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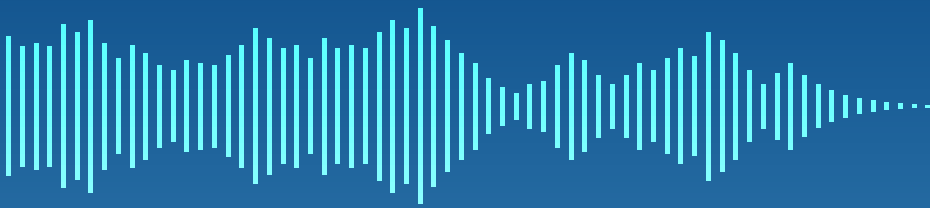
The Eagle

PUBLISHED QUARTERLY FOR EMPLOYEES
OF THE UNITED STATES POSTAL SERVICE®

MAGAZINE



**A BETTER WORKPLACE
FOR A BRIGHTER FUTURE**



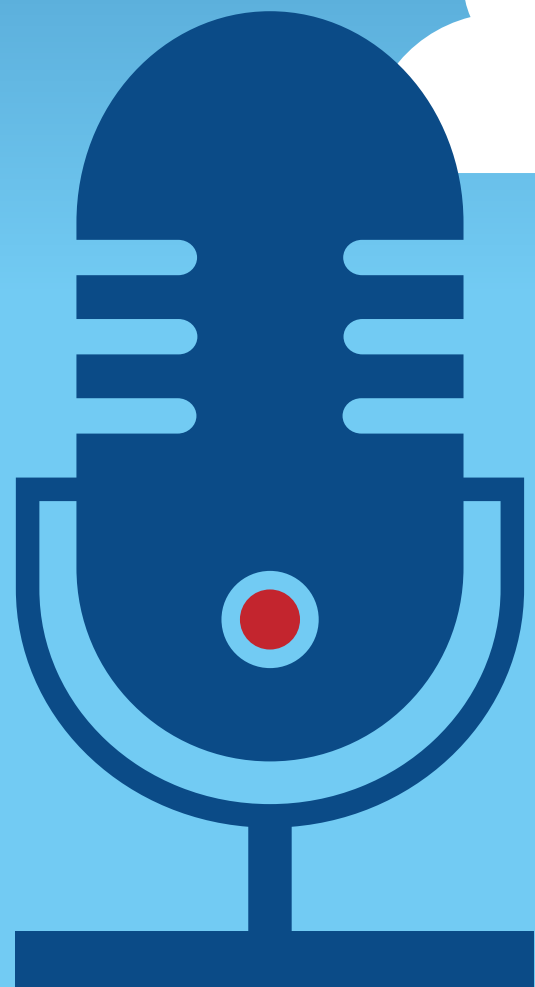
Mailin' it!

The Official Podcast of the United States Postal Service

Nearly every person in America experiences the Postal Service every day — by saying hello to a mail carrier, passing postal vehicles on the street, visiting a Post Office™ location or just by the simple act of reading one's mail at the end of the day. But really, how well do you know the United States Postal Service?

Mailin' It! takes you behind the scenes and explores the rich role and history of a thoroughly American institution. Join our hosts for a fun look at your United States Postal Service.

Visit about.usps.com/newsroom or scan the QR code below to begin listening.



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ON THE COVER

One of the goals of the Delivering for America plan is a better workplace — both in work culture and the physical space. USPS is building an environment of reduced stress, enhanced performance and improved morale. Find out more at about.usps.com/what/strategic-plans/delivering-for-america.

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This issue of *The Eagle* magazine examines our workplaces, especially in the context of the massive and exciting realignment we are planning for the operational backbone of the Postal Service: our processing, transportation, and delivery networks. Throughout the nation, we will be building new, modern, purpose-built processing facilities; redesigning our transportation; and strengthening our delivery network through larger aggregated delivery units with greater reach. All of these changes — the outgrowth of our 10-year strategic plan *Delivering for America* — will have a tremendously positive impact on the quality of our physical workplaces, the effectiveness and efficiency of our operations, and the daily experience of working for the Postal Service.

The quality of local leadership, clear communication and a supportive culture are all core elements necessary to create and sustain a great work environment. We are highly focused on improving every aspect of our operation, especially with regard to the role of our supervisors. This issue explores refreshed training for supervisors and their mandate to be change leaders in their workplaces — and to always be improving the work experience for all employees.

This year saw the conclusion of more than a decade-long effort to enact postal reform legislation. This was a significant milestone in reaching the financial goals of the Delivering for America plan and lifts a \$55.8 billion burden from the organization. We look at the journey to enactment and what it means for those who may be retiring in the coming years.

With these and future topics, *The Eagle* seeks to capture our progress in becoming a high-performing organization and provide context for the strategies and initiatives that will guide us toward financial sustainability and service excellence.

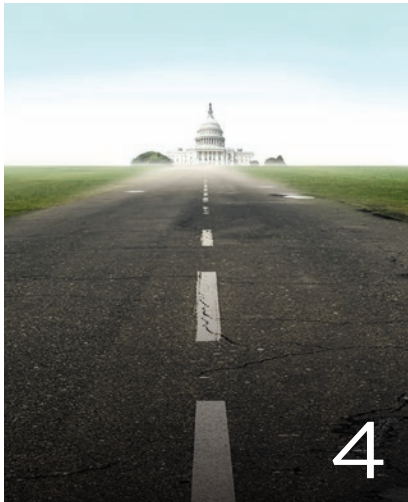
I hope you find this magazine useful and engaging.

As always, thank you for the great work you do every day.

Louis DeJoy

Postmaster General and Chief Executive Officer
United States Postal Service

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SPOTLIGHT SEARCH >

Know a postal employee who is making a difference through volunteer work or community service? Please send Spotlight nominations to The_Eagle@usps.gov.



Think you know about the Delivering For America plan? Test your postal knowledge! Visit uspsIndevalfedramp.gov/qualtrics.com/jfe/form/SV_bm6GeXsBVzRBSm, or scan the QR code to anonymously take a quiz.

Aloha!

For postal employee Horace Dudoit, the “aloha spirit” means serving his community’s charities with music.

To anyone visiting Hawaii, aloha! is a friendly hello or goodbye.

But for a native Hawaiian, it is an expression of goodwill and shared affection, peace and compassion. “It’s a way of life that is displayed to locals and *malihini* (visitors) alike when we welcome them to our home here in Hawaii,” Horace Dudoit explains.

Dudoit works as an accountable paper supply clerk, fulfilling stamp orders for the Honolulu District. He is also an entertainer with the musical trio Ho’okena. “I’ve been fortunate to have my real job, and then my play job,” says Dudoit. The trio’s sound is described as traditional mixed with some *hapa haole* (mixed ethnic) music. Dudoit sings and plays 12-string guitar and ukulele.

The group has traveled the world and performed for audiences large and small, from crowds of 5,000 at the Hawaii Convention Center to a sitting president. Ho’okena has appeared twice at Carnegie Hall, earned three Grammy Awards nominations, and received multiple Nā Hōkū Hanohano Awards, which are considered Hawaii’s equivalent of the Grammys.

Country music star Josh Turner brought the ensemble into his song “My Hawaiian Girl” to do background vocals. “It was a huge honor to do that for a big-time national star!” Dudoit says.

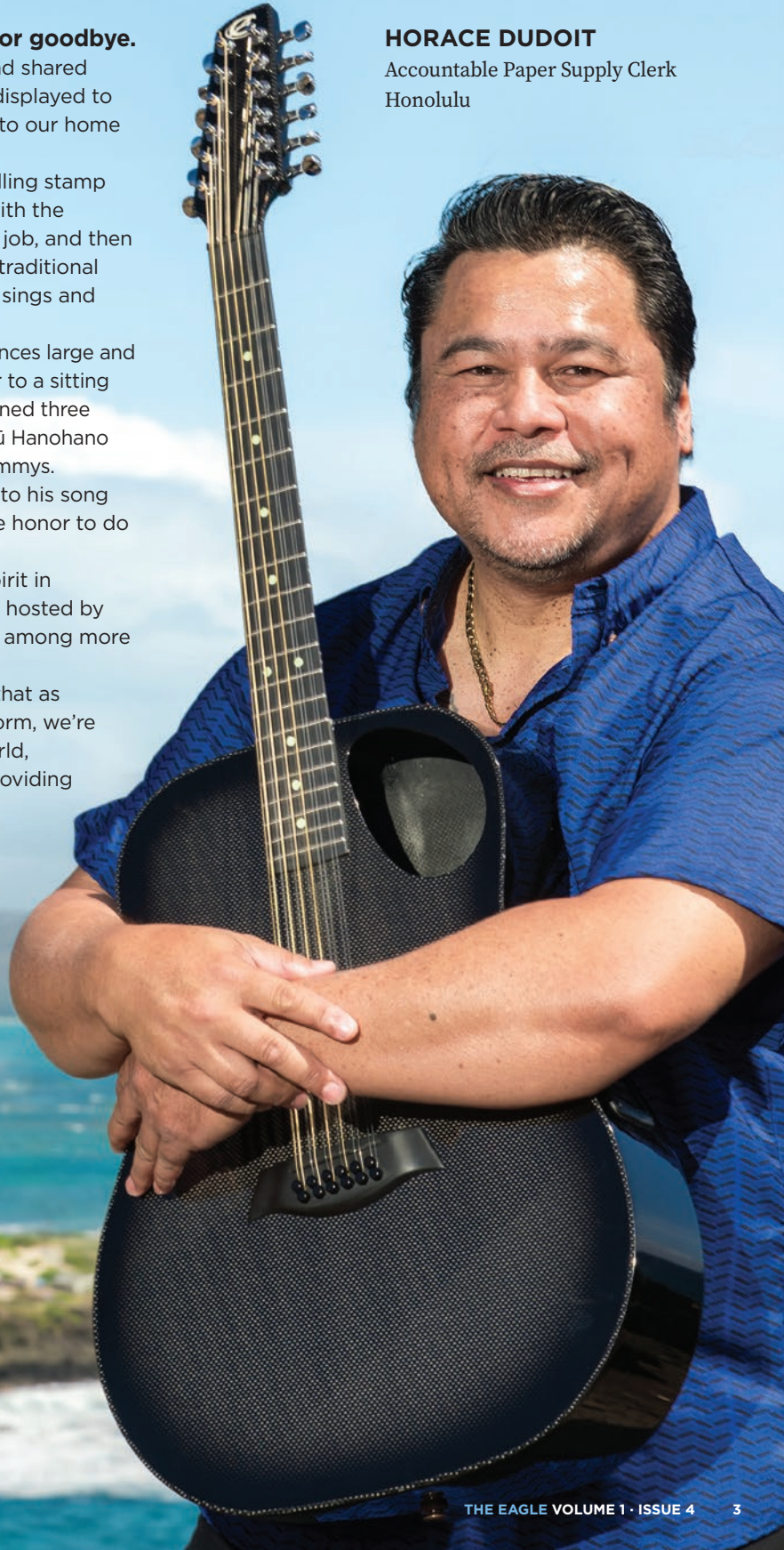
For the past 10 years, Dudoit has channeled the aloha spirit in volunteer work, performing at an annual United Way event hosted by a major hotel chain in Waikiki. Funds raised are distributed among more than 300 nonprofit organizations serving the community.

“And you know, when we’re playing music, I kind of see that as a community service as well,” says Dudoit. “When we perform, we’re taking people’s minds off whatever is happening in the world, whatever is bothering them at the moment — and we’re providing them with comfort and relaxation,” he adds.

There is an ancient Hawaiian proverb that says *ha’ale’ale i ke pu’uwai* — let your heart overflow with love. “For us,” Dudoit says, “the aloha spirit is in everything we do.”

HORACE DUDOIT

Accountable Paper Supply Clerk
Honolulu



“When we’re playing music... we’re taking people’s minds off whatever is happening in the world.”

Most people wouldn't have guessed at the time, but 2006 was a pivotal year for the Postal Service. At the proverbial 11th hour in the lame-duck session of the 109th Congress, the Postal Accountability and Enhancement Act, or PAEA, was passed. This legislation gave new powers to the Postal Rate Commission, which was rechristened as the Postal Regulatory Commission. The law also created competitive and non-competitive postal product classifications, allowed more flexibility to compete with private sector delivery companies, and dealt with a problem that seems almost unbelievable today — it decided what to do with a then-forecasted pile of postal profits.

THE LONG

TO THE POSTAL SERVICE REFORM ACT OF 2022



In 2003, Congress changed the formula used to calculate pension obligations, with the effect that the Postal Service was due a large refund — of \$17 billion — due to overpayment into workers' pensions. What to do with the windfall? The idea took hold in Congress to apply the funds to the looming costs of retiree healthcare insurance coverage. Why not set aside money now when we can afford it? — the thinking went.

ROAD

Unfortunately, rosy projections are rarely reliable and even the most carefully written law can lead to unintended consequences. The PAEA didn't say "pay it forward, but only if it makes sense." It instead took the \$17 billion as seed money and then forced the Postal Service to undertake 10 years of prefunding payments that would total \$55.8 billion. Quite a burden.

Perhaps ironically, 2006 was also the year, after decades of steady growth, that mail volume peaked.

It was not widely noticed outside USPS, especially by those crafting the PAEA legislation, but the postal business was undergoing a big change.

Digital marketing and communications began taking their toll on mail's share of America's spending on marketing — and a network and transportation model built to expand with growing mail volumes suddenly looked bloated and inefficient as the volume trend started heading downward.

And then came the Great Recession.

Mail senders went through a stunning reversal in their business fortunes and cut back dramatically on their spending to reach the American public. The Postal Service delivered 213 billion pieces of mail in 2006. By 2009, that number was 178 billion — a 17 percent decline in just three years.

The Postal Service started reporting extraordinary annual losses — with a more than \$8.5 billion deficit in 2010, alone. Most sobering was the reality that the revenues would not be bouncing back with the economy — the only forecast was for steep and widening losses until the size of the organization could be better aligned with lower mail volumes.

By 2010, the PAEA was looking draconian and thoroughly illogical. How could the Postal Service afford roughly \$5.5 billion every year for future retiree health benefits — which was supposed to come out of excess profits — when the Postal Service was recording enormous losses? It couldn't. The law had to be changed.

And so began an effort that took until April of 2022 to change the law.



GRIDLOCK

The process of getting legislation passed is intentionally difficult. At every step there are barriers designed to ensure widespread evaluation and support for changes in the law.

Every year from 2009 to 2021, there were congressional hearings, a multitude of visits, proposals, briefings, stakeholder discussions and votes on legislative proposals. Competing priorities and partisan conflict meant that many postal stakeholders had to compromise and negotiate to find the common ground necessary for all parties to agree.

Year after year — despite the declining financial state of the Postal Service — efforts to pass postal reform legislation were derailed because various legislative provisions were objectionable to one stakeholder group or another, the political parties had different ideas about solutions for postal financing issues and competing policy priorities failed to align.


BREAKTHROUGH

At the beginning of the 117th Congress in early 2021, leaders of the postal oversight committees made a fresh commitment to passing postal reform legislation. To draft a bill that could gain bipartisan support, Chairwoman Carolyn Maloney (D-NY) of the House Committee on Oversight and Reform and ranking member James Comer (R-KY), along with their staffs, conducted hearings and engaged with stakeholders in the House and Senate, the Postal Regulatory Commission, the Office of the Inspector General, postal

unions and management associations, and the mailing and shipping industry. There were also ongoing meetings with the Postal Service.

The result was the Postal Service Reform Act (PSRA) of 2021. The legislation narrowly focused on integrating postal retiree health benefits with Medicare, and a few other non-controversial provisions, including requirements relating to performance reporting, and maintenance of a mail and shipping network that delivers at least six days a week.

Although the legislation was generally supported by the postal unions and management associations, as well as the



H.R. 3076
Postal Service Reform Act of 2022
117th Congress (2021-2022)
Public Law 117-108
To provide stability to and enhance the
services of the United States Postal Service
and for other purposes.

“What got this important policy change out of the ditch and across the finish line? Strong alignment of the right ideas, committed leadership, bipartisan support and a lot of hard work.”

— **Peter Pastre**, Vice President, Government Relations

mailing and shipping industry, helping move the bill through the House and Senate required a steady stream of meetings, briefings and negotiation — often requiring the personal touch of Postmaster General Louis DeJoy. After nearly a year of bargaining, Democrats and Republicans came together to pass the Legislation in the House on Feb. 8, 2022, and in the Senate on March 8, 2022.

BENEFITS

At an April 6, 2022, White House signing ceremony, PSRA became law. The immediate effect was relieving the Postal Service of the burden of prefunding its retiree health benefit obligation — a significant step toward the financial sustainability goal of the Delivering for America plan. Without the pre-funding requirement, the funding of retiree health benefits will occur on a pay-as-you-go basis. This will help provide greater business discipline and savings, enable greater investment in the Postal Service, and reduce pressure to raise prices on postal products and services.

The Postal Service and every employee will get the full value of their Medicare contributions, through new plans that integrate retiree health and Medicare benefits — with nearly all employees gaining improvements in their coverage as a result.

Importantly, the enactment of the bill — by providing clarity on the financing of retiree health benefits — eliminates a major distraction from the business of running the Postal Service. As Postmaster General DeJoy often says: “We are not a policy shop; we are a service organization. And our focus needs to be solely on transforming our business and performing at a high level for the American public.” Enactment of the PSRA is a big step in this direction.

WHAT DOES THE POSTAL SERVICE REFORM ACT OF 2022 MEAN FOR A POSTAL EMPLOYEE’S RETIREMENT?

The first thing to know is that the legislation and any changes will not go into effect until Jan. 1, 2025.

The law requires creation of the Postal Service Health Benefits (PSHB) program that will include retirement plans. PSHB will be administered by the Office of Personnel Management (OPM) and will provide health insurance to USPS career employees, retirees, and their dependents. OPM will continue to provide health benefits through plans similarly structured to the Federal Employees Health Benefit (FEHB) provider network.

Like FEHB, PSHB employer and employee cost-sharing contributions for premiums will continue to be determined by the Postal Service’s collective bargaining and pay consultation processes. Starting in January 2025, the PSRA will require all newly Medicare-eligible USPS annuitants and their Medicare-eligible covered family members to enroll in Medicare Part B to maintain their USPS health coverage. There will be exceptions for required Medicare enrollment (it will be optional but encouraged) for those already in retirement, or those age 64+ and still actively employed.

The first opportunity to make plan elections under the new PSHB program will occur during the November to December open season in 2024. More detailed information will be shared as it becomes available.

A Better Workplace



for a Brighter Future

As part of a massive redesign of the postal processing, transportation, and delivery infrastructure, systematic replacement of many existing facilities will dramatically improve working environments, while improving service performance and operational efficiency.

It is undeniable that most postal processing facilities and delivery units are not considered state of the art — or even modern — in the logistics world. Most were built many decades ago. It is equally undeniable that this has an effect on performance and on the morale and perceptions of the postal workforce.

Many postal facilities today are not purpose-built, but instead have been retrofitted many times over several decades to meet the changing operational needs of the organization. Multi-floor operations with poor organization, conveyors carrying volumes across or over other equipment and operations, insufficient space and loading bays, and lack of investment have created sub-par and often unpleasant working environments.

To give one illuminating example, most modern logistics and industrial facilities across most industries are characterized by clean, well-lit, airy spaces, very frequently with natural light. Many postal processing facilities have multi-floor operations — so there is no opportunity for skylights — and were constructed in ways that provide little flexibility to make any workplace improvements or operational and floor plan layout changes.

The Postal Service's Delivering for America plan calls for reinvestment on a huge scale to establish a network of new facilities supporting redesigned processing, transportation, and delivery networks. Creating these

modern facilities from scratch will dramatically improve the working environment for hundreds of thousands of postal employees.

Constrained Performance

Because of facility design and outdated operational models, more than half the Postal Service's facilities do not meet operating plan standards. The current footprint of where facilities are located is too widely dispersed, especially around the country's major metropolitan areas. An inefficient patchwork of half a dozen facilities or more — where a single, well-located option could better serve the area — can be found around many of the country's cities, requiring extra transportation and unneeded operations that drain resources, limit capacity and degrade organizational performance.

Additionally, many existing facilities are relics of a bygone era when letter mail was dominant. Aging and often dormant machinery clutters already restricted workspaces. Configurations that once made sense now limit a location's ability to process growing package volumes.

Because of these limitations, many metro-area processing facilities rely on a system of duplication and repetition, where mail and packages are ferried between a number of locations over the course of several days in half-empty trucks before they reach a carrier to be delivered.

**"And yes, I say ...
let there be light, and
I mean that literally. Let there
be light inside postal plants, as
this new environment will reduce
stress, improve performance,
lower costs and improve morale."**

— Postmaster General Louis DeJoy,
May 16, 2022, at the
National Postal Forum

A Streamlined Processing Network

Starting this year, the Postal Service is launching a new, flexible construction program that will ultimately create a modern, streamlined and effective network of new, clean, spacious and bright processing facilities that will be the hallmark of a modern, forward-looking logistics network.

The Postal Service will be investing significantly in creating strategically important multi-functional distribution centers for all network originating and destination volume, package processing, cross-docking, and other functionality as required in the specific region — effectively centralizing all metro-area processing operations in a single building.

These million-square-foot-plus purpose-built facilities will employ new, effective workflows that simplify the movement of all classes of mail and packages from the point of entry to the exit bay.

Plans include new or modified regional centers connected to newly specified local operations in existing facilities. Detailed plans are already underway with major initiatives initially targeted in the Atlanta, Indianapolis and Charlotte areas.

The Postal Service will also reactivate dormant facilities and redesign current ones consistent with the Delivering for America network strategy. Investment

in their functionality — analyzing equipment to add what is needed and remove what is outdated, refreshing employee amenities, and specifying the facilities' form, fit and function — will improve the workplace for employees, enhancing their ability to do their best work every day.

These efforts will take several years to deploy across the country. The designs are configurable and replicable to each area to address mail flow, growth and existing infrastructure.

The workflow between facilities will be logically sequenced and processes within facilities will be standardized to provide precise, efficient, repeatable and measurable operations.

The plan is expected to improve throughput, reduce transportation, improve performance measurement, enhance budgeting, improve overall reliability and reduce the impact of the rising cost of delivering to 161 million addresses each day.

Larger, Aggregated Sort and Delivery Centers

The Postal Service today has almost 20,000 delivery unit locations around the country. In many areas as many as 40 locations can be found within 10 miles of one another. Thousands of these facilities are in disrepair



Sweeping away a cluttered network

Over the coming decade — and starting in 2022 — the Postal Service will establish a redesigned operational model that will touch almost 500 network mail processing locations; 10,000 delivery units; 1,000 transfer hubs; and almost 100,000 carrier routes. The new footprint of facilities and connective transportation will be greatly simplified, resulting in a modern network of much larger facilities with fewer, fuller trips between them.

Customized and configurable

One size doesn't fit all. The footprint of processing and delivery facilities in each metropolitan area will be developed based on existing assets and needs, with many facilities being refurbished and repurposed, and many being replaced with newly built facilities.

and are not designed to accommodate the growth in package delivery in the United States.

Much of the current USPS footprint will be aggregated into larger Sort and Delivery Centers with adequate space, docks and material handling equipment to operate more efficiently. Where a metropolitan area might today be served by 80 small delivery units, in the future these carrier operations would be served by four or five new, larger, purpose-built facilities.

These larger facilities will provide greater reach for current and future destination entry products like USPS Connect. This will build upon the unparalleled reach of the Postal Service delivery network, which can now serve nearly 82 percent of the population with 1-day package delivery and close to 100 percent of the population within two days.

Simpler, Better Utilized Transportation

With a new footprint of processing and delivery facilities, the postal transportation model will be completely transformed.

Current truck utilization has been required to operate below 50 percent for long-haul trips, meaning trucks are sent across the country half-full. This is because mail and packages are required to move between far too many facilities. At the local level, for the same reason, there are far too many empty trucks connecting delivery units to plants and back again.

Simply put, fewer trips will mean lower cost and better service with an extended reach — not to mention a more environmentally friendly solution.

**Fewer trips
will mean lower cost
and better service with
an extended reach —
not to mention a more
environmentally
friendly solution.**

Ultimately, USPS will improve its transportation systems, contracting, utilization, and performance, both structurally across the enterprise and for each customer transaction.

World-Class Operations Supported by an Efficient Network and Modern Workplaces

As envisioned in the Delivering for America 10-year transformation plan, the coming decade will see the Postal Service replace the old with the new.

New facilities and operational approaches, modern equipment, state-of-the-art automation, improved efficiencies and better workplaces will give employees the opportunity to perform in a more productive and effective environment, designed to be a much more pleasant place to work.

As the Postal Service enters the next decade, it will be supported by a world-class network of processing facilities, transportation and logistics operations, and delivery units that are more effective at serving the organization's public service mission and will ensure that the Postal Service is the high-performing organization that customers and the American public expect and deserve.



High-performing organizations have high-performing cultures, and postal supervisors are on the front line of reinvigorating a high-performing postal culture in thousands of workplaces throughout the nation. Front-line leadership takes many forms. Driving high-performance starts with the team-building and example-setting that inspire colleagues every day.

FRONT LINE FOCUSED

Front-line supervisor is one of the most important roles in the Postal Service.



Fast responses, super skills and the ability to meet tall orders — sounds like a job for a superhero — but it's all in a day's work for a USPS supervisor.

Front-line supervisors are an integral part of the Postal Service's business. They are the leaders who oversee day-to-day operations, and their interactions with both employees and customers can influence productivity, morale and the bottom line. They are the first layer of management — and can be a foremost indicator of organizational success.

"We have a long-term plan to educate and equip our current and future front-line supervisors," says Organization Development Vice President Jenny Utterback. "These are the leaders who interact directly with employees. Our front-line supervisors play a critical role in stabilizing our workforce — which is one of our core strategies as part of the Delivering for America 10-year strategic plan."

The Postal Service has nearly 20,000 front-line supervisor positions nationwide and is actively hiring for openings across the country. These openings, found in all types of postal facilities, cover a broad spectrum of roles, including customer service, distribution, maintenance, and transportation — and filling them is critical to the success of Delivering for America.

The Postal Service is working to support employees in these vital positions through **recruitment, training and advancement** — all as part of the 10-year strategic plan to invest in employees and improve the overall USPS work experience.

➔ Vacant supervisor positions are posted on LiteBlue. Employees can apply by logging in with their employee identification number and password, selecting eCareer and clicking "Search and/or Apply for EAS Jobs."



Above: Front-line supervisor positions provide an opportunity to learn, develop new skills and make lasting contributions to the organization.

Recruitment helps the organization reach potential applicants and broadcast information about available positions.

With approximately 3,000 supervisory vacancies, an effective recruitment campaign is essential to attract qualified applicants to these mission-critical positions.

Virtual career fairs, online training, internal newsletter articles, stand-up talks and postcards are all part of a nationwide campaign to reach career and pre-career bargaining employees who may be interested in applying to supervisor positions.

To help candidates showcase their job-related knowledge, skills and abilities, the Postal Service is offering virtual front-line supervisor job fairs for current employees. These informational webinar sessions educate potential applicants about the expectations and responsibilities of front-line supervisors and provide tips on applying for postal positions and participating in job interviews.





There is also new training for review committees and managers who hire supervisors. The training focuses on recent revisions to supervisor job requirements, as well as a new standardized process for reviewing applications and conducting interviews. Together these actions are aimed at ensuring a fair and consistent hiring process across the Postal Service.

Training helps educate both new and more experienced supervisors for success.

The Postal Service always provided training to newly promoted supervisors within six months of their appointment — and now that training is updated.

The Supervisor Competency Model — which is at the core of all this training — has also been updated. The new model highlights seven competencies: leadership and integrity, coaching and developing employees, planning and analysis, change management and flexibility, operational management, policy management, and communication.

“The updated competencies cover the skills and qualities that enable supervisors to be successful,” explains Human Resources Vice President Simon Storey. “They are the characteristics that supervisors can leverage to positively impact

operations and improve the work experience for all employees.”

A revised new supervisor training program is scheduled to launch this summer, with two weeks of classroom instruction followed by a combination of virtual instructor-led training, on-the-job instruction, self-paced learning and ongoing mentorship throughout the new supervisor’s first year on the job. The new classroom portion includes:

- Expanded content to equip front-line supervisors to effectively manage relationships between employees and the unions, as well as how to navigate the grievance/arbitration process, the Equal Employment Opportunity process, and time and attendance
- Content to help new supervisors transition into their supervisory positions
- An updated module teaching front-line leadership how to communicate and resolve conflict effectively in the workplace
- A new module covering how to effectively manage for retention, including the supervisor’s role in setting up new USPS employees to be successful
- 12 hours of job-specific training for supervisor positions in distribution operations, customer service, maintenance operations, and transportation operations
- Activities that provide participants with opportunities to practice their skills



Supervisors Have Two Jobs

Actually, supervisors have a multitude of jobs to do every day and occupy a variety of positions within the Postal Service, but all of those jobs and tasks fall into two categories: 1) Making sure that the daily functions of the unit they manage are getting done to plan, intelligently, efficiently and on time; and 2) Creating a great workplace environment.

The first is all about the nuts and bolts of maintaining a well-oiled machine in good working order; the second is all about the people skills — leading with empathy, ensuring that the workplace is collaborative, collegial, professional and friendly, and setting the example of the kind of colleague people want to work with every day. They are equally important.

It's been said a million times in successful organizations that culture beats strategy every day, and this is true at every level and part of an organization. Culture is all about whether people support and bring out the best in each other. Supervisors are on the front lines of culture. They set the tone. And, they can make creating a better workplace and a high-performing culture part of their own careers.

The remainder of the program will include monthly webinars for continued, in-depth training on the topics introduced in the classroom, along with day-to-day support through ongoing coaching and mentoring.

In addition to the USPS Supervisor Program, the Postal Service offers multiple supervisor training courses that are role-specific technical training. These include Policy Essentials for Delivery Supervisors, Vehicle Maintenance Facility Manager and Supervisor Essentials, Building Systems for Supervisors, Automation Equipment for Maintenance Supervisors, and the Transportation Logistics Program.

Advancement within the Postal Service typically occurs through the front-line supervisor position.

Supervisors gain valuable leadership experience that prepares them for higher-level management positions. Supervisor positions in customer service or distribution operations can lead to manager and postmaster jobs. Those positions in turn can lead to higher-level jobs like plant manager, district manager and even vice president.

Many USPS leaders, including Chief Retail and Delivery Officer Joshua Colin, worked as front-line supervisors earlier in their careers. Colin's advice? "Have a plan and a goal for your career," he says. "Take on the tough assignments — it's the way to build skills, learn the business and elevate your understanding of the organization."

Advancement not only benefits the individual, it also ensures that the organization is continually building a bench of future leaders.

"Our supervisors are the most important part of the engine to make things run," said Postmaster General Louis DeJoy in remarks at this year's National Postal Forum. "They have two jobs: their

daily operational roles, and secondly to treat their colleagues and employees with professionalism and respect to help improve the workplace."

The Postal Service's commitment to support front-line supervisors reflects its long-term strategy of investing in employees at all levels — and its trust in those supervisors to help lead the organization's transformation under the Delivering for America plan, to become a world-class, high-performing organization with a positive work culture for all employees.

Whatever job you hold within the Postal Service, there is a path for you to **FRONT-LINE SUPERVISOR** and all of the future opportunities that position can lead to.

FRONT-LINE SUPERVISOR



A Fresh Perspective on


Building a great workplace and a purposeful career for every postal employee is the mandate for **Jenny Utterback**, Vice President, Organization Development, and **Elvin Mercado**, Vice President, Retail and Post Office Operations. They are setting their sights on developing the next generation of front-line supervisors with new, sharply honed recruitment and training initiatives, and new pathways for those looking to shape the future of the Postal Service.

As the Postal Service transforms in the coming years, what role do front-line supervisors play in the transformation and what defines success?

JENNY UTTERBACK: Front-line supervisors are vital to the success of the Postal Service because they supervise employees on the front lines — in customer service, mail processing, maintenance, logistics and other functions. They play the critical role of providing guidance and direction to ensure we deliver timely, quality service to our customers every day, at every stage of the operation.

ELVIN MERCADO: Success for a supervisor is mastering technical skills to ensure the operation runs timely and accurately, while making sure the people we rely on to run our operations are engaged and remain our number one priority. We are committed to fostering strong leadership, developing collaborative teams and creating a great work environment. That's what we are striving for in this transformation.

Workforce stability is an important part of the Delivering for America plan. How do front-line supervisors contribute to stabilizing the workforce?

A portrait of Jenny Utterback, a woman with dark hair, wearing a dark blue blazer over a red top. She is smiling and looking slightly to the right. Her arms are crossed.

JENNY UTTERBACK
Vice President, Organization
Development

Front-Line Leadership

ELVIN MERCADO: By greeting new employees, introducing them around, and ensuring they have the equipment, training and support they need to be successful, supervisors create a positive work environment from day one. That's a true stability factor because employees can see themselves building a long-term career.

JENNY UTTERBACK: How we treat our employees is a big factor in their decision to stay with the Postal Service. We have been listening to our supervisors and developing new and enhanced training, tools and resources to meet their needs, which in turn helps them support their employees effectively. When front-line supervisors are equipped to be successful, that translates to success and stability across the entire workforce.

What initiatives are being employed by the Postal Service to attract and develop future front-line leaders?

ELVIN MERCADO: We've been working on giving our craft employees an opportunity to see all the options they have within the organization. We show them the wide variety of positions that are available — in retail and delivery, processing operations, logistics, human resources, finance, information technology, sales and marketing, the list goes on — and provide real-life examples of how an individual can move up through the organization. I started as a letter carrier in the Bronx 34 years ago and now I am a vice president. Our new employees need to know that is possible — because it is.

JENNY UTTERBACK: To help them envision a long-term career with the Postal Service, we are defining career paths for employees at all levels — from pre-career to career, then on to supervisory and managerial roles and beyond. We offer an incredible amount of training, from our Carrier Academy for pre-career employees, to functional technical training and management leadership training as they move up. For those looking to have an impact on the organization, the sky's the limit.



ELVIN MERCADO
Vice President, Retail and
Post Office Operations

We Go Everywhere!

ZIP Code™
89049



Encompassing almost 11,000 square miles in Nevada, 89049 is the largest ZIP Code in the contiguous United States. Rich in the mining history of the “Silver State” and host to a significant military effort during World War II, 89049 now draws visitors to the living museum experience of the Old West and unencumbered night sky views of the Milky Way.

Old, abandoned mining works at Tonopah Historic Mining Park, Tonopah, NV.



Tonopah, NV

Sitting at the juncture of U.S. Routes 6 and 95 and at an elevation of more than 6,000 feet above sea level, the town of Tonopah, NV, (pronounced TOW-NO-puh) is both the seat for Nye County and the heart of the ZIP Code with the largest physical territory in the Lower 48.

Adopting the Indigenous name for the area, Tonopah has been deeply rooted in Nevada’s history since a local rancher and part-time prospector named Jim Butler found a lump of silver ore in

May 1900, while, according to legend, chasing his runaway mule.

This discovery was the catalyst for a major mining boom in the region. Now recognized as **Nevada’s second-largest silver deposit**, the mines around Tonopah have also yielded gold, copper, lead and precious stones. By some accounts, the mines around Tonopah have produced more than 5 million tons of ore worth more than \$1.2 billion at today’s prices.

Like many mining communities, the residents living around Tonopah were no strangers to disaster. **The 1911 Belmont Mine Fire** was one of the area’s most catastrophic accidents and it



Right: Statue of “Big Bill” Murphy, hero of the tragic Belmont Mine Fire, rescuing a wounded miner.



Above: Abandoned World War II Air Force hangar among a field of sagebrush, Tonopah.

is commemorated today with a statue located directly outside the **Tonopah Post Office** of one of its heroes, **William “Big Bill” Murphy**.

Tonopah’s mining boom lasted through the early 1920s and many mines remained productive until the Great Depression. This national economic collapse took a significant toll on the mining industry around Tonopah and by the middle of the 1940s, the last of the area’s major mining operations had shuttered.

This decline coincided with the next chapter in Tonopah’s history. With America’s entry into World War II looming, the U.S. military constructed a training facility on the outskirts of town, and in 1942 operations at the **Tonopah Army Airfield** were underway.

The base would become an important part of the country’s war effort, with its primary focus on training crews for the B-24 Liberator long-range heavy bomber. By 1944, at the height of its operations, the airfield was home to more than 6,500 military personnel.

The early 1940s also marked the move of the Tonopah Post Office to its first federal building, which still serves as the Post Office today. The building is recognized for its “Stripped Classical” design style, which the U.S. government widely adopted during the New Deal public works era. In 1990, the Tonopah

Post Office was listed as a national historic treasure.

ZIP Code 89049 currently covers 10,821 square miles of territory, an area larger than the state of Maryland.

After the Second World War, the airfield was decommissioned, but the area retained its military connection through the nearby **Nevada Test Site and Tonopah Test Range**. Mining continues, too, although not to the scale of the early 1900s.

Tourism now plays a crucial role in 89049’s fortunes, as Tonopah is roughly halfway between Las Vegas and Reno. Weary travelers can revive themselves at the historic **Mizpah Hotel** — once Nevada’s tallest building — or the recently renovated **Belvada Hotel** and experience life as a prospector at the **Tonopah Historic Mining Park** and **Central Nevada Museum**.

Jim Butler Days, hosted alongside the **Nevada State Mining Championship** over Memorial Day weekend, has also become a strong attraction for the town, allowing visitors to celebrate both Tonopah’s early history and its architecture, much of which was built at the turn of the 20th century.

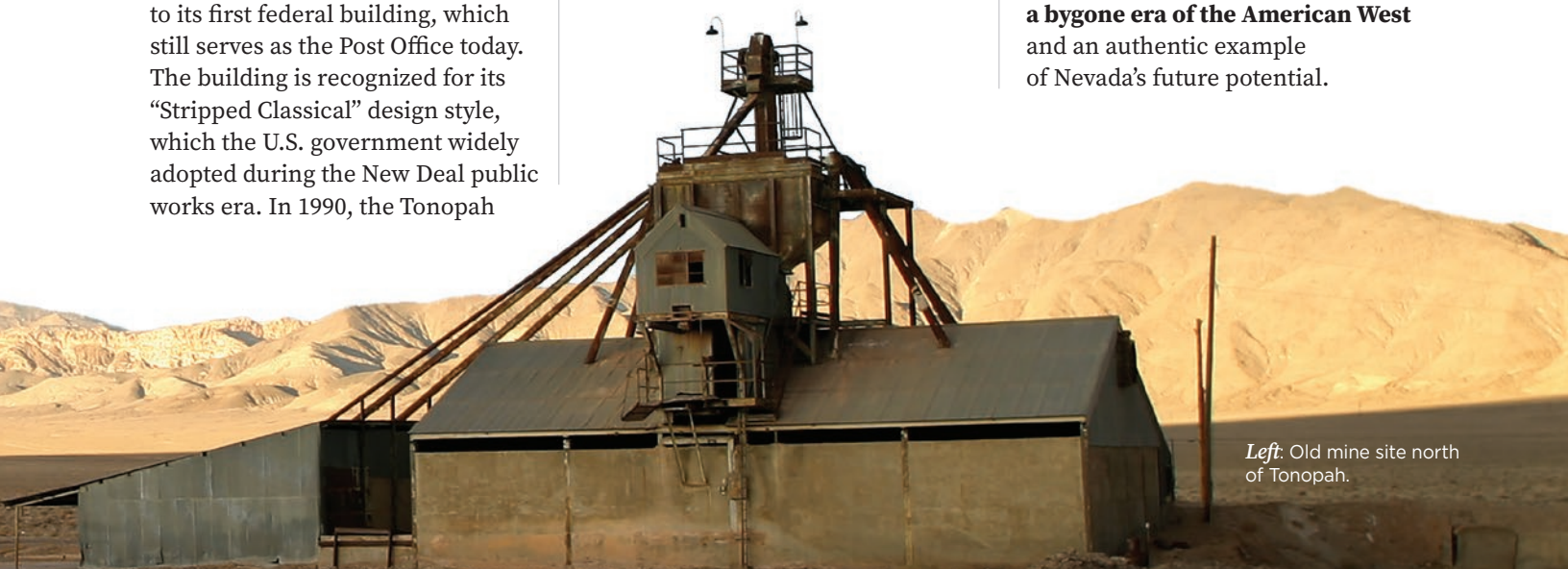
Tonopah’s elevation attracts amateur astronomers to the town’s **stargazing park**, and the region is recognized as one of the country’s best sites in the U.S. to view the cosmos.



Above: The Crescent Dunes Solar Energy Project, north of Tonopah.

The elevation and clear skies that attract these stargazers have also piqued the interest of solar power producers, who are seeking to develop Nye County — a vast, remote and sparsely populated part of the country — as a hub of electric power generation.

Beyond its stature as the largest ZIP Code area in the contiguous U.S., **89049 is a living museum of a bygone era of the American West** and an authentic example of Nevada’s future potential.



Left: Old mine site north of Tonopah.

A Larger Role for America's Postmasters



A postmaster occupies a special place within the United States Postal Service. Aside from managing a busy Post Office, the postmaster is a community ambassador and representative for local businesses and residents, elevating the USPS public service mission by providing insights, solutions and service — with a personal touch.



The skills of a postmaster are varied, requiring the ability to solve problems quickly and effectively while managing the daily operations of an essential public service with its deadlines, regulations and quality control demands. Postmasters must also supervise staff respectfully, communicate clearly and succinctly, and deliver excellent customer service.

And now there is a larger role to play for the more than 13,000 postmasters across the country. Postmaster General Louis DeJoy is asking postmasters to lead a vital part of the Postal Service's Delivering for America transformation: Connecting with and educating local businesses on the value of the Postal Service and new services and opportunities, like USPS Connect, which are being created to help Main Street thrive in the modern e-commerce landscape.

In addition to driving local awareness and use of the USPS Connect offerings, postmasters are also being asked to play a larger public role under a program called the Postmaster Initiative. This initiative concentrates on strengthening relationships with communities. Postmasters are provided with tools to aid with outreach, including letters they can send to local community newspapers to introduce themselves

Above, left to right: Postmaster General Louis DeJoy presides over a swearing-in ceremony for new postmasters.

West Brookfield, MA, Postmaster Matti Sjoblom introduces students to the new Shel Silverstein Forever stamp.

to readers and inform them about the Postal Service's transformation goals and progress.

As a sign of the important role of postmasters in advancing the Postal Service brand throughout America's communities, Postmaster General DeJoy is presiding over many regional swearing-in ceremonies for new postmasters to send a supportive message of their elevated role in the future of the Postal Service.

With a renewed focus on their role as part of the Delivering for America transformation plan, postmasters will provide the personal touch for the Postal Service to play a larger and more impactful role in communities nationwide.

Do You Know Someone Who Would Be a Good Colleague?



Great – because you're our most effective recruiter.

The United States Postal Service hires more than 100,000 people every year. We have job openings in 25,000 ZIP Code locations for more than 50 types of jobs with great benefits — from truck drivers to data scientists, engineers, letter carriers, clerks and more — for part-time, full-time, seasonal, pre-career and career positions.

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