memorandum from the District Manager to all Sectional Center Managers/Postmasters:



"Please give the use of overtime special emphasis, and impress on all managers that we must reduce the use of overtime. Bear in mind that I want to reduce overtime with no significant hiring."

The Postmaster proposed that additional personnel be hired to reduce overtime

Not surprisingly, it was not until August 1980 that the San Antonio Postmaster developed a plan which proposed hiring new employees to reduce overtime. On August 21, 1980, the Postmaster advised the West Texas District that an additional 118 positions would help reduce overtime. Approximately 98 of the requested positions were for the Mail Processing Division and 20 were for the Customer Service Division. The District, however, took no action on the Postmaster's plan.

In October 1980, the Postmaster forwarded another plan to the District and requested approval to hire additional employees for the Mail Processing Division to reduce overtime to 8 percent. He proposed hiring 34 additional employees and converting 61 casual positions 1/ to career positions.

No additional staffing was requested for the Customer Service Division. Instead, the plan mentioned only that the following actions were contemplated to reduce overtime to 8 percent within this division: stricter absenteeism control, improved and increased street supervision, closer observation and monitoring of office performance of clerks and carriers, and more frequent interim route adjustments within high-growth areas. Since these actions have been taken in the past without resulting in any noticeable overtime reductions, it is far from certain whether they will result in achieving the desired overtime goal.

On October 30, 1980, the District Manager approved hiring an additional 34 sorting machine operators and converting 11 casual positions to career positions. He stated that 50 casuals should remain to assure maximum opportunity for staff adjustments when a new letter-sorting machine is installed and to allow for immediate staff reductions if there was a move to a 5-day delivery program or if mail volume dropped suddenly due to the pending postage rate increase. The Postmaster was further advised that authorization to fill additional positions for the letter-sorting machine operations would be granted on a continuous basis as he developed specific requirements.

1/These are supplemental work force positions with specific limited periods of employment in each calendar year and with constraints on tasks which can be assigned.

Employee views on overtime

To determine the impact of the high overtime rates on individual employees, we requested union officials to identify employees who believed they had been subjected to excessive overtime. They identified 110 employees, most of whom had volunteered to work overtime.

We randomly selected 11 of these 110 employees for personal interviews and detailed analyses of their work-hour records. The average overtime worked by these employees ranged from less than one-quarter of an hour to 14.5 overtime hours weekly. Only 2 of the 11 employees had not volunteered for overtime. One of the two was the employee who had worked an average of less than one-quarter of an hour of overtime each week; the other was a military retiree who averaged about 4.3 overtime hours each week. Ten of the employees stated that they liked the amount of overtime they were working and/or did not consider the amount to be excessive. Further, all stated that the extra pay from overtime work was often difficult to turn down.

Conclusions

We believe that the amount of overtime worked at the San Antonio Post Office is too high. San Antonio Post Office management is acutely aware of the overtime problem and is committed to a goal of lowering the rate to 8 percent. The hiring of additional employees is a step towards achieving that goal in the Mail Processing Division. While the Customer Service Division's overtime rate was not as high as that of the Mail Processing Division, it is not clear that the overtime reduction goal can be achieved there without hiring additional employees.

We discussed our conclusions with the Postmaster and the District Manager, and both believed that the actions planned by the Customer Service Division would reduce the overtime rate. They stated, however, that they are prepared to take whatever action is necessary to reduce the overtime rate at the San Antonio Post Office to below double digits in all divisions.

MANAGEMENT RESPONSES TO GRIEVANCES
NEED TO BE MORE TIMELY AND COMPLETE

San Antonio Post Office management has not been fully responsive in processing employee grievances. Management responses were often not timely, and decisions frequently did not contain all relevant facts and reasons for denial of the grievances. Consequently, the unions often appealed grievances to the Southern Region without full knowledge of local management's position on the matters in dispute.

The 1978 National Agreement between the Postal Service and postal employee unions sets forth the following requirements for processing grievances:

- Management and union representatives must have the authority to settle or withdraw the grievance as a result of discussions or compromise.
- Both parties must present all relevant facts.
- Management's decisions must include all facts and detailed reasons for denying the grievance.

Grievances can be settled locally by employees and/or shop stewards and immediate supervisors without documentation or record (step 1), or by a representative of the Employee and Labor Relations Division after receipt of a formal written grievance (step 2). If a grievance is not settled locally, the union may appeal to the regional level (step 3). An outline of the procedures and time limits for processing grievances is contained in appendix I.

Union officials provided us a list of 191 step 2 grievances which they felt represented cases where management was not responsive. These represented about 33 percent of the 583 step 2 grievances filed in fiscal year 1980. We randomly selected 20 of the 191 grievances for detailed analysis of the adequacy of management's response at the step 1 and step 2 levels.

At step 1, employees who have a grievance meet with their immediate supervisor, with or without a shop steward, to discuss the grievance. No formal documentation is maintained at this level of the grievance process because the National Agreement requires that supervisors render only oral decisions. Our analysis of documentation required at the step 2 level for the 20 grievances, however, showed that supervisors had rendered step 1 decisions in a timely manner. The lack of documentation prevented a determination of whether these oral decisions included detailed reasons for denial or if supervisors made real efforts to resolve the grievances at step 1.

At step 2, the union files a formal written grievance. The grievant's shop steward or another union representative meets with a representative of the Employee and Labor Relations Division to discuss the grievance. If no agreement is reached, management must furnish union representatives a written decision within 10 days after the meeting, unless both parties agree to extend the period.

We found that management exceeded the 10-day limit in rendering written decisions for 9 of the 20 grievances analyzed. For these nine grievances, decisions were rendered within 17 to 78 days. In eight of the nine cases, the grievance was appealed

by the union representatives to step 3 before a written step 2 decision was received because the National Agreement provides that the appeal must be made within 15 days after the step 2 meeting. The Employee and Labor Relations Division representative who handles grievances at the step 2 level told us that his office is understaffed (he has no assistant), and often he is unable to handle expeditiously the number of grievances that are received.

We also found that the decisions for 12 of the 20 grievances analyzed did not include all relevant facts used by management or detailed reasons for denial of the grievances. Usually the decisions contained little more than a simple statement that no violation of the National Agreement had occurred.

We discussed our analysis with San Antonio Post Office management and the West Texas District Manager. They agreed there is a need to resolve the problem of untimely and inadequately supported grievance decisions and indicated they would take whatever action is necessary to correct the situation, including providing additional staff to handle grievances.

Conclusion

Untimely and inadequate responses by management to grievances have contributed to poor employee-management relations at the San Antonio Post Office.

EMPLOYEES' PERCEPTIONS OF DISRESPECTFUL TREATMENT BY SUPERVISORS OFTEN RELATED TO OVERTIME REQUIREMENTS

Union officials and employees we interviewed were concerned about the disrespectful treatment they received from supervisors. Supervisory handling of overtime and the lengthy grievance procedures were repeatedly mentioned as key elements in incidents of disrespectful treatment.

Union officials identified 62 cases which they believed showed evidence of disrespectful treatment of employees. We randomly selected six of the cases for indepth review. Five involved overtime and one involved an employee's tour of duty. Grievances and/or equal employment opportunity complaints were filed in four of the six cases.

For each of the six selected cases, we interviewed the complainant, the complainant's supervisor, and other personnel involved, such as the EEO Counselor, Injury Compensation Supervisor, and management officials. Following are brief descriptions of each of the six cases and comments of San Antonio management and supervisory officials.

--In the first case, the employee believed he was unnecessarily assigned night work after he requested light duty because of an on-the-job back injury. He claimed that only rude answers were given when he inquired about the possibility of being reassigned to his former day work tour. He was reassigned to the day work tour only after a lengthy grievance procedure which took over 10 months to process and was finally settled at regional arbitration.

Management and supervisory officials we interviewed denied any disrespectful comments and stated that the employee was assigned night work because there was not enough work for him, considering his work limitations, on the day work tour.

--The second employee believed that he and other letter carriers were repeatedly treated disrespectfully when requesting additional assistance or overtime to finish routes. He contended that routes were adjusted so that it was impossible to finish in 8 hours. He stated that it was the overall attitude of the supervisors that bothered him. He had not, however, filed a grievance. He also stated that because of his age and health, he had to submit a doctor's certificate stating he could not work overtime. Consequently, other carriers are often required to finish his route.

Management and supervisory officials we interviewed denied any disrespectful treatment or comments when carriers requested additional assistance or overtime to finish their routes.

--In the third case, the employee believed she was subjected to a number of disparaging remarks during a step 2 meeting related to a grievance she had filed. The grievance involved an employee being utilized outside of a work location while remaining workers were required to work excessive overtime. The employee stated that during the step 2 meeting, the management official handling the grievance gave the impression that the grievance was frivolous and made no attempt to remedy the situation being grieved. The grievance was denied at the step 2 level and a step 3 appeal was recently forwarded to the regional level.

Although the management official involved believed the grievance had no merit, he did not feel the employee was treated disrespectfully.

--Another employee believed that a communication problem had developed between supervisors and letter carriers because there was too much overtime work. He stated that he felt intimidated into signing voluntary overtime lists to avoid

harassment by supervisors. He cited a number of cases where supervisors did not consider his personal concerns when requiring him to work overtime.

Management and supervisory officials denied any disrespectful treatment of the employee, but they noted that it was often difficult to reduce overtime work demands on individuals when the mail needed to be delivered and no other alternatives were available.

- The fifth employee believed she was repeatedly treated in a disrespectful and discriminatory manner. She had filed four grievances and two equal employment opportunity complaints that alleged numerous occasions of improper treatment, including unfair treatment in the distribution of work assignments and resultant overtime. She noted although one of her two complaints was settled in 4 months and one of the four grievances settled at step 2, the other complaint and three grievances were unsettled after 4 months--causing her frustration and stress.

Noting that all possible steps were being taken to resolve her complaint and grievances, management and supervisory officials denied that she had been treated in a disrespectful or disparate manner.

- In the sixth case, the employee believed he was not treated fairly by supervisors in the assignment of overtime work. Following an equal employment opportunity complaint that he filed because of too much overtime work, he stated that he then received almost no overtime work. He stated the distribution and assignment of overtime was his major concern, particularly since supervisors continually intimidated and harassed him about overtime work situations.

Management and supervisory officials denied any disrespectful treatment of the employee. They stated, however, that he only wanted to work overtime when it was convenient for him.

The subjective nature of the issues involved in these kinds of situations precluded a determination of culpability; nevertheless, the employees perceived that management and/or supervisors lacked empathy with their personal desires when determining overtime requirements and/or were dissatisfied with management's responsiveness to their grievances.

Throughout our other interviews with union officials and employees, we found that both groups also voiced a common perception that management and supervisors' attitudes toward employees were poor. For example, the 13 shop stewards we interviewed believed management made little effort to settle complaints locally.

A typical comment on supervisors' attitudes was expressed by a letter carrier who had over 30 years of service. He said that when he asked for assistance and/or overtime to complete his route the supervisors would

"* * * act like the money is coming out of their pockets * * * they check your mail and treat you as if you are not doing your job, and go out of their way to make you miserable."

Since human relations training can often improve supervisor-employee relations, we asked about the amount provided at the San Antonio Post Office. Officials in the Employee and Labor Relations Division told us that training in human relations matters is provided to supervisors at least once or twice each year. During fiscal year 1980, supervisors received human relations training in courses concerned with absence control and equal employment opportunity. The San Antonio Postmaster said he recognized that employees' problems and attitudes are important, and he stressed that his management team is continuously trying to improve supervisory performance.

Conclusion

An objective determination of whether management and supervisors treat employees with a proper degree of respect is virtually impossible. There are indications, however, that problems with managing overtime and problems in responding to grievances in a timely and complete manner are key factors in employees' perceptions that they are being treated disrespectfully. Management's plans to hire additional employees to reduce the amount of overtime required and to improve the handling of grievances should help alleviate these problems. The availability of additional employees should provide supervisors with more leeway in dealing with the personal needs of employees in a fair and humane manner, and more timely and complete management responses to grievances should improve overall employee-management relations.

NO PROBLEMS WITH VACANT POSITIONS OR EMPLOYEE PROMOTIONS

Management and union officials agreed that during fiscal year 1980 the San Antonio Post Office did not experience a freeze on employee promotions and that authorized positions did not remain vacant for inordinate lengths of time. The National Association of Letter Carriers' representative, however, expressed concern about letter carriers being temporarily detailed to supervisory positions (commonly referred to as 204b positions) for extended periods, some as long as 4 years. His concern was that these carriers are not available to perform their normal duties and other carriers must take up the slack created by their absence. When these temporary assignments are extended for long periods, it tends to increase the amount of overtime required.

As of November 19, 1980, 30 letter carriers were assigned to temporary supervisory positions, and 21 of the carriers had held these positions for at least 1 year. The Postmaster said that such assignments are routine. He said that many long-term temporary supervisory positions are available because supervisors are often called on to serve on special ad hoc study teams and advisory panels, particularly since the West Texas District Office is located in San Antonio. He knew that some employees held temporary supervisory positions for extended periods, but he believed that ultimately the experience gained was advantageous to the employees involved.

On October 30, 1980, the Postmaster requested District authorization for four supervisory positions as replacements for supervisors on extended detail assignments. He noted that the additional supervisory positions would contribute to a more efficient operation since craft employees detailed to supervisory assignments contributed to the high overtime rate.

FUNDS AND STAFF PROVIDED TO THE
SAN ANTONIO POST OFFICE APPEAR
TO BE REASONABLY COMPARABLE TO
OTHER POST OFFICES

In response to the concern that the San Antonio Post Office may have been provided less operating funds and staff than other post offices of comparable size, we gathered various information on post offices at Fort Worth, Texas, and Omaha, Nebraska, which are similar in size and operating capabilities to the San Antonio Post Office. Each is a main postal facility for a management sectional center, and each has essentially the same degree of mechanization.

Schedules, which are included as appendix II contain comparisons of the three post offices:

- number and type of employees,
- operating expenses,
- work-hours used and productivity rates,
- percent of overtime, and
- number of grievances filed at the step 2 level.

With the exception of much higher overtime percentages at the San Antonio Post Office, the comparisons did not indicate any notable differences among the three post offices.

While gathering the information, we were repeatedly cautioned that comparisons between post offices have limited value because every post office is unique. Factors such as the (1) types of mail, (2) overall layout and configuration of the mail processing

facility, (3) arrival and departure patterns for mail, and (4) extent of mechanization vary significantly among post offices. According to Service officials, these factors make comparisons very suspect.

The San Antonio Postmaster told us that his post office was particularly unique because of (1) its location in southwest Texas, very close to the Mexican border and (2) its heavy concentration of military and other Federal activities. He noted that the first factor creates special problems for mail delivery since it limits the direction that air and surface transportation must take and that the second produces a mix of mail very different from that processed by most other post offices.

Conclusions

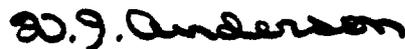
While we agree with Postal Service officials that the comparisons of the three post offices should be used with caution, we do not believe the comparisons show that the San Antonio Post Office has been provided, on a relative basis, less operating funds and staff than the other two post offices. The much higher overtime rate at the San Antonio Post Office, however, supports the need for management actions to reduce the amount of overtime work.

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No further distribution of this report will be made until 10 days from the date of this letter unless you publicly release its contents earlier. At that time we will send copies to the Postmaster General and make copies available to others upon request.

We would be pleased to meet with you should you have any questions on the report.

Sincerely yours,



William J. Anderson
Director

OUTLINE OF PROCEDURES AND TIME LIMITS FOR
PROCESSING GRIEVANCES ESTABLISHED BY THE
1978 NATIONAL AGREEMENT

<u>Location & level</u>	<u>Action taken</u>	<u>Time limits</u>
San Antonio		
Step 1	Discussion	14 days from date the employee or union first learned of the cause for grievance.
Step 1	Oral decision	5 days after the discussion.
Step 2	Appeal	10 days after receiving step 1 decision.
Step 2	Meeting	7 days after receipt of the appeal.
Step 2	Written decision	10 days after the step 2 meeting.
Regional office		
Step 3	Appeal	15 days after the step 2 meeting.
Step 3	Meeting	15 days after the step 3 appeal.
Step 3	Written decision	15 days after the step 3 meeting.
National office		
Step 4	Appeal	21 days after receipt of a written adverse decision but only if the grievance involves an interpretive issue under the National Agreement; otherwise see regional arbitration below.

APPENDIX I

APPENDIX I

<u>Location & level</u>	<u>Action taken</u>	<u>Time limits</u>
Step 4	Meeting	30 days after the step 4 appeal.
Step 4	Written decision	15 days after the meeting.
Regional level		
Arbitration	Appeal	21 days after receipt of adverse step 3 decision provided the decision states that no interpretive issue under the National Agreement is involved in the case. Other time limits depend on the classification of the case. The decision is final and binding on both parties.
National level		
Arbitration	Appeal	21 days after receipt of adverse step 4 decision. The decision is final and binding on both parties.

SELECTED FINANCIAL AND OPERATIONAL DATA
FOR THE SAN ANTONIO, TEXAS, FT. WORTH, TEXAS,
AND OMAHA, NEBRASKA, POST OFFICES

Total Number And Type Of Employees
At The End Of Fiscal Year 1980

<u>Type of employee</u>	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
Full time	2,053	1,847	1,558
Part time	201	188	262
Casual	<u>76</u>	<u>12</u>	<u>19</u>
Total	<u>2,330</u>	<u>2,047</u>	<u>1,839</u>

Total Operating Expenses
During Fiscal Year 1980

<u>Type of Expense</u>	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
Personnel salaries	\$58,265,334	\$47,588,987	\$42,167,823
Supplies and services	679,084	675,194	483,499
Vehicle maintenance	878,524	496,294	407,592
Rent	223,204	468,085	351,796
Fuel and utilities	413,137	292,913	299,651
Depreciation	709,238	204,639	432,545
Communications	92,297	56,115	61,621
Other	<u>980,229</u>	<u>1,709,054</u>	<u>803,600</u>
Total	<u>\$62,241,047</u>	<u>\$51,491,281</u>	<u>\$45,008,127</u>

Total expenses per employee	<u>\$26,713</u>	<u>\$25,155</u>	<u>\$24,474</u>
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Personnel salary expense per employee	<u>\$25,007</u>	<u>\$23,248</u>	<u>\$22,930</u>
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Total Work Hours Used
During Fiscal Year 1980

	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
Postmaster	3,193	3,188	3,572
Supervisors	360,675	309,484	278,244
Clerks	1,905,281	1,696,710	1,488,306
Mailhandlers	194,191	228,464	200,986
Letter Carriers	1,701,649	1,171,909	980,004
Others	<u>384,711</u>	<u>333,573</u>	<u>359,694</u>
Total	<u>4,549,700</u>	<u>3,743,328</u>	<u>3,310,806</u>

Productivity Rate
For Fiscal Year 1980

	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
Number of first handling pieces (note a)	800,201,000	937,018,000	689,324,000

First handling pieces per work hour

Clerk and Mailhandlers: Mail Processing Division	589	675	550
Total work hours	176	250	208

a/The most common method the Service uses to measure mail volume is to count the first time a piece of mail is handled, commonly referred to as first handling pieces.

Percent Of Overtime
During Fiscal Year 1980

<u>Divisions</u>	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
Management	.5	.2	.5
Customer Service	12.0	8.4	3.9
Mail Processing	14.7	5.7	3.4
Finance	2.3	.3	1.7
Employee & labor relations	.8	.2	1.7
Overall Overtime Rate	12.5	6.8	3.5
Total overtime hours	<u>569,534</u>	<u>254,246</u>	<u>114,830</u>

Number of Grievances Filed
at Step Two During
Fiscal Year 1980

<u>Union</u>	<u>San Antonio</u>	<u>Fort Worth</u>	<u>Omaha</u>
American Postal Workers Union	313	617	160
National Association of Letter Carriers	236	52	170
National Post Office Mail Handlers Union	<u>34</u>	<u>56</u>	<u>161</u>
Total	<u>583</u>	<u>725</u>	<u>491</u>

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