



Standard Training for City Letter Carriers

On-the-Job Training Guide

Course 10021876

NSN # 7610160009988

March 2013

Employee Resource Management



Standard Training for City Letter Carriers

On-the-Job Training Guide

Course 10021876

NSN # 7610160009988

March 2013

Employee Resource Management



Standard Training Program for City Letter Carriers

On-the-Job Training Guide

United States Postal Service
Employee Resource Management
475 L'Enfant Plaza SW
Washington, DC 20260-4215

(This Page Intentionally Left Blank)

Use of Training Materials

These training course materials are intended to be used for training purposes only. They have been prepared in conformance with existing USPS policies and standards and do not represent the establishment of new regulations or policies.

Copyright 2013 by the United States Postal Service, Washington DC 20260-4215

All rights reserved.

No part of this publication may be reproduced in any form or by any means without permission, in writing, from Employee Development and Diversity.

Certain parts of this publication may contain copyrighted materials from other sources the reproduction of which for this specific training use has been interpreted not to exceed the fair use clause of the copyright regulation (Ref. 371.5 ASM).

A Commitment to Diversity

The Postal Service is committed to fostering and achieving a work and learning environment that respects and values a diverse workforce. Valuing and managing diversity in the Postal Service means that we will build an inclusive environment that respects the uniqueness of every individual and encourages the contributions, experiences and perspectives of all people.

It is essential that our work and learning environments be free from discrimination and harassment on any basis.

In our classrooms, on the workroom floor, in casual conversation and in formal meetings, employees and faculty are asked to encourage an open learning environment that is supportive of everyone.

Course materials and lectures, classroom debates and casual conversation should always reflect the commitment to safety and freedom from discrimination, sexual harassment and harassment on any prohibited basis. Instructors and class participants are expected to support this commitment.

If you find course material that is presented in the classroom or in self-instructional format, that does not follow these guidelines, please let an instructor know immediately.

If classroom discussions do not support these principles, please point that out to the instructor as well.

Diversity is a source of strength for our organization. Diversity promotes innovation, creativity, productivity and growth, and enables a broadening of existing concepts.

The Postal Service's policy is to value the diversity of our employees, customers and suppliers, and to do what is right for our employees and the communities we serve, thereby ensuring a competitive advantage in the global marketplace.

Table of Contents

Table of Contents	i
Preface.....	1-ii
Module 1: Introduction to On-the-Job Training	1-1
Introduction to On-the-Job Training	1-2
Module 2: Duties of Facility Manager or Designee.....	2-1
Duties of Facility Manager or Designee	2-2
On-the-Job Training Preparation	2-2
Welcome Session	2-2
Tour of Installation.....	2-2
Administrative Procedures	2-3
Employee Rights and Responsibilities – Safety and Health EL-814, <i>Employees Guide to Safety</i>	2-4
Module 3: Duties of the On-the-Job Instructor	3-1
Duties of the On-The-Job Instructor	3-2
Preparation	3-2
Setting the Stage for OJT	3-2
Demonstrate and Experience Tasks	3-3
Day One	3-3
Day Two.....	3-9
Performing Work on Day Two	3-9
Day Three.....	3-13
Performing Work on Day Three	3-13
Finalizing OJT.....	3-14
Module 4: On-the-Job Task Checklist	4-1
On-the-Job Task Checklist.....	4-2
Certification of Completion	4-216
Appendix	1

Preface

The Standard Training for City Letter Carriers is the result of collaboration between many stakeholders including the National Association of Letter Carriers (NALC), Delivery Operations Support, Safety, Labor Relations, Sales, and Employee Resource Management.

The instructor-based program provides 17 hours of classroom instruction in Carrier Responsibilities, Classes of Mail, Safety, Recording Work Hours, Carrier Route Book, Carrier Edit Book, Intelligent Mail Device, Marketing, Accountables and Extra Services Items, Collecting Outgoing Mail, Returning to the Office, and Standard Training for City Carrier Assistants.

On-the-job instruction includes orientation to local policies and procedures demonstration, directed practice, and coaching. The design of this course is to provide newly hired City Letter Carriers with the basic skills and knowledge necessary to perform their duties.

Module 1: Introduction to On-the-Job Training

Instructional Methods:

- Demonstration
- Observation
- Coaching

For Further Information

- Handbook M-41, *City Delivery Carriers Duties and Responsibilities*
- Standard Training for City Letter Carriers Participant Guide

Introduction to On-the-Job Training

The Standard Training Program for City Letter Carriers, Course 10021875, is a combination of training including; two days of classroom instruction followed by one day that includes Standard Training for City Carrier Assistants, 1 hour; Union Representation Introduction, 1.5 hours; DDC-USPS RHD & Delivery Vehicle eLearning and CD, #43601-06, 4 hours; USPS Defensive Driver Course Debrief, #43601-06CL, 1 hour, and three days of on-the-job training (OJT).

This course includes those elements common to all city carriers, such as safety, casing, city delivery, customer relations, and techniques for marketing and selling postal products and services. They are presented in an academy environment using instructional methodologies, such as discussions, demonstrations, and role-play. Other training elements will be presented in an on the job environment such as casing, delivery, and hands-on practice. The primary goal of this training program is to provide new city carriers with the basic skills and knowledge to perform their duties.

The advantage of on-the-job training following the academy portion of the training is that the learning transfer becomes less difficult for learners to apply in the work unit. As an on-the-job instructor, you play an important role in this training. Your willingness to share information, demonstrate how to perform tasks, and answer questions is essential to the success of the training process.

You should show a caring attitude and encourage learners to ask questions and to share experiences and information. This creates an environment of trust in which learners are more likely to learn and apply the information. Your goal is to help the learners understand the tasks and apply them to the job. Allow the new carrier to provide feedback and share what they see as obstacles in completing a task. Use this feedback to determine if further instruction is needed.

Remember, OJT is critical to the success of this training program. Employees who are responsible for on-the-job training of newly assigned carriers are to be provided a copy of the participant guide and OJT guide, as well as time to review the material. This will ensure reinforcement of the same general messages as the classroom training.

Use this On-the-Job Training Guide to provide learners with the appropriate on-the-job training, and to closely monitor the complete on-the-job training process. Adapt your training techniques to meet the needs of the learners. For instance, some learners will be able to perform the tasks with very little assistance and others may need much more practice and guidance.

You will:

- Show learners how to perform a task
- Observe learners performing the task
- Repeat this process as needed
- Use this process for each of the 32 on-the-job tasks of a new city letter carrier

Module 2: Duties of Facility Manager or Designee

Instructional Methods:

- Demonstration
- Observation
- Coaching

Materials Required:

- Standard Training for City Letter Carriers Participant Guide
#10021875
- Standard Training for City Letter Carriers On-the-Job Training Guide
#10021876

For Further Information

- Delivery Unit SOPs

Duties of Facility Manager or Designee

On-the-Job Training Preparation

Review Standard Training for City Letter Carriers On-the-Job Training Guide, #10021876 and Standard Training for City Letter Carriers Participant Guide, #10021875 to become familiar with the materials. Have learner report to the on-the-job instructor (OJI) and explain that the OJI will conduct on-the-job training.

Contact your district Learning Development, and Diversity staff to obtain multiple copies of on-the-job training materials and participant guides. Provide a copy of these materials to each OJI. Management will also allow four hours for each OJI to review upon initial use of materials prior to providing OJT.

Plan to provide auxiliary assistance for the OJI on each day of on-the-job training.

The station manager, postmaster, or designee will conduct this portion of the training on the first day.

Welcome Session

- Welcome the learner and introduce them to other employees
- Clarify any questions the learner might have concerning the OJT process and city carrier duties
- Emphasize the learner's responsibility to perform their duties in a safe and professional manner
- Reinforce the importance of having a positive attitude towards individual work performance and instill a sense of belonging to the postal team

Tour of Installation

- Review time recording method
- Demonstrate and discuss city carrier operations
- Introduce learner to the NALC Steward and Safety Captain
- Show swing and locker rooms
 - Obtain locker assignment

- Show entrances and exits
 - Emergency
 - Employee
 - Customer
- Discuss parking
 - Customer
 - Employee
- Show reference materials
 - Bulletin boards
 - Material Safety Data Sheets (MSDS)
- Discuss with the learner the following:
 - Location of the fire extinguisher
 - Location of the safety bulletin board
 - Reporting of accidents
 - The smoking policy
 - Evacuation procedures
 - Means of egress, keeping aisles clear
 - Any asbestos and lead materials in the facility

Administrative Procedures

- Explain work hours
- Outline procedures to follow when unable to report for work
 - Station/worksite phone numbers
 - Time to call
 - Who to call
- Discuss use of telephone, cell phone and pagers
 - Post Office telephones are for official use
 - Do not use a cell phone while driving. Pull off the road to a safe location before using the phone
 - Adhere to applicable state and local laws

Employee Rights and Responsibilities – Safety and Health EL-814, *Employees Guide to Safety*

Employees have the right to:

- a. Become actively involved in the Postal Service's Safety and Health Program and to be provided a safe and healthful work environment.
- b. Report unsafe and unhealthful working conditions, using PS Form 1767, *Report of Hazard, Unsafe Condition, or Practice*.
- c. Consult with management through appropriate employee representatives on safety and health matters, i.e., program effectiveness and participation in inspection activities where permissible.
- d. Participate in the safety and health program without fear of restraint, interference, coercion, discrimination, or reprisal.

It is the responsibility of all employees to:

- a. Comply with all OSHA and postal safety and health regulations, procedures, and practices including the use of approved personal protective equipment.
- b. Keep the work area in a safe and healthful condition through good housekeeping and proper maintenance of property and equipment.
- c. Immediately report safety hazards and unsafe working conditions.
- d. Perform all duties in a safe manner.
- e. Keep physically and mentally fit to meet the requirements of the job.
- f. Immediately report any accident or injury in which they are involved to their supervisors, regardless of the extent of injury or amount of damages.
- g. Drive defensively and professionally; extend courtesy in all situations and obey all state, local, and postal regulations when driving a vehicle owned, leased, or contracted for by the Postal Service.

Module 3: Duties of the On-the-Job Instructor

Time Allocated:

- 24 hours

Instructional Methods:

- Demonstration
- Practice
- Observation
- Coaching

Materials Required:

- Standard Training for City Letter Carriers Participant Guide #10021875
- Standard Training for City Letter Carriers On-the-Job Training Guide #10021876

For Further Information

- Handbook M-41, *City Delivery Carriers Duties and Responsibilities*
- Standard Training Program for City Letter Carriers Participant Guide

Duties of the On-The-Job Instructor

The on-the-job instructor (OJI) will conduct this portion of training upon completion of the site orientation. Management will plan to provide auxiliary assistance for the OJI on each day of on-the-job training.

Enclosed in the back of this guide is an OJT Task Checklist that you will use to provide the learner with an appropriate learning experience. Management will reproduce the OJT Task Checklist and certification locally. Initial the proper item on the checklist as each item is completed. Learners may indicate items for which they would like supplementary coaching in the additional assistance column. Follow instructions for completion of OJI certification listed on page 47.

Preparation

Management will provide copies of Standard Training for City Letter Carriers On-the-Job Training Guide, #10021876 and Standard Training for City Letter Carriers Participant Guide, # 10021875 to the OJI. Management will also allow four hours for each OJI to review upon initial use of materials prior to providing OJT.

Setting the Stage for OJT

An OJI reinforces classroom training and provides learners with the knowledge and skills to perform city carrier duties. Explain that you will demonstrate tasks and observe them in performing city carrier duties. Provide appropriate coaching, feedback, and positive reinforcement.

OJIs will demonstrate:

- Art of casing mail and ensure the learner has a minimum of two and a half hours of casing practice
- Vehicle inspection process as outlined in Notice 76 and ensure the learner practices a vehicle inspection while you observe
- Delivering accountable mail prior to the learner actually having to do so on the street
- Pulling down a route and ensure the learner has hands-on practice
- Retrieving automated mail and ensure the learner is familiar with process
- Loading the vehicle and ensure the learner has hands-on practice

- Collecting mail from collection boxes and ensure the learner has hands-on practice
- All types of mail delivery and ensure learner has practice with each type of delivery
- PM office duties upon returning to the office and ensure the learner practices these procedures

Demonstrate and Experience Tasks

As the On the Job Instructor, you will be introducing the new city letter carriers to the daily duties and responsibilities of their position. As you introduce new tasks, have the new carrier observe, explain each task, and provide instruction on each step of the task. Once demonstrated, allow learner to perform the same task with coaching as needed. While observing the new carrier perform tasks, encourage questions to obtain feedback and verify the learner's understanding of task. Repeat this process as needed throughout the entire on-the-job instruction.

This is the first time the new city carrier will be receiving any type of hands on experience. It may be necessary to travel to different routes and locations on the street to allow practice of different types of delivery and collections. Consider taking a piece of another route.

Day One

The learner should observe all aspects of the job of a letter carrier on this first day, in addition to performing at a minimum the following tasks:

Time clock activities

Explain the importance of accurately recording their time clock rings.

- 4 basic clock rings
- Different Operation numbers

Vehicle Inspection

Inspections are necessary to detect poor or unsafe vehicle conditions and vehicles in need of repair. Inspect the vehicle before driving each day. The learner should observe and then perform an inspection using Notice 76, *Expanded Vehicle Safety Checklist*.

- Refer the learner to Notice 76, *Expanded Vehicle Safety Checklist*

- Explain what to look for based on Notice 76, *Expanded Vehicle Safety Check*

<p>UNITED STATES POSTAL SERVICE[®]</p> <p>Expanded Vehicle Safety Check</p> <ol style="list-style-type: none"> 1. Inspect under vehicle for fluid leaks. 2. Inspect front tires for uneven wear and under-inflation. 3. Check that hood can be latched securely. 4. Check front for body damage. 5. Check left side for body damage. 6. Check left door lock (check for complete accident report kit if stored on inside left of vehicle). 7. Check for rear-end leaks. 8. Inspect rear tires for uneven wear or under-inflation. 9. Check rear for body damage. 10. Check rear door lock. 11. Check right side for body damage. 12. Check right-side door lock(s). 13. Open door and move into driving position. 14. Check for complete accident report kit. 15. Start engine. 16. With assistance, adjust ported mirrors and rear-view mirrors. 17. With assistance, check headlights, taillights, brake lights, flashers, and directional signals (front and rear). 18. Adjust center rear-view mirror. 19. Check operation of windshield wipers and washer. 20. Check operation of horn. 21. Inspect gauges for proper operation. 22. Check foot brake. 23. Check emergency brake. 24. Check seat belt and fasten. <p><small>Note: This checklist has been designed to take the driver in a logical sequence around a RHD vehicle with a minimum of foot motion. For LHD vehicles, move from the front to the right side rather than to the left side. For items 16 and 17, if no assistance is readily available, handle personally.</small></p> <p>See Additional Instructions on the Reverse Notice 76, July 2003</p>	<p>UNITED STATES POSTAL SERVICE[®]</p> <p>Instructions</p> <p>Check the items shown on the other side of this form on the initial use of each vehicle each day.</p> <p>Report deficiencies, body damage, or inoperable items to your supervisor using Form 4565, <i>Vehicle Repair Tag</i>, so the conditions can be corrected or another vehicle can be provided.</p> <p>If there are no vehicle deficiencies, proceed to your first assignment.</p> <p style="text-align: right;"><small>Notice 76 (Revised), July 2003</small></p>
---	---

- Explain and demonstrate a vehicle inspection using the “buddy system”
 - Observe and coach learner while they perform a vehicle inspection with you as their buddy
- Locate and describe Label 70, *Safety Check and Vehicle Dimensions*
- Locate and describe PS Form 4565, *Vehicle Repair Tag*. Demonstrate how the form is completed
 - Observe and coach learner while they complete PS Form 4565 for the vehicle after performing the vehicle inspection
 - If there is no reason to fill out the form, use a flat driver’s side front tire as an exercise
 - Explain local procedures on submitting the form for proper handling and allow the learner to practice turning in the form

IMD Scanner Procedures

- Demonstrate local procedures for retrieving and setting up Intelligent Mail Device (IMD) scanner and the wireless device (if used)
 - Coach the learner in retrieving and setting up a scanner and wireless device (if used)

- Review MSP scans
 - Office scans
 - Street scans
 - Collection box scans

Carrier Route Book

- Locate and describe the carrier route book at your case
 - Locate PS Form 1564-A, *Delivery Instructions* and ask the learner to identify:
 - Type of route
 - Delivery type
 - Lunch locations and approximate break locations
 - Relay boxes, park and loop stops, and collection points
 - Locate and discuss PS Form 1564-B *Special Instructions*
 - Locate copy of M-41, *City Carriers Duties and Responsibilities*

Casing Mail

- Explain staging and casing of mail
 - Demonstrate how to case mail, holding the appropriate amount of mail in your hand or on your arm
 - Observe and coach learner while they perform proper casing techniques and help them find the proper separations. Ensure the learner receives ample casing practice.
 - Discuss procedures for handling Hazardous mail

Missorts

- While casing residual mail, define missorted mail and explain handling procedures
 - Have learner identify and properly handle missorted mail

Withdrawing Mail

- Explain the process for withdrawing additional mail for casing. If there are multiple withdrawals for the unit, perform the first withdraw as learner observes

- For each additional authorized withdrawal, have the learner perform the function while you observe and provide feedback

PS Form 3996, *Auxiliary Assistance* (office)

- Explain the process for requesting, completing, and submitting PS Form 3996, *Auxiliary Assistance*
 - Observe and coach learner while they complete PS Form 3996

PS Form 1571, *Undelivered Mail Report*

- Explain the process for requesting, completing, and submitting PS Form 1571, *Undelivered Mail Report*
 - Observe and coach learner while they complete PS Form 1571
 - If no curtailing of mail is necessary, simulate the curtailment of mail

Accountable Mail - AM

- Explain the local procedures for acquiring the accountable mail and other items in the morning
 - Describe PS Form 3867, *Accountable Mail Matter Received for Delivery*
 - Demonstrate verification of name and address of each article to determine if it is for an addressee who has moved or who lives on another route
 - Emphasize verification and recording of Domestic Registered Mail article numbers on PS Form 3867
 - Describe PS Form 3849, *Delivery Notice/Reminder/Receipt*
 - Demonstrate how to complete PS Form 3849 in the office
 - Provide several accountable mailpieces and have the learner complete PS Form 3849 for each
 - Arrow Lock Keys

Describe the process of receiving and securing an Arrow Key

Preparing to Pull Down

- Demonstrate procedure for using PS Form 3982 to check the cased mail for items that need to be endorsed, sent to PARS/CFS, or returned to sender. Have the learner practice this procedure.

- Demonstrate and have the learner practice the local procedure for withdrawing hold mail
- Undeliverable-As-Addressed (UAA)
 - Discuss types of UAA mail
 - Demonstrate mark-up procedures
 - Process a piece of UAA mailer endorsed mail (bundled endorsement)
 - Process a piece of return to sender mail with carrier endorsement (individual endorsement)
 - Process undeliverable Standard Mail (UBBM) endorsed and unendorsed
 - Demonstrate CFS/PARS process
 - Process at least one PS Form 3575-ZX, *Employee Generated Change of Address*
 - Locate throwback case
 - Observe and coach learner while they complete UAA mail procedures

Pulling down the Route

- Demonstrate pull down procedures for the route, include the handling of the SPRs
 - Observe and coach learner while they complete pull down procedures
 - Discuss the differences between pulling down other types of routes

Leaving the Office

- Locate and describe the Hot Case
 - Demonstrate the procedure in your office for retrieving Hot Case mail
 - Observe and coach learner while they withdraw hot case mail and scan the Hot Case. Follow local procedure for scanning the Hot Case MSP barcode.
- Clocking Out to Street Time
 - Demonstrate the procedure used to clock out to street time

- Observe and coach learner while performing this task
- Retrieving Automated Mail
 - Locate automated mail
 - Demonstrate the procedure for retrieving automated mail
 - Observe and coach learner while they retrieve automated mail

Loading the Vehicle

- Demonstrate loading the vehicle
 - Explain local procedures used to load (either take your hamper to your vehicle or move the vehicle to a designated loading area)
 - Demonstrate last in, first out (LIFO) loading procedures
 - Observe and coach learner while they load the vehicle
 - Explain how and where to place empty equipment

Leaving for the Route

- Explain and demonstrate proper procedures for Depart to Route scan

On the Street

- Demonstrate as many different types of delivery methods as possible and allow learner to practice each type while coaching (for curblines and dismount, once certified for right-hand vehicles)
- Explain and demonstrate proper procedures for delivering mail on the street to the extent applicable:
 - MSP scans
 - Accountable mail
 - USPS Tracking/Delivery Confirmation and Signature Confirmation items
 - Insured items
 - International registered items

Collection Mail

- Explain and demonstrate proper procedures for collecting mail on the street to the extent applicable:
 - Collecting mail from customers mailboxes

- Prepaid acceptance
- Maintaining collection schedules
- Collection box scans
- Discuss procedures for handling Anonymous mail
- Different type of collection boxes

PS Form 3996, *Auxiliary Assistance*

Demonstrate and allow the learner to fill out the bottom of PS Form 3996 when providing assistance. Simulate this procedure if you do not provide assistance.

Day Two

On day two, continue transitioning the new carrier into performing the work functions of a city letter carrier. Briefly review the functions covered on day one. Allow the new carrier to perform tasks taught on the previous day, and then continue to introduce new job tasks and reinforce skills. Remember, to provide the new carrier with positive feedback and encouragement as they perform each duty.

Observe the new carrier case the route and provide coaching to assist them in finding the correct separations for mail. Together, check for Undeliverable-As-Addressed (UAA), Accountable, and Extra Services mail in parcels for the route. Allow learner to pull the route down.

Performing Work on Day Two

Provide positive feedback by providing praise and encouragement when successfully completing tasks. The learner should receive an hour and a half of casing practice on this day.

Vehicle Inspection

- Observe and coach learner while they perform the vehicle inspection

Obtain Scanner

- Observe and coach learner while retrieving and setting up Intelligent Mail Device (IMD) scanner and the wireless device (if used)

Casing Mail

- Observe and coach learner while they perform proper casing techniques

Carrier Edit Book

- Locate and describe the edit book
- Explain how the edit book matches the carrier case and discuss the importance of keeping the edit book up to date

Missorts

- Observe and coach learner while they identify and properly handle missorted mail

Withdrawing Mail

- Observe and coach learner while they withdraw mail

Accountable Mail - AM

- Observe and coach learner while they acquire accountable mail and other items in the morning

Pulling down the Route

- Observe and coach learner while pull down the route

Leaving the Office

- Observe and coach learner while they withdraw mail from the Hot Case, retrieve automated mail, and clock out to street time

Loading the Vehicle

- Observe and coach learner while they load the vehicle

Leaving for the Route

- Observe and coach learner while they perform the Depart to Route scan

On the Street

- Observe and coach learner while they deliver mail on the street
- Observe and coach learner while performing scans for MSPs accountable articles, and collection boxes

Market Postal Products and Services

- Explain Customer Connect card
 - Demonstrate marketing procedures if possible

Returning to the Office

- Demonstrate how to unload and secure vehicle for the night based on local procedure. Allow learner to practice these procedures.
 - Return vehicle to the designated location and ensure that it is properly secured
- Demonstrate how to clock back in to the office. Allow learner to practice with coaching.
 - Scan return to office barcode if applicable
 - Accurately record time and vehicle mileage information
 - Return IMD scanner to cradle
 - Demonstrate and allow learner to practice (if applicable) procedure for entering moves between assignment that occurred while on street time that were recorded on the bottom of PS Form 3996

Deposit Collection Mail

- Demonstrate proper separation of collection mail and the location where it is to be placed for dispatch. Have learner practice separating and depositing mail.
- Return equipment to designated locations

Accountable Mail - PM

- Explain local procedures for clearing accountable mail and other items in the afternoon
- Complete PS Form 3821, *Clearing Receipt*, for clearing of accountable items
- Perform administrative duties as required including completion of PS Forms 3996, 1571, and 4565

Process Undelivered Mail

- Demonstrate proper use of the 3M case
- Allow learner time to practice sorting mail into the 3M case
 - Locate 3M case and identify the different separations
 - Place missent, missorted, and missequenced automated mail in proper separation of the 3M case

- Demonstrate and allow learner to practice local procedure for handling carrier mark-ups, UBBM, and mail to be sent to CFS/PARS that has been returned from the route

PS Form 1571, Undelivered Mail Report

- Explain the process for requesting, completing and submitting PS Form 1571, *Undelivered Mail Report* in the afternoon

Case Available Mail

- Explain the local procedures for casing mail in the afternoon
- Observe and coach learner while they perform proper casing techniques

Day Three

On day three, OJI will stay with the learner the entire day. Assist and coach the learner while they perform all tasks of the job. If applicable, discuss other duties the learner will be required to perform.

Performing Work on Day Three

Remind learners of the importance of appearance. Customers see carriers, and judge them by how they look. An employee who looks good will project an image of the Postal Service as an efficient, reliable organization. Every customer transaction is crucial to the image of the organization.

When city carriers provide efficient, courteous service, look their best, listen to customers and treat customers in a professional manner, they are helping to shape and maintain the reputation of the Postal Service as the best service organization in the world.

AM Activities

- Observe and coach learner while they perform a vehicle inspection, case mail, withdraw mail, accept accountables, obtain scanner, load the vehicle, perform office, MSP, and collection box scans, and deliver mail and accountables

On Street

- Observe and coach learner while they deliver mail, scan MSPs, perform collections, make collection box scans, deliver accountables, and other items

PM Office Activities

- Observe and coach learner while they unload and secure the vehicle, clock in to the office, deposit collected mail, record on street moves from PS Form 3996 (if applicable), cradle scanner, clear accountable items, handle 3M mail, handle mail returned from the street, case afternoon mail (if applicable), complete PS Form 1571 if necessary, and clock out

Finalizing OJT

- Complete the OJT Task Checklist during the three days of OJT and keep it with the new carrier's PS Form 2548, *Individual Training Record-Supplemental Sheet*
- Complete the OJT Certification section and submit to District Manager, Learning Development and Diversity