

## Employee and Labor Relations Manual

Issue 28

July 2011  
Transmittal Letter

### A. Introduction

Our *Strategic Transformation Plan* enables the Postal Service™ to successfully perform our long-standing mission of providing affordable, universal service. A strategic and key Plan objective is to maintain a work environment that enables our diverse and highly motivated workforce to:

- Achieve and go beyond performance expectations.
- Be recognized for individual and team performance achievements.

The *Employee and Labor Relations Manual* (ELM) is a critical tool for understanding and implementing the programs and processes that contribute to this goal.

### B. Explanation

ELM 27 was published in June 2011. ELM 28 contains changes published in the *Postal Bulletin* on June 30, 2011. For detailed information about the revisions, see the Summary of Changes. Except for deletions, substantive changes are identified in the text by a bar in the margin.

### C. Availability

1. **Online.** The online ELM is updated periodically with changes published in the *Postal Bulletin*. Because we no longer publish online incremental updates, the next revision will be designated as ELM 29. ELM Issues 12.1 through 28 are available on the Postal Service PolicyNet® Web site:

- Go to <http://blue.usps.gov>.
- Under “Essential Links” in the left-hand column, click on *PolicyNet*.
- Click *Manuals*.

(The direct URL for the Postal Service PolicyNet Web site is <http://blue.usps.gov/cpim>.)

The ELM is also available on the Postal Service Internet:

- Go to [www.usps.com](http://www.usps.com).
- Click on *About USPS & News*, then *Forms & Publications*, then *Postal Periodicals and Publications*, and then *Manuals*.

2. **Hard copy.** You can order the ELM from the Material Distribution Center (MDC) by using touch tone order entry (TTOE). Call 800-273-1509 and follow the prompts.

**Note:** You must be registered to use TTOE. To register, call 800-332-0317, option 1, extension 2925, and follow the prompts to leave a message. (Wait 48 hours after registering before placing your first order).

**D. Comments and Questions.** Send comments and questions to:

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EMPLOYEE RESOURCE MANAGEMENT  
US POSTAL SERVICE  
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WASHINGTON DC 20260-4226

A handwritten signature in black ink, appearing to read "Deborah Giannoni-Jackson", written over a vertical line.

*Deborah Giannoni-Jackson*  
*Vice President*  
*Employee Resource Management*