

I would like to present a few points that you may want to consider. The workroom environment MUST be effectively addressed for any true advancement of Postal Reform. Reform MUST start with the employees. The managers/postmasters in charge of the daily operations are not very effective and are quite abusive and are far from the leaders the employees expect. They often violate the National Agreement both intentionally and unintentionally. They make costly mistakes which may result in a grievance. There is no "we" atmosphere in the Postal Service. There is no "team". It's us verses them. Every day we wonder what extra we will have to do today to make the USPS survive. It is always the letter carrier that has to pick up the slack. Across the country routes have been abolished. This means that they made remaining routes larger (15min, 30min, 45min etc.) but we are still expected to do it in the same amount of time. We were told the adjustments were due to an "anticipated drop in mail volume". The volume was down somewhat but not to the extent of the additions we have all received. The Postal Service has chosen to reduce the number of letter carriers. We almost always work overtime now. When the mail is heavy (it still gets heavy quite often) we take out what we can and the rest is either curtailed or it may be delayed. There are not enough carriers to deliver the mail!!!! Forget about doing anything after work. They don't care if you've made dinner plans with friends or if your child is playing in a sporting event or if you golf or bowl, you're working that's an order. Forced OT off your route is almost a daily occurrence. We can forget about making plans on a day off. We are usually forced in to work because there are a few routes to cover every day. They don't care if you've made plans with your children or if you have to help an ill family member. This forced OT isn't once in a while it's more often than not. I would love to tell my supervisor the minute before they punch out that they will be working their off day like they do to us and then I'll snicker as I walk away. Dignity and respect? I would love to say to a manager that I don't care if they are going out of town or that they are going hunting or fishing or you're going to a wedding, you will work your day off. They don't have to pick any slack. They don't have to do any extra because a management position will be eliminated. There have been no REAL cuts in management. They get all their days off. I remember our station manager did have to work a Saturday once. The following Monday there was a new supervisor there from another office. They make sure their craft is fully staffed. What an insult to the letter carriers especially when we are told there is no money to hire carriers. 32 routes 3 managers \$170k between the three of them and the carriers are overpaid? What a joke. The USPS said there was a financial crisis. I don't believe it any more. We would believe there is a crisis in the Postal Service if we came in in the morning and there was only 1 supervisor and the other 2 were eliminated – gone! There are supervisors that have been convicted by a panel of their own people or an arbitrator of severe Postal violations (harassment/intimidation, falsifying employee time cards to avoid paying OT, and my favorite, the postmaster that refused to adjust routes after 2 inspections – cost over \$200k to the USPS) and still continue to work for the Postal Service at the same pay. If this was a carrier or a clerk they would be fired. The USPS will tell you that they are working on the workplace culture issue. If they are doing it NONE of it is getting to the local level. Please strip them of their arrogance and their ego and their total lack of respect. Please have their pay based on a survey of the people they supervise and how many grievances are filed against them and the cost to the Postal Service. This may sound similar about the abusive IRS agents a few years ago.

Just a few words on Saturday delivery:

Eliminating Saturday delivery is not a cure to the financial well being of the USPS. This is not like a factory where you can turn off the line on Friday and turn it back on Monday. The mail will pile up on Saturday making it more OT for Monday Tuesday and Wednesday. The mail is constantly being processed. If there happens to be a holiday in conjunction with a Saturday That is now 2 days worth of mail in addition to Mondays mail. When the mail is heavy in Jan., Feb., Sept., Oct., Nov., Dec., that's when the Postal service will be in trouble. There are not enough carriers to get the mail delivered efficiently now. I don't think the public wants their mail at dinnertime. If the commission does recommend this please recommend also that they eliminate at least 16% of the managers since they will have less carriers to supervise. Perhaps have the USPS ask employees how to grow the business. Give the USPS pricing flexibility. It really is an act of congress to get

this to change. Reorganize the Postal Board of Governors and the Rate Commission – Highly outdated

The postal service can be a viable part of our country's future, with some minor changes.

1. There must be put in place, a system that is quicker for releasing under productive/counter productive employees. The current system is old, antiquated and in the end, the poor employee is usually still around. This system slaps the productive worker in the face. The arbitration system must be changed. Allow only retired judges to be federal arbitrators. They will not try to divide their rulings out 50 / 50 the way the current arbitrators do now.
2. There must be some form of bonus or incentive for ALL employees. If this cannot be established, than at least a cost of living adjustment for each employee--yearly.
3. Locality pay for those that work in higher cost areas.
4. The ability to branch out into other product lines without the lengthy process that is in place now.
5. We must be given the ability to inform local governments that we may change delivery patterns to lower cost methods. In some areas, we are not allowed to cross lawns, and are still mandate to deliver mail door to door. This is by far, the most costly method. By switching to cluster box or mounted deliveries, we can save money and continue to serve everyone quickly and efficiently.
6. We must be able to negotiate with individual businesses for savings on mailings.
7. We must be given the ability to phase out low money producing facilities.

I could go on and on, but I think you get the idea. The United States Postal Service is a great organization, that if given the opportunity, will become the role model for every other nation.

As a supervisor for the USPS, I believe that I am helping to provide affordable, universal service for all Americans. I believe our service is one of the best in the world. I also believe that our service is one of the most secure in the world. I have read reports where some suggest privatization would be the answer to our woes, or even privatizing 1/2 of the USPS. As a customer who mails every day, I certainly do not want to hope that my statement, bill, or letter arrives to my addressee. I don't want it to go through 2 or 3 different companies just to be delivered. When I place my mail into my mailbox or the collection box, it is acknowledging the trust that I have for the US Postal Service.

As a supervisor, I also see ways that we can change for the better. The grievance procedure often takes matters out of our hands and causes ridiculous payouts and policies. That needs to be changed.

Also, compare what a craft employee makes with a supervisor's pay. Even though we supervisors have enormous responsibilities, we often find our employees taking home more pay than we do. Something is not right when that happens. Thank you for the opportunity to comment.

1. Preservation of Universal and Affordable Postal Rates. The uniform rates have been the hallmark in the USPS for 230 years. Millions of disabled, elderly, and disadvantaged Americans (Not to mention all other Americans) rely on uniform postal rates!

2. Preservation for Collective Bargaining for the USPS Workforce. Postal workers are not overpaid! Postal worker's wages have just kept up with the rate of inflation through the years. Furthermore, labor and productivity have increased dramatically under the present system.

3. Cost avoidance. Leaving the mail system the way it is will save American taxpayers \$630 million annually on first class mail alone!

4. Consumer Satisfaction. The present USPS model consistently ranked high with American Consumers and they strongly oppose deregulation of the USPS.

Why would the president be in favor of changing a system that already works so well? This would put millions of American women and men out of work. This is definitely not a good plan Mr. President! THINK!!! Thank you for letting me voice my opinion.

Is the Bush administration determined to play the same game of deception with postal reform as he did during the Iraq war? This Trojan horse called postal reform sounds like the weapons of mass deception campaign he used to manipulate congress-and the public-into supporting the Iraqi war. Corporations that contributed to his campaign are now being rewarded with huge contracts to help rebuild Iraq. Likewise, on the domestic front, Bush's corporate allies are poised to take over many of the services government is now providing-including universal mail service. Under the mask of efficiency this attack on the USPS is like a declaration of war on the public sector and public ownership. It seems that some are determined to establish a economic feudalism in America much as they have in many third world countries. Jobs with lower pay, fewer benefits and less job security. With unemployment/underemployment at around 25% and job insecurity at its highest level since the great depression, is it wise to pull the economic rug out from under hundreds of thousands of workers? This coupled with the administration's massive give away (tax cut) to the rich. A tax cut designed to break the bank, cause an economic train wreck and force a privatizing of government services. It almost seems that this this administration wants to destroy the public sector. What are we doing to ourselves? We need a government that protects the interests of middle America. That passes laws that help promote job security and a progressive distribution of wealth *downward* into the middle class, not toward the top 1% that already has over 50% of the wealth in this country. We need statesmen, not a bunch of stooges for the private sector. Do we have a government of the people or do we have the best government corporate money can buy? Thank you for your attention.

Combine or consolidate the two processing crafts (Clerks and Mailhandlers) with recent technology both crafts should be consolidated. This would improve productivity and the

processing craft would be under the same rules and regulations thereby one collective bargaining contract.

If you want to save the postal service money why don't you suggest that everyone has to have a 'rural' type mailbox at the end of their driveway or 'cluster' boxes where appropriate? This would allow more stops for each mailman (ended up with less mailman needed) and save on safety as to slips, trips and falls due to going up each and every driveway and porch. Not to mention dog bites and attacks would be less if the mailman had to stay in their vehicle. It seems in this day and age it is ridiculous for the mail to be walked to the houses when they can be delivered by van.

Also why doesn't the post office 'sell' commercial stamps? They could let a company buy 1 million stamps with microsoft or a company logo and let the customer buy them for a discount.

You have an awesome and far reaching task before you. Good luck. Please consider my following opinion:

As an EAS level Postal Service employee, with 27 years of credible service, I find that there is an unfair pay for performance system in place. The previous system known as EVA was replaced this year by an equally convoluted system known as EPP. Under EVA, you lost your overtime and cost of living raises for an EVA payout which was linked to performance in your cluster, which you may have no control over. It also ignored geographical considerations whereby a certain higher performing area may not have things like winter and other issues which affect performance. The higher level PCES managers were paid a higher percentage and often benefited from huge bonuses on top of their higher base wage under EVA. The EAS supervisors and managers, on the other hand, received nothing new added to their EVA account for last year and this year will get nothing again because only PCES levels are under EPP until next year. This and many other pay anomalies are grossly unfair to the EAS employee. We need a simplified system where we are all awarded equally as an organization and not as little individual groups.

The other issue is loss of jobs and VERA. Everyone is afraid of what actions lie ahead which will result in people losing their jobs. I would urge you to allow those CSRS employees who may be displaced to opt for a voluntary early retirement with a \$25,000 bonus for going. These people like myself have dedicated their entire lives to this organization and would stand to lose everything through if fired due to RIF. As it is, we have such poor dental coverage that it has cost me multiple thousands and has come to the point that it is an extreme hardship to afford to repair my children's teeth. Even under a VERA, with the reduced annuity, I would be hard pressed to make ends meet at all. Recommend actions which will treat the USPS employees with the dignity and respect that these hard working men and women deserve. Thank You.

I believe the problem with the Postal service is within the service itself. Management has and continues to make decisions that don't work or waste millions of dollars. Just look at the OCR equipment that was deployed across the country. It was suppose to speed sortation yet even with mail volumes dropping mail arrives at delivery offices later and

later. The mail arrives so late that carrier start times have been pushed back up to 2 hours. This only adds to the mess. Management also continually adds more and more responsibility on line supervisors. Postmasters threaten supervisors with removal if they don't stay and finish workloads even if it means 12 hr of work for 8 hrs of pay. This practice is wide spread. Some Supervisors as punishment have been transferred to jobs they never wanted and are held there for years despite efforts to transfer back out. As for pay and benefits, the postal service is behind private sector. Pay at UPS is far better than the Post Office. Postal employees most often take second jobs to be able to make ends meet. In metro areas, most employees commute several hours because they cant afford to live in the communities they serve.

Dear Sirs:

An as APWU member and postal employee, I have been closely following the Postal Commission's progress in trying to resolve significant problems within the Postal Service. Today, I read the Commission's report on ways to streamline the greivance procedure. I agree that procedures to accelerate the resolution of disputes and infractions of the collective bargaining agreement at the lowest possible level is the most efficient and cost effective way to accomplish this mission. I further agree that a pilot mediation system could work. However, one of the most significant problems in implementing this program will be the same one that the APWU faces with the USPS right now and that is that Step I postal supervisors know very little, if anything, about the contract and make no attempt to learn. Most have been instructed by superiors to deny any and all grievances at Step I and send them on to Step II. While incentives for managers to settle grievances at the lowest level sounds good, holding managers responsible and accountable for their actions is better. I do not think that the USPS will comply with this recommendatin any more than they comply with the contract negotiated by their superiors. Many joint Questions and Answers manuals have been compiled to make it easier to understand contractuals issues and lay down the proper remedies for infractions. Like the contract itself, these manuals are generally ignored by postal management. While I can only speak from personal experience, I do speak from the lowest possible level for resolutions and that is the work room floor. I feel that Items 4 and 5 of the recommendations are truly the keys to quicker resolutions of grievances, and they are ideas that should have been in place all along. Only true commitment by the USPS down to the lowest level will make this work. Their normal "lip service" to do the right thing won't cut it. The Postal Sevice, in general, is a great institution and I am very proud to be apart of it. I was proud to serve my

country in the US Army and feel the working for the USPS is an extension of that service. Thank you for giving me an opportunity to share my views.

I am a city letter carrier with 26 years experience (30 years total government service, which includes 4 years military time). For most of those years, I was both proud of, and happy with, my job of carrying mail. Unfortunately, the focus of top and middle management in the USPS has changed dramatically over the last several years, from a service oriented agency, to a numbers oriented one. The fixation on "making the numbers" has resulted in a degradation of both service to the customer, and craft employee morale.

In my personal view, much of the problem lies in the way USPS management has implemented mail automation. When properly used, automation should result in increased efficiency, better service, and a reduction in physical effort. In spite of management's claims that these things have been achieved, my direct observation is that they have not. Our mail-sorting machines are often out of service due to mechanical problems, and even when they are working, the amount of mis-sorted, damaged, and mutilated mail is totally unacceptable to me. Add this to the fact that the work methods that have been forced on carriers (especially the so-called one-bundle method), are far more physically demanding than necessary, it is obvious that automation has NOT achieved all it was supposed to.

I would like to point out that most city carriers I know are now working much harder than we did several years ago. Any increase in carrier productivity can be directly attributed to simple hard work, not automation. According to official USPS statistics, the number of city carriers actually SHRUNK by 7,174 from FY 1998 to FY 2002, while the number of city delivery points ROSE by 1,957,640 during the same time frame. In fact, most other crafts lost numbers during those years. Clerks lost 37,173 and mail handlers lost 2,988. Interestingly however, the number of supervisors/managers actually ROSE by 1,321 during the time that the number of craft workers was shrinking dramatically.

It should be obvious to any objective observer that the craft workers are NOT the cause of the problems in the Postal Service. That is why I strongly disagree with the observations of Mr. Thomas Rand, and others, who claim that city carriers are paid a wage premium when compared with private-sector workers in similar jobs. First of all, there are very few jobs in the private sector that can be compared to a letter carrier. UPS drivers have a similar job, but their pay and retirement benefits are much greater than ours. Also, it was erroneously reported that CSRS workers can retire with a full pension at age 55. This is ABSOLUTELY UNTRUE. While we can elect to take a reduced pension with 30 years service at age 55, a FULL pension is only achieved after 41 years and 11 months of service. Very few people under 62 years of age can claim nearly 42 years of service.

Since I have a great interest in preserving the Postal Service, I would suggest that, instead of looking to cut pay and benefits for workers, the simplest way to reduce costs quickly would be to end regular delivery of mail on Saturdays. Since the volume of higher revenue first-class mail is getting much smaller, while volumes of much lower revenue (per

piece) standard-class mail are increasing tremendously, costs must certainly be controlled. With numbers of craft employees already reduced to the point where many offices are chronically shorthanded, the only solution I can see is to end six-day delivery. Certainly, it is hard to justify keeping a force of (I would estimate) 30,000 to 40,000 carriers whose only function is to cover routes on the sixth delivery day each week.

In closing, I would like to thank the Commissioners for considering the opinions and views of all interested parties, as well your service on the Commission.

Dear Congressional Postal Reform Members:

It is with great honor I write today to commend you on the difficult and time consuming process of deliberations to which you have been appointed. I know you will approach the task assigned with the reverence you apply to all matters of national consequence.

I would like to say that I am an Employee of the Postal Service, having proudly served in the capacity of a letter carrier for more than 10 years.

I must also say that I am a member of the NALC, but not for any grand activist reasons. I neither endorse an antiquated "equal for everyone" program, with its own internal corruption's; nor a sub-standard management program that no real company in the world would tolerate.

I write only to say that postal reform is necessary and I willingly stand behind your decisions, as well as that of My President for having the gumption to organize a group, such as yourselves, which may put an end to the ridiculous manner in which we perform our duties each and every day.

As a craft employee you would be correct to assume that I see the "front line" of waste and mismanagement on a daily basis. The investment in worthless automation programs; "plant" based mail distribution; the removal of customer mail depositories; as well as the total lack of accountability has all the earmarks of a company ready to go down the drain. Without strict enforcement and some sort of goal-oriented policies, coupled with extreme personnel trimming from the top down the Postal Service as we know it cannot hope to survive.

The Postal Service charges \$0.37 for a first class letter to be mailed, other weight fees and special services possibly adding to that charge by personal circumstance. Multiply that by the millions of letters we have flowing through our system 6 days a week. Where could you possibly account for deficits in revenue. The fact is we have rivers full of money flowing in on a daily basis. We have a District office supporting 2+ support personnel for every craft employee in my district. We have an overwhelming management database, promoted to oversee operations over which they have no control, and 90% (my unconfirmed opinion) with only a high school education.

Coupled with the total lack of qualified management, we are also saddled with a very powerful union with very limited objectives. I realize union involvement was a necessity during times when proper pay and scheduling limitations may have unfairly forsaken the worker at the disposal of the employer... But please, we have federal laws now that protect against unfair treatment and wage loss. I am completely open to the possibility that the union officials and the postal powers are together in their disguised attempt to set pitfalls against a time honored public trust and tradition, for their own personal gains and interests.

In short, I am not qualified to guide you on your recommendation for Postal Reform. I can only say it is necessary and welcomed.

It may prove necessary to say; I am by no means a disgruntled employee. I have an excellent service record and I appreciate the opportunity to assist in the provisions of my family through worthwhile employment. I serve only one Lord, and He is My Savior. He has enabled me, He Stands Righteous before me, and to Him be the Glory through my life for His Sake.

May God Bless each and every one of you on your journey to the path you were assigned. In peace I pray for you.

I am an employee of the Postal Service. I work in automation running letter mail on the grave yard tour. I retired from the Army in August of 1995 and went to work for the Postal Service in January of 1996. We have the best Postal Service in the World. Please do not change things that will take away from what the general public has been accustomed to and deserve. Do not take away 6 day service. Hundreds of thousands of people look forward to getting all kinds of mail six days a week, including prescription drugs. Where else can you get a letter sent from coast to coast in 3 or 4 days, 6 days a week, for less then the cost of a soda? I work very hard all night, this is extremely physical work. I have a good paying, family wage job and deserve every penny that I get. I do not set at a desk and answer phones. We are watched closely, and do not stand around talking with fellow coworkers. Our production is an indicator to how much our supervisor will make in his/her yearly bonus. Look at those bonuses, now that's someplace you can cut! We have gained and lost benefits through our "Collective Bargaining" rights. Please do not take anyway these rights. Arbitrators are the only ones we have that will look out for us. The Postal Service squeezes ever drop of sweat they can out of us during our shift. They do not care if we get hurt. They don't care how they treat us. We need this Collective Bargaining right to help look out for us. I have worked for the Postal Service for over 7 years now. I currently am protected from lay-off under the no lay-off provisions. Don't take this away. I deserve what I make, I do not goof off at work, work under constant pressures and deadlines, and need my work to pay for my house, (which I saved for a down payment on during 21 years of military service) please do not take away our no lay-off provision. I do not work over time, I draw a military retirement. There are many employee's you continue to work their tails off for an additional two hours or so just to help make ends meet at

home. Please do not take away our over time pay. The American Postal Workers Union is not the problem! I help run hundreds of thousands of pieces of 3rd class mail through the system. The Postal Service is protecting these big mailers by not ensuring that they pay the full cost of the service we provide them, and we are hurting financially because of it. My humble opinion is, after reading articles in various postal news issues is; increase the cost to big mailers, let our people retire as their time comes, limit the number of new hires, and I think our financial situation will be just fine. One thing that troubles me is the lack of opportunity the general public has had in testifying in front of your commission. Thanks for your time.

I am a Postal Worker, and am writing to express my concern that your Commission will look at changes to the Postal Service that does not include any input from employees that would be affected by any decisions that you reach.

The President's Press Secretary, as well as the Postmaster General have affirmed that Privatizing the Postal Service, in whole, or part, is not an issue that will be considered but I cannot help but be worried that undue influence from large mailing companies will cause this issue among others to be considered.

As you know it is often the case that when an organization is facing a financial crisis the first people to be blamed for it and to subsequently be affected by it are the employees in that organization. This is often done in an effort to cover for mismanagement and other problems within the management of the company. I would like to see a balanced approach to any look at the problems within the Postal Service, one which looks at both the workforce and management. As a Postal Worker I can tell you that there are fine and very efficient workers within the Postal Service. As workers who perform a public service we take great pride in our ability to do our jobs well. Often times productivity problems are passed on to the workers when in fact it is mismanagement that causes productivity to falter.

The fact is that even with these problems and others within the Postal Service we still are able to deliver a massive amount of mail to a huge number of addresses with great efficiency and for a great price.

It is my view that what is needed with the Postal Service is more governmental oversight, especially in the approval of the implementation of new technology and its proper use. In recent years we have seen a drastic change in the way flats are handled. We have seen the introduction of the AFSM100 automated flat sorter, which uses OCR technology. This is a good thing which has definitely increased our ability to sort mail at a greater speed and with increased efficiency. However this has not been done without other problems developing. The mentality of Postal management is that when new technology is implemented it MUST be used and the old methods of sorting the mail must be completely abandoned, even though the new system is not equipped to handle all of the mail that it does. For example it is management's position that all flats should be directed to the AFSM100 machines even though some of is routinely damaged or mis-sorted, on a regular basis, rather than directing it to an area where it can be sorted without damage and sorted correctly. This is done in an obvious effort to JUSTIFY the massive expense of this new equipment by artificially elevating the amount of mail that is handled by the equipment (it will COUNT a piece as sorted as long as it goes into the machine, whether or not it is damaged or mis-sorted within the machine, thus the NUMBERS are elevated to show that the machine is necessary due to the volume of mail that is sorted).

The second phase of flat sorting used to be the FSM1000 which was a machine that could sort "non-machineable" mail. Mail pieces that are too long, or too thick to be automated, as well as

pieces that are addressed in poor handwriting that cannot be read by OCR's, and newspapers. Recently this machine too has been "upgraded" with an automated feed and OCR system, and the attitude of management is that this machine MUST be run to capture mail that has been rejected by the AFS100 machine, even though this machine is no better able to handle the mail that is rejected by the AFSM100's. They have "upgraded" a machine that was IDEAL for its purpose and made it less efficient and less useful. The new UFM1000, as it is called, has the same flaws as the AFSM100's, in that it is unable to distinguish addresses that are written poorly, it cannot distinguish between return addresses and recipient addresses when they are too close together, and it rips the cover off of magazines and catalogs just like the other machine. These are only some of the problems that are inherent in it.

Now perhaps you can understand the situation. Management has implemented a program of automation (in itself not a bad idea, but good for productivity) and has MANDATED that it be used in order to JUSTIFY the expense of it. They do this by using these machines to sort mail that is known to be mis-sorted and damaged along with the kind of mail that these machines can correctly be used for, in order to ARTIFICIALLY ELEVATE the VOLUME of mail that is sorted in order to "DEMONSTRATE" the NEED for the equipment.

The truth of the matter is this. The AFSM100's are indeed a good thing in that they enable the Postal Service to sort mail at a higher rate and more efficiently. But they are used improperly in that they are used to sort mail that cannot be handled properly because of management mandates to use the equipment in order to justify the expense of its acquisition. The "upgrade" of the FSM1000 to the "new and improved" UFSM1000 was ill-conceived and has led to a situation where mail is damaged and mis-sorted to a much greater extent. We would have been much better off leaving these machines alone as they were able to accurately handle and sort ALL the mail that could not be handled by the AFSM100 machines. Now we have a "new" automated machine that is less efficient and the cause of new problems that is used in a mis-guided attempt to justify its need.

I have tried to highlight for you just a sample of the type of mis-management which is routinely done in the Postal Service. These are things that your commission should be looking at. When programs are devised there should be OVERSIGHT not only of its EFFECTIVENESS but also its TRUE NEED. All aspects of the operation should be examined before the new technology is bought and deployed. If a serious investigation of these things had been carried out in the beginning it is my belief that the "old" "un-modified" FSM1000 would have been left as it was and able to handle ALL flat mail that could not be sorted accurately and undamaged by the AFSM100 machine. Now we have a situation where we have a new automated machine that MUST (in management's eyes) be used in order to justify the need for it, even though it is used to handle and sort mail that it cannot handle without damaging or mis-sorting it.

The workers are left out of the equation when it comes to deciding the way mail is handled and sorted, and new technology is designed and implemented. Our views should be considered in every aspect of this decision making process, since we, above everybody else, have the knowledge, and years of experience actually handling mail that allows us to know what can and what cannot be done. Instead we have a top down model where management plans, and implements new technology without worker input and then uses that equipment inappropriately in order to justify its need and leaves the worker out of the equation even though he is in the best position to know what works and what doesn't.

It is my hope that you will consider what I have included in this letter in any review of the Postal Service. Additionally I would like to point out a few other things that should be kept in your mind in reaching any decision you and your committee makes.

The Postal Service and the delivery of mail is an integral part of our nation, so much so that it was enacted by our founding fathers and deemed important enough that it should be a governmental responsibility. This has not changed today. People rely on the mail for commerce and

communication. People rely on Postal employees who sort their mail, they also, in some cases, rely on their mail carrier to keep them in touch with the outside world. There are many elderly people and "shut-ins" who rely on the daily visit of a trusted mail carrier that is known to them. Privatizing any aspect of the Postal Service will result in inequity and loss of efficiency. Equality of mail service and rates is fundamental to our mandate for universal service. Everybody should pay the same fee and receive the same high level of service.

Large mailers should be DENIED excessive discounts that exceed cost savings by the Postal Service, as is the case now. The fact is that with the advent of advanced OCR readers and bar code sorters, presorted mail does not offer much of a cost savings over raw sorting.

The law should be changed so that the Postal Service does not have to continue the excessive funding to the CSR retirement fund to enhance its cost savings, and enable the Postal Service to avoid rate increases for another couple of years.

Congress should be required to fully reimburse the Postal Service for reduced rate mail for political mailings as well as non-profit, and "free" mail. More Congressional oversight of the postal service's programs, and proposed technological changes is necessary. Maintaining Universal service to every one at the same equitable rates is an important consideration.

Keeping the Postal Service as a fully FEDERAL agency is necessary to insure the equity of mail service, as well as security of the mails. This is especially true in light of the terrorism that has impacted this nation via the mail. The Postal Service should be fully reimbursed for expenses incurred in the "anthrax letter" attacks.

Labor management relations should be considered in that collective bargaining should be enhanced to such an extent that management is required to negotiate rather than delay and ultimately wait for arbitration. This new two year contract extension is a good example of cooperation between management and the union, but which was done as an effort by the Postal Service to enhance it's apparent solidity with contracts in place until 2005 (if there was not an apparent need for this appearance of solidity then this contract extension would not have even been offered by management, it is the first time in our collective bargaining history that it has come to pass). This type of cooperation should take place on a regular basis rather than as it suits Postal Service management.

Technological changes and mail handling should have the input of postal WORKERS who actually handle the mail so that the proposed changes in policy or technology are used effectively and efficiently. There should be oversight of this activity by Congress.

Whistleblower protection should be EXPLICITLY given to Postal Workers who point out mismanagement, waste, and fraud. The reason there is no large amount of reports of waste, fraud and mismanagement to the OIG is the perceived fear of retaliation, not that it does not occur.

The office of the Inspector General should be given more authority to intervene in Postal Service operations which it judges as inefficient, or wasteful. The OIG should be given more authority to investigate allegations and effect change.

The grievance arbitration procedure that we live by within the union management relationship should be enhanced to encourage the resolving of grievances at the lowest level possible. As it is now, Supervisors are routinely denied the right to resolve grievances (by managerial direction) even though they know they are in the wrong and instead making the grieved party wait it out in protracted arbitration proceedings.

Finally it is vital that you recognize the importance of maintaining the Postal Service and its workforce and infrastructure as a Federal program that is a fundamental part of our nation. Also it

is vital to recognize that the workers and infrastructure of the Postal Service could not be matched by private enterprise in its scope, equity, and at the comparatively low rates afforded by a Federal agency. Thank you for your time and attention to this matter.

I am a postal employee in Reno Nevada. I am writing this letter to you because I am very concerned about what you will be presenting in your recommendations to congress. The USPS has a 90 percent approval rating so I am uncertain as to why President Bush appointed this committee in the first place. While it is true that last year we came out in the red that was due to anthrax and the September 11 disaster. I have experienced first hand the sweeping changes that the Postal Service has implemented over the last 12 years in order to keep up with the changing world of communication. We have gone from a hands on operation to almost complete automation. Considering the exorbitant initial cost of all that automated equipment I can also understand why we may have experienced a loss in the last 5 years. The benefits and cost reduction will be far reaching but the USPS has not been given enough time to realize these benefits. No other company that I have ever worked for has put so much effort into changing the way it does business. I believe this has been the ongoing accomplishment of the USPS throughout its over 200 years of service to the American Public. It continues to change and evolve in a most amazing manner.

No private corporation could ever provide to the American public what the USPS does. It is not possible to truly serve and profit at the same time. A private corporation does not and will not care about the people who cannot afford their services. Only the government is capable of offsetting the cost of expensive delivery and pick up with cheap delivery and pick up. The private corporation is only concerned about profit.

In addition I must say that I object to reducing mail delivery to 5 days a week. There are often times that I am expecting something in the mail and it is bad enough that I have to wait until Monday if it does not show up on Saturday. It would be unacceptable that I would have to wait from Friday to Monday. I am sure that most people would be adversely affected by this practice. Most checks show up on Friday. If any delays are encountered you still get them on Saturday. Your proposal would cause people to have to wait until Monday when they are all returning to work.

As for taking middle class wage jobs and turning them into low or minimum wage jobs I think that would be devastating in its long range effects. Postal employees spend nearly all of their earnings in the communities they live in. Because postal workers live everywhere this would have an effect on the economy nation wide. Additionally all of our life styles are set up for the income that we currently earn. A reduction in our income would cause many workers to fall into bankruptcy. From my perspective the Arbitrators have

been reducing our pay in every contract that we have received over the years. While it is true that I have gotten raises each time they don't always keep up with the rising cost of absolutely everything. The fact is that my buying power is being steadily reduced with each passing year. My wages are not even equivalent with the private sector employees who perform the same type of work that I do. UPS and Fed X employees are paid more than I am. I am not complaining. Just stating the facts.

It is clear to me that the USPS has a definite plan to eventually eliminate nearly all of its mail processing employees. Clearly there is no need for the Postal Commission to do it for them. In spite of the fact that Reno is one of the fastest growing cities in the US we have not hired anyone in the Clerk craft for over 4 years. Eventually the Post Office will be fully automated as demonstrated in some of the mail processing plants already in operation. In addition their plan would not effect the economy nor would it disrupt the lives of thousands of families. Service would still be maintained to the American people at a uniform rate that is affordable to everyone. There may be some need for employees to move from one facility to another but all of this is provided for under our current Collective Bargaining Agreement.

The Postal Service is projecting a profit this year. The system is clearly not broken so why would try to fix it?

I am a current postal worker and my wife is a former postmaster. my suggestion is clear and simple, bring in a private firm to manage the postal service. over the years it is clear the problem with the postal service is not the workers it's the amateur management we have. most supervisors and managers are people that couldn't cut it as craft employees. a private management firm would cut through the waste and bureaucracy to make our jobs easier so we can deliver mail faster and more accurately. As it stands now we are expected to follow useless rule and work with poorly sorted mail. with all the rules and failed automation we are expected to be fast and accurate. were not. there are some poor employees but most of them were created by abusive supervisors. If we had a private management firm that got paid according to productivity, quality and cost savings that would save the postal service.

I am a proud postal employee with 37+ years in the Postal Service. Given the precipitous decline in (stamped) first class mail volumes, entitlement attitudes, binding arbitration, "one size fits all" mentality and the meteoric rise in micro-management, I would like to make the following comments and suggestions:

MANAGEMENT: There are too many layers. These layers help to convolute processes and procedures so that by the time that the original directive reaches operational levels, objectives are unrecognizable and in many cases do not make sense.

RESTRUCTURE. As Thoreau said, "simplify, simplify, simplify". Eliminate Areas and Districts. Establish Field Support Centers, keeping in mind that, Headquarters and Field need to have

direct contact with one another. With the proper use of modern technology, this can be easily accomplished. A vision must be developed, shared, and sold.

TECHNOLOGY: Skill levels are so diverse that process standardization is impossible to achieve. Technology has taught us how to measure and measure and measure adinfinitum. Let's learn how to use technology properly. Its a tool, not a god. I am told that we have the largest email network in the world. Expected growth is to reach somewhere near 7 million messages a day. I submit that 90% of it is pollution (unnecessary or duplication). The network is being burdened by this "email pollution" wasting dollars and time.

Continue to standardize and provide the necessary training to overcome our cultural barriers of fear of change and ignorance. A vision must be developed, shared, and sold.

LABOR: The present model does not work. If the Labor Unions are serious when they say "We want to help" then I suggest that every Local Memorandum Of Understanding (LMOU) in the country be torn up. These agreements are costing the United States Postal Service (USPS) millions of dollars each year. As Thoreau said, "simplify, simplify, simplify". All we need is the National Contract. As a matter of fact, the National Contract is too large. Reduce it to one page per article. We don't need "Philadelphia Lawyers", we need reasonable people. A vision must be developed, shared, and sold.

Given all of the politics, and the mounds of minutia, I don't envy you your jobs. Some people are sticking their heads in the sand and hoping that little will come of this commission (too political and too many stakeholders to please). Others are saying that they expect big changes. We are all scared. I know that I am not the "brightest bulb in the butt hut" but I do know that it will take divine providence to reach a solution that will please all. You are people. Serious people that have been given a grave responsibility. These times call for serious people to make serious decisions. No one group will be satisfied. You have hard decisions to make. Make them and provide the logic. Not everyone will agree, but if most understand, it will be a good beginning. Once the direction is provided, do not walk away. Insure that there is a solid plan for the implementation process. That is where everything normally comes unglued.

As a 24 year postal employee, I have seen nothing but waste because of mismanagement and a lack of priorities. They are not concerned about delivering the mail any more, the customer comes last, all management is concerned about is creating more inefficient ways of processing and delivering the mail. New rules and Mickey mouse nit-picking is creating a Frankenstein monster that barely has time to get on the street and actually deliver the mail. Employees are frustrated at the high paid pencil pushers who have never carried mail telling them how to do their jobs. The use a management style from the pre-historic age- brow beat and threaten. I do not think any of them have ever taken a real course on management techniques. When all else fails-use the whip.

Eliminate Saturday delivery. It is a waste of time -mail is low volume and most businesses are closed. Plus, it is the day everyone calls in sick. They would rather work a Monday-Friday week. It would solve a lot of \$\$\$ problems and Union problems. Also- there is no way **an observant Jew** can work for them because of their policies about days off.

As a customer of the Postal Service, I'm against privatization. Keep the USPS

It seems that none of the labor organizations want to do anything to save money. I read that NAPS does not want any plants consolidated or closed, the unions do not want anything that will decrease the workforce, effect wages or benefits, NAPUS does not want any of the small post offices closed. These organizations do not represent the best interests of the Postal Service or the American public. They seem to be self serving.

As a postmaster I have had the opportunity to look at the financial status of some of the small offices. There are very few small offices that pay their way, in fact many are creating a large deficit. Keeping these offices open just because they are viewed as a meeting place for the community is not an economically responsible decision and should not be a political decision. The Eastern Shore of Virginia has nearly 60 small post offices. Some of these offices are separated by less than 1 mile. If this is the case nationwide the savings could be tremendous.

Rural carriers provide the following services: stamp sales, money order sales, parcel pick up as well as weighing and placing postage on these items, certified mail services and registered mail service. There are few services they can not provide. These services are included as part of their duties. Offices should not be located closer than 8 miles apart. After all, how long does it take to drive 8 miles for service? In most rural areas, 8 miles is about a 10 minute trip.

I don't want to see Postmaster jobs in jeopardy any more than the labor organizations. Why not offer voluntary early retirement without incentives as we are offering the APWU represented employees.

Additionally, there are far too many "management" employees who's only function is to micromanage. Most of these employees are a lower level than those they are tasked to micromanage and called coordinators, analysts or specialists. Eliminating these positions would not effect service and could represent a substantial savings.

As a dedicated to duty employee for the United States Postal Service, going on 15 years, I love my job! The U. S. Postal Service, as an employer, has been good to me! I am a bargaining unit employee working in maintenance. Issues I'd like to address with you are with Management and the Unions.

We do have great managers and supervisors, but there are also some very unqualified ones. I would like for there to be an "Enforced Accountability" put upon these unqualified managers / supervisors. I have seen over and over again Management closing their eyes to their unqualified colleagues. Management's way of "taking care of it" is musical chairs - they relocate them to manage or supervisor a new group of employees until they "mess up again". This goes on and on and on! Firing of management doesn't happen unless they commit a crime. There needs to be a better disciplinary process enforced against the managers and supervisors who ignore their own Employee Labor Manual.

Unions are goods; I appreciate them and proudly pay my dues to them for negotiating my pay, and benefits. That is all I see their purpose useful to me. I don't believe Unions should protect,

defend or have right to the grievance procedures for employees who have been disciplined. Over and over again, I have seen employees disciplined and fired for breaking company policies and procedures, just to see them come back to work, feeling proud, untouchable and moreover rich in the pocket from getting back pay with interest! This is an epidemic with postal employees. I like to see the Unions brought down a notch or two on the defending rights for disciplined employees.

The firing of a postal employee, be it management or bargaining, is almost impossible. This is well known and a mindset in most postal employees and attitudes show accordingly. Put the right to fire and stay fired into the U. S. Postal Service and I think this will show an eminence improvement in the overall performance of the Postal Service as a whole.

Thank you for this opportunity to allow my final comment!

I believe that the Postal Service should be privatized to make it more efficient. As it is, there is just too much waste from all aspects. I am a letter carrier with the Postal Service for 29 years and there is no punishment for people being lazy. The same ones call in sick all of the time and if they do not want to work, they do not have to. Civil Service is responsible for this. If this was a private company, these "deadbeats" could have been fired a long time ago. But under the civil service program, there is nothing that can be done. The good employees have to carry the extra work load time after time without any reward. Whether you come to work 5-6 days a week- 52 weeks of the year doesn't matter. One can miss work a day here and a day there, without any repercussion and they do not have to worry about any disciplinary procedures being brought against them because there are not any. And they know this. They just laugh at the system. There is no reward for doing a good job and no punishment for doing a bad job. And as long as civil service exists, this is the way it will remain.

Dear Sirs:

A law was recently enacted to "correct" a supposed over-funding of the "supposed" Civil Service Retirement System by the United States Postal Service. Now on page 22 of GAO-03-812T David Walker expresses worries about retiree health obligations. Would that "retirement system" have been over-funded if that "retirement system" had actually included retiree health benefits? If there was too much money for pensions for retirees and not enough money to fund the health benefit obligations for retirees, why wasn't the too much money in the pension fund transferred into a fund for health benefits?

I'm a 19 yr. letter-carrier and I hope your commission will propose to eliminate walking routes. We could merge two walking routes into one mounted route. Also it would be of great savings to eliminate Sat. delivery. Maybe just deliver accountable mail and have the window open, but that should be it. I hope to see these to ideas in your proposal.

Dear Sirs,

I am a Postal Service emp[oyee. I have been with the Postal Service for 15 years and would like to stay with this organization for another 15 years. I understands that reform is the only way for the Postal Service to stay in business I only hope that this committee is also looking at the fact that several people are employed by the Postal Service. This is are livelihood, we have families to take care. As a letter carrier I know that what I get paid is for the job I do. We have to encounter serveral situations each and every day. We are out there in all extremes

of weather just other public servants. We are sometimes the only contact that are senior citizens have with another person on a daily basis. We watch out for the public and are concerned citizens in our communities. The reform of the Postal Service should begin at the top I see a lot of people doing jobs that do not amount to a hill of beans. I also believe that working a five day work week would save the Service more than what is realize. Did you know that most people do not know we deliver on Saturday? With mail volume down, not having Saturday deliver would not make Monday deliver any different than working after a holiday. I know there are several other issues that are to be considered I just wanted to be heard as a Postal employee and to see if I really could make a difference. I sincerely hope that all avenues are looked at and that I still have a job when all is said and done.

There are some issues that should be seriously looked at. One is on the job injuries, in this area it is ridiculous, there is roughly 100 mail handlers on some kind of cop. That information comes from a senior union official. In my office we have five people in the carrier craft and one in the clerk craft on perm. limited duty. Two of the carriers who supposedly cant even answer a phone both came out on the deans list for a local college. The postal doctor in this area is a joke , all the craft knows if you see him your on indefinite limited duty and therepy forever.

As far as the unions and collective bargaining that is a joke they have the postal service hostage with the threat of greivences . It is time the powers to be take control back from the unions. You want us as managers to get results give us something to work with.

To use Private Delivery Service will invite more criminal action of pilfering mail. Who placed mail in a mailbox and who took mail out? Postal Inspectors will no longer be able to solve the problem of who did what to any mail delivered to a mailbox. Will there be 3 or 4 or maybe even 5 different Delivery services using the same mailbox and who delivered what mail and when? Registered, Certified, Express, First Class? What address was the mail delivered to? Was it correct? Our Carriers now have problems delivering to the right address at times.

In a free market, capitalist economy, at what point in its evolution does a governmental agency transition into the private sector? When a governmental agency generates profit, to whom is it distributed? When a governmental agency creates wealth, who owns it? If an industry is economically vigorous and viable, why is there a need for governmental involvement in ongoing operations? Why are private individuals and corporations allowed to amass fortunes through the manipulation of the

United States Postal Service? That practice should end at the inflection point where we now find ourselves.

In corporate language, it is time for a spin off. Bifurcation into a US Postal Service and wholly private, direct advertising media is imperative. The USPS should reduce its work force proportionately (i.e. enormously), terminate Saturday delivery and handle serious and important mail exclusively as a nonprofit, governmental agency. The advertising segment could reinvent itself and evolve as for profit, publicly held corporations. First and second class mail should be delivered with monopoly status into the mailbox and advertising mail placed elsewhere. Private advertising mail delivery systems already exist.

The model for the new USPS should be AMTRAK and the private mail industry should be completely separate from the government. AMTRAK is either subsidized, if necessary or, yes, allowed to go out of business. Electronic media are private, viable and lucrative. These two types of operations, government delivered mail and private advertising, should have never been commingled.

It is time for direct advertising bulk mailers to end their abuse of an important governmental branch, the essential national medium, in order to enjoy artificially low rates provided by a taxpayer supported apparatus with captive labor that cannot strike. Require universal delivery, 5 days a week of important mail by a downsized, governmental work force at cost. And let the spun off advertising segment operate as free enterprise shaped by market forces.

I would like to stress the importance of "Universal Service". What ever changes you see fit to propose, privatization and/ or opening letter mail to competitive business should not be one of them.

My Post Office is located in a building next to a small town market. The market has been burglarized three times in the last six months, but the Post Office has never been touched. The sole reason for that is the Federal jurisdiction and penalty. The mail will only become a bigger target for theft and identity fraud if it is open to private industry. Thank you for your attention.

Millions of disabled, elderly and disadvantaged Americans rely on uniform postal rates. Universal and affordable postal rates must be preserved.

Collective Bargaining has kept wages in check. Postal workers are not overpaid. Labor productivity has increased dramatically under the present system.

Testimony by USPS Officials at 2002 rate increase hearings. If the USPS can do the same work at the same cost or less, the USPS should not be allowed to contract that work out. This alone would save the USPS and American taxpayers approximately \$630 million annually just on first class alone.

CONSUMER SATISFACTION! The present USPS model has consistently ranked high with American Consumers and they strongly oppose deregulation.

I have only been a postal employee in Pennsylvania for a short time. Now I do not know if you have any input on this matter, but transportation is a great concern of mine. I understand that it is one of the main reasons we lose new carriers in the rural routes.

My question is, why can't the postal service sell used vehicles to the carriers? I understand there have been greedy people in the past who drove "parts vehicles" then tried to sue the government for their own foolishness. But because of the usps refusal to sell off vehicles to private party's we in the rural areas drive pick-ups, full-sized autos, and blazers from the right hand side with no seat belts and substandard rear-view sight . We sometimes have to make double trips, returning to the post office to pick up packages that we could not pack for the end of the route (especially in the Christmas season).Most of us build custom trays to fit whatever vehicle we are driving which leads to time lost as we constantly replenish these small trays.

You cannot out perform a correctly set up right-hand-drive vehicle when delivering. There are very few around and those that are command a high price. I am convinced that the postal service would save man hours, and accident costs if we were given the chance to purchase running vehicles.

i am afraid your true intention is to dismember the postal unions...i hope and pray this is not the case...i am a single parent struggling to get by on my postal pay...thank god for the unions...from the bottom of my heart i believe if not for the them, the unions, i would be making miminal pay and recieving welfare as was the case pre 1970....leave our collective bargaining alone...thank you

I am writing as an employee of the USPS, with over 23 years of service. However, unlike probably most USPS employees, I am not asking for any special consideration for the Postal Service. Rather, I am asking that the Commission members realize that the Postal Service is and should be a business. Even our own leadership acknowledges that we must respond to competition from both traditional companies, such as UPS and Fedex, and also from the electronic media. It is very apparent that our only "protected monopoly" of First Class Mail is on the decline, and that trend is irreversible. We have literally been reduced to internal campaigns urging employees to mail in every Business Reply card we find in magazines to generate more mail volume, or to send more cards to everyone we know. We are truly the modern equivalent of the buggy whip manufacturer.

In order to survive, we need to change drastically. I agree that we need more flexibility to negotiate with mailers just like any other business. That also implies that we need to operate just like any other business, which is to say that perhaps we should privatize the Postal Service. Unfortunately, the top management of the USPS has been unwilling and unable to make the major, even drastic, changes we need to make to survive. They are, after all, just government employees like the rest of us. They are not experienced businessmen whose jobs depend on our corporate performance. They are unable to make difficult decisions, for instance, to curtail Saturday delivery or to stop processing mail overnight, even though this would save us literally billions of dollars. Our own surveys show that customers are not interested in getting their phone bills tomorrow, but just want consistent delivery

about the same time each day. And when their mail comes Saturday afternoon, they just don't run out to pay those bills that day.

Whatever changes we need to make need to be drastic. It is time to let those who don't want to be part of the solution to leave the Postal Service, whether by early retirement or any other means. Our administrative ranks (my position) are too bloated and our field management is under motivated, ill equipped and not competent enough. There are certainly plenty of good managers, though not enough, and they need to be allowed to do what they were trained to do.

Micromanagement from the Area level needs to cease. All managers at every level need to be held accountable. I mention the previous items to demonstrate that we unfortunately operate just like any other, inefficient government organization, wherein our real goal is to justify, and increase, our jobs. At the level of those who do the work, the customer just is not the main focus.

I ask that you keep these things in mind when you make your recommendations, and that you have the courage and fortitude to recommend REAL change, not just cosmetic.

Read many of the public comments from groups, individuals and business interest concerning the future of the Postal Service. Each seemed to be promoting their own agenda, so I thought I might as well throw mine out as a postal employee and soon to be retired postal employee. Many suggestions were submitted to help the USPS save money. Eliminate Saturday delivery, close small unprofitable post offices, go to evaluated city delivery routes, eliminate door delivery and go to all mounted delivery and offer early retirements with a cash incentive to reduce the number of higher paid employees. The public outcry will great if any of these suggestions are submitted to Congress for approval. My agenda concerns the one about early retirement. Instead of paying an incentive to entice employees to retire, reinstate the lump sum payment that was eliminated by Congress some years back. This allowed any eligible employee to withdraw the money that they

had paid into their retirement system upon retirement if they opted to do so. It lowered their monthly annuity if they chose this option. In this way the employees would have an incentive to retire, but the USPS would not be paying it because it is money that is held out of your gross pay. This law could be reinstated for a certain time frame to allow the USPS to phase out employees over a period of time and not all at once as in 1993. This influx of money would help the economy and it would also create job opportunities for younger adults entering into the job market.

Thank you for taking on the monumental task of postal reform. I know we need to change the way we do business. Mail volume has gone down, customers are tired of waiting in line for service. The unions have lost touch with the needs of the industry. They forgot that there has to be cash coming in to get cash and benefits out. They forgot that employees have to give 8 hours pay for eight hours of work. The grievance system is flawed and needs to be fixed. Employees should be paid on demonstrated performance, not on "whatever the traffic will bear".

The hiring system is equally flawed. We still have growth so we need to be able to hire employees to get the work done. In non-growth or reduced growth areas, they are able to keep employees they don't need. For example: say the state of Florida is allowed 100 new employees a year but growth in population shows it needs 200. Well, Florida can't have them because Wisconsin has a hiring quota of 100 too but they don't need them because people are leaving the state to move to Florida. Well Florida can't have any of Wisconsin's windfall so the service suffers.

Moving service from six to five days a week needs work too. Can you imagine the huge amount of mail that will be jammed into the mail receptacles on Monday or a Tuesday after a Monday holiday? Customers won't have mail receptacles large enough for some of the volume. May I suggest that you remove the grandfathered mail receptacles on the walls of houses and have all mail receptacles moved to the street and/or end of the street? The time saved delivering mail and the reduced carrier accident costs would save the service large sums of money and you wouldn't have to resort to five day delivery.

Please don't forget the people who take pride in doing their jobs well every day. Please put something in place to reward good performance for both management and craft employees. Give us the tools to do our jobs and remove the restraints that keep us from doing them. The paperwork is huge, the layers of bureaucracy even more so. Restore the sales force that went out and helped to introduce customers to our service and build up our financial base.

Thank you for listening. I hope I may have given some useful insight.

1. Do not privatize the USPS
2. Give USPS more flexibility to change and charge accordingly.
3. Allow the USPS to hold on to some funds in reserve for a rainy day in case fuel prices rise, another bio hazard occurs, or any other scenario a business like ours can incur.
4. Close small Post offices only if necessary.
5. Phase out some management jobs too many layers.
6. Go to evaluated routes if we can't do a fair inspection. some of the shortest routes get cuts almost just because.
7. Make the pay hour for hour on-route, off -route, and steward time. We all get about the same pay and I give 100% daily and receive less pay than a carrier who only gives 70%???????
8. Eliminate all "V" time not just at Christmas, but keep the 60 hour weekly rule.

Thank You for your time

I've been told that the Commission may hold one or two more public meetings prior to the transmission of its recommendations/report to the President. Is this the plan, and if so, have those meetings been scheduled?

I want to thank you for your hard work and the acknowledgement that you received my first letter. I have taken the time to read the letters to the commission and the reports you commissioned and that have been returned to you. I was reading and gleaning every bit of information I could on the process since the President appointed you. From what I have read, your questions have been to the point, accurate, and thoughtful.

We are at a crossroads in my opinion, and you're at the steering wheel. Postal employees, the American public, and American business, will be watching your every word and motion. You have a 900 billion industry breathing down your necks, the employees (quite a voting number) aren't too happy, and the American public wants quality service. The decisions you make will carry us forward another 25 plus years.

I want to make a final couple of points I think are important to the business side of the postal service.

- The definition of what is "mail". Is it everything that can go into a mailbox? Is it personal mail written between individuals? Is it a bill? Is it advertising? When I was a kid the only thing that went into a mailbox was first class letters (human correspondence) newspapers, and magazines, there was little advertising mail. Where do we want to put our emphasis (money and machinery) on? In my opinion it should be processing and size standards. The person who buys a get well, birthday, or thank you card doesn't care about size standards unless they have to pay an additional nonmachineable surcharge of 11 cents because a marketing genius came up with a square card, as this is a small fraction of the mail. Advertising and bill payment are the vast, and I mean vast majority of mail. Why did I ask that question? Well in my opinion I don't think of advertising mail as "mail", I don't think it has the same preference as First Class mail. I look at advertising mail, unless I solicit it, as a waste of time and natural resources. If I find something interesting on the Internet I then order a brochure and read it at my leisure. I really get mad when they sell the mailing list and then I get all kinds of unwanted advertising.
- Size standards: In your findings you have stated the postal service can save 13.5 Billion in 5 years with size standards. Excuse me that's a no brainer. Business will fight that because of marketing reasons. For the record, I think the postal service just allowed business to put a post it note on the outside of letter mail for marketing purposes, does this fit into size standards or mailability? That's politics, and in my opinion they should pay more for that privilege. When an organization is using the Postal Service for advertising, or soliciting, be it a letter or a flat sized item, it should meet maybe at most, four different size standards.

The letter or flat must also be machine readable, able to process through the system on the first try. This will maximize the billions of dollars of electronic machinery the postal service has invested in.

- Time standards: The time it takes a letter to go from point A to B. I think we should look at the 1, 2, and 3-day delivery of mail. Should there be different standards that could save billions by not working harder but smarter?
- Labor relations: I liked the proposals with a last chance, nice twist.

In conclusion, remember to look at the process from the eyes of a 25 to 35 year old person, not through yours. These are the people who will NOT use the postal service in the future; they are doing everything electronic now. People older than 35 are the ones who still pay bills by mail but, are rapidly switching over to alternative means to pay utility, house and car payments. Remember a few years ago the big push for everyone who was drawing a social security check to get a financial account where the check could be electronically deposited. It was an arm twister for people to do but the vast majorities did it and are much happier for it. Remember when you traveled you took travelers checks? Remember when a \$100 bill was accepted in Europe? What was life like before cell phones? Remember when a credit card was a luxury? Remember when to fly in an airplane was a real experience? The world has changed, still is changing, and always will. Your vision and your strategic plan, will keep the postal service growing and serving the American public for the next 30 years. **This is the time and opportunity to set us on a new track.** *Minor tweaking and adjusting will only prolong the death spiral causing major adjustments within five or so years.* Thank you for the opportunity to voice my comments.

Again, thank you for your hard work.

Early out should have been 50 and 18/19 years. Most of the clerks who are in FERS do not have 20 years in and will not be eligible for early out. Many of the CFS clerks whose jobs are being abolished do not have 20 years.

One thing I hope the Commission addresses is the huge disparity between EAS/Managerial/Supervisory pay and the pay of the crafts. It's getting extremely hard to recruit quality folks into supervision when they have to take a cut in pay to assume more responsibility. My first year as a supervisor I went from \$52,000 to \$41,000 in yearly pay. After 6 years I'm almost back to my previous pay but craft folks have still maintained a large gap due to COLA, yearly contract raises, and step increases. Please help.

I would like to thank you for participating in the President's Commission on the U.S. Postal Service as every Postal employee knows change is needed for us to survive. Your

recommendations could bring the most significant positive change that I, as a 28 year Postal manager, will see during my career.

The Postal Service has always had trouble getting quality supervisors due to the discrepancy in pay between PS-05 Step-O craft employees and first line supervisors, which is how the salary for initial level supervision begins. Employees that would make excellent supervisors will not commit because they make only 5% more when changing from the Postal Service bargaining unit pay scale to the supervisory pay scale. They also lose overtime, Sunday premium, Cost Of Living Allowances, and generally get either worse days off or work hours or both. Headquarters Labor tried to rectify this by adding an Associate Supervisor Program that afforded up to a 13% pay raise the first two years, but this program was not implemented fairly to those that were given only 5% when they were promoted without ASP. Most of my Supervisors of Remote Encoding Operations have been underpaid since I selected them in 1995, making only a few thousand dollars above PS-05 clerk pay. They were all bypassed for this 8% pay rectification. Headquarters tells us they are adjusting the EAS pay scale to match the private sector and then pay increases are only distributed to those at the top of the scale.

The EAS pay scale has a top and bottom just like the General Service pay scale used by the rest of government, but does not afford managers to equal pay over time. The last EAS pay package provided a slight increase (.25%) for those not at the top of the salary range, but it does not take into consideration the percentage is based on a salary that is so much smaller that equality will not be achieved for nearly 21 years. If I compare one EAS-17 that was topped out to one that was newly promoted when we opened 7 years ago, there is a \$9,000 discrepancy. How can I justify to someone that does the equivalent job for 7 years, their receiving \$63,000 less than his or her peers can over that same period of time? Today a newly appointed EAS-17 makes \$45,000 or about \$3,000 less than my SREO with 7 years experience. We are an agency with a retirement system controlled by the Office of Personnel Management and are the only agency that does not provide for equal pay for equal work for the 10% of our workforce that manages the remaining 89%. GS managers and PS employees make the top in 9 years (if they start at the bottom) and PCES managers can get to the top in a couple of years. To add insult to injury, electronic technicians pay was increased to \$48,677, up from \$47,257 due to an increase in level from PS9 to PS10. That's a 3% increase for craft employee that received a one level increase, but a 0% increase for those that went from EAS-16 to EAS-17. These craft employees can reach top step in a mere 6.7 years.

As the facility manager I have no control over how much any of my managers/supervisors make because we are treated as bargaining employees where pay is concerned. There are some PCES executives that have given more than the set 4-8% promotional increase to those EAS moving up in levels, I know of some given between 12% and 25%, but I can only give up to 8% and only for non-initial level positions. My only annual wage control for those that excel at their job is one (15% of EAS) 'far exceeds merit' which only increases that persons pay by 1% (\$500). Nationally, 84.5% of EAS managers / supervisors get 'met expectations merits' but there are vast differences in the quality of supervision between these EAS employees. The merit system is also broken.

I believe there should be 2 distinct sets of pay scales, 1 for craft employees and 1 for management. All Postal Service bargaining unit employees should be paid on a step schedule similar to what they receive now. Management up to and including all Postal Career Executive Schedule managers should be converted to a scale similar to the General Service scale used by the rest of government. This schedule should be based on job responsibility and span of control with a set step schedule that would allow all same level managers to be paid the same after a set period of time. I have been in my position for 8 years and am still receiving \$6,000 a year less than someone making top pay 8 years ago. The last 13 years of my career I will receive \$78,000 less for performing the same managerial work than someone at the top 8 years ago will and that's a significant deterrent for someone that has the ability and motivation to move up.

To entice better leadership at the VP level, officers should receive the same base pay as Congress, and the Postmaster General should be paid similarly to the Vice President or Speaker of the House. Paying them more would require complete privatization. I do agree that management pay should have some pay for performance factor, but not until there is equitable base pay for those of us that have been performing. Please consider revision of the current EAS pay schedule and merit system when formulating your subcommittee's final report for recommendations of change.

If the Postal Service is privatized service will suffer, prices will rise and cutomers will be left in the cold. I believe that the system needs help but do not believe that we should allow Big Business to take over. The Postal Service belongs to the people of this country don't take that away from us.

As a postal worker and customer for many years, I believe that we have one of the most efficient postal systems in the world. Our postal system should be run by entities that are looking to make a profit at the expense of the American public. I believe that this whole mess is just a rouse to strip down and sell off the most profitable parts of the USPS and then turn around and leave the people who most depend on it out in the cold. The USPS was not designed to make a profit nor was it suppose to be a huge cash cow for the US Government, it was intended to serve the American public without regard to where you live or your standard of life.

As a tax payer I will be greatly disappointed in any change that will create a postal system that is profit driven and does not serve the american public as it has for so many years. Change just for the sake of change is not always a good thing. Can the USPS be improved? I believe that it can but to undermine the very thing that makes it what it is today, number one in the world, that thing being the people who perform the task of making sure the mail is received, sorted and delivered to every address in the United States, six days a week. The mere thought of taking away the hard earned rights of these people should not even be considered. I may be only one vote but believe me that I will make sure that every person I know will be well informed of any change that is to the benefit of large corporate mailers and the detriment of the average everyday person.

As an employee of the U.S. Postal Service, I believe the Service only needs help by way of better management. The supervisors and managers do not need more bonuses or pay they need better training and accountability. Currently our supervisors are hardly accountable and they are almost always the laziest individuals in the service. Most became supervisors, as they did not want to work for a living.

Additionally, a deep discount, beyond our actual savings, to bulk mailers is a foolish business practice. Stop these unwarranted discounts. Also the Postal Service is the most highly rated, by the public, government entity - so we do not need to be overhauled, just simple fine-tuning.

In conclusion, the USPS only needs to have management and rate discounts fixed - leave the rest of the service alone.

I have a few suggestions to stream line the service as I would hope any good employee would. The list below is by my own priority highest importance based on my assumption as the biggest bang for the buck base on my working knowledge of each operation.

1. Eliminate Saturday Delivery:
 - a. Most businesses are closed on Saturday or close by noon.
 - b. This will reduce the workforce of regular employees by 1 per every 5 routes.
 - c. Eliminates RCA's on rural routes.
 - i. Adjust rural routes to 40K to reduce overtime.
 - ii. Eliminates the constant training process for RCA's.
 - iii. Reduces personnel in Human Resources for hiring.
 - iv. Reduction of all associated cost, drug testing, testing, and management time processing hiring packages.
 - d. Improve moral with Saturday off.
 - e. Eliminates 52 days of vehicle operations increases longevity of vehicles reduces maintenance cost and personnel.
 - f. Reduction in industrial and vehicle accidents.
 - g. Eliminates 1 full day of regular carriers pay the over time associated with Saturday would be reduced and would roll to Monday.
2. All city routes to be converted to the evaluated pay system. Just like the rural routes.
 - d. VOE, VOC and VOB would increase.
 - e. Eliminates over time.
 - f. Increase productivity.
 - g. Eliminates routes due to carriers being more productive and requesting longer routes.
 - h. Reduction in management personnel.
3. Run Tour 2 operation to run all automated MMP and all flats before Tour 3 begins.
 - . This allows for earlier image lift to go to the REC sites.
 - a. LMM LMM machines to be staffed all 3 tours.
 - b. When the Super Tour 3 begins finalization of rejects and DPS sortation can commence when 010 is cleared.
 - c. If the mail is not finalized to the carrier it is not dispatched to the unit.
4. If suggestion # 3 is not viable or cost effective Contract out to the private sector all Tour 2 operation of MMP and all flats to be finalized by tour 3.
 - . Direct all dispatches of MMP letters and flats to the contract facility to be processed.
5. Reduce pay structure by 5% across the board all employees and offer an early out.
 - . Post the reduction to salaries.
 - a. Offer half year salary to retire.
 - b. Eliminate the 2 % penalty if you are younger than 55.
 - c. Cut all PCES bonuses.
6. Board of Governors to be selected from the Postal Service highly skilled employees with working knowledge of the mail processing, finance and delivery.

1. Institute Part Time Regular Jobs or job sharing for excess employees. Two employees could share 1 job and benefits applied based on Part time schedule determined by the Postal Service. .

2. Eliminate Saturday Delivery-lowest volume day, high % sick calls which leads to overtime.

3. Seek changes or seek employer controls, in the FMLA law that allows employees up to 12 weeks of intermittent leave for chronic conditions. This is where most of the abuse is. The employees work their non scheduled days and receive overtime pay and then call in FMLA sick leave for their straight pay days. Or they call in FMLA sick leave before or after their days off. If the documentation is complete, we cannot challenge it. However, we can seek additional documentation for paid leave purposes. Doctors are not held accountable and will write anything the employee asks for.

4. Close small Post Offices, where a larger office can provide equal or better service.

5. Investigate FMLA potential fraud cases.

6. Seek reform for Compensation Laws. Example. Employee worked Wednesday, went home, appeared ok. Employee takes Thursday off as vacation and has Friday, Saturday & Sunday off to go camping and hiking. On Monday, the employee calls in and indicates they hurt their back last Wednesday on the Job. Or, Employees used up all their sick leave and vacation time, wants a day off, is denied, then the employee reports an on the job injury.

7. Seek uniformity in policy administration.

8. Hold employees accountable for false EEO charges, False Sexual Harassment, False Workplace Violence claims, False Inured on Duty Claims, False FMLA claims etc.

9. Seek legislation to eliminate limits on social security earnings that affect civil service retirement for federal and postal employees. Congress excluded themselves from such legislation.

This commission virtually ignored the most knowledgeable people in the world concerning postal issues - the employees.

We are the most over supervised workers in the world. The exorbitant salaries paid to people who do virtually nothing but watch other people work is obscene.

Why doesn't management pay 35 cents per mile instead of buying cars for too many managers. Along with the maintenance and upkeep. I feel it is very expensive to keep this fleet going esp. since the cars are normally used to go out to lunch and mainly taken home everyday.

Grievances. A small example. We have about 300 Mail Handlers here in Westchester P&DC. We file close to 600 grievances per year, most of which should be settled locally. Built into the system is the moving on of grievances to arbitration (we are making arbitrators rich) when almost every grievance can and should be settled locally where the costs are negligible.

These are the major issues. I can write a book on the minor ones.

We are personally opposed to any further privatization of the U.S. Postal Service. The Private First Class Statutes were set up to provide timely mail delivery, Not to be eroded by a bunch of Chow Hungry Republicans

that what to take over a Business for their own personal PROFIT. The United States Postal Service has been eroded enough by Political HARPHORNING !!!

This Nation was founded with Liberty, and If the the Republicans want to sent JunkMail, let them have it hand delivered, by who knows who and and put it in my mail box with No stamp on it and it will still be send right where it belongs to the City Dump!

On the Other hand, as a Democrat For Which the Republic Stands, I don't want JUNK MAIL FROM REPUBLICANS OR ADVERTISERS!!!

All I want to get is Personal First Class Correspondence in a timely manner. SO CONSIDER CUTTING THIS COST OF A FIRST CLASS LETTER STAMP! and require all the discounted Mailers including the Republicans in Congress and the House of Representatives to use First Class Stamps on all of their Junk Mail they send out. This should be done at their own personal expense and not at the expense of the personal over-burdened Honest Tax Payers. I've had it up to Chin with this issue.

We are writing to ask that you take the following into consideration prior to making your final recommendations to President Bush, on the future of the USPS.

We do not favor major changes to this 230 year-old public institution that is now known as the United States Postal Service. The USPS is one of the most important services provided to the American public and ensures that every address is served at affordable universal rates, six days per week.

Such was the vision when first established, and such is the continuing mission of the USPS, as it should be. No matter how wealthy or poor, all Americans have access to this essential element of their lives for communication and commerce. The USPS is the most extensive and important fabric that binds the communities of this great country together. The mail always finds a way to get through (unlike electronic media or phone service) no matter what the emergency.

The post office is an important part of virtually every community in this great nation and quite frequently is the only government presence in many, many American communities.

As a public service, the USPS can keep rates affordable because there is no need to earn profits beyond what is needed to keep the USPS afloat financially and structurally.

USPS employees earn family wages, which is important in all communities because those wages are, in turn, spent in those communities.

The USPS provides the most efficient, affordable mail service in the industrialized world and accomplishes this task over a very diverse, huge country, for the same price regardless of the delivery address.

Survey after survey has revealed that the American public is very satisfied with the USPS and has been opposed to previous legislative tinkering with the service. Even the study commissioned by your commission revealed that the American mailing public is not supportive of major changes to the USPS.

In the current world situation with terrorism and security concerns, we believe that the continued providing of postal services rightly belongs to the public service entrusted to the US government. We are against the prospect of privatization (either in part or in whole) of the USPS. Such privatization eliminates true accountability by the provider of the service to the American public. The first priority of the USPS (as a government public service) is to serve the public. The first priority of a private mail service entity is to serve the corporate stockholders with profits. Historically (and especially recently) corporations have not shown much real concern for the public interests.

We also do not favor any changes to the current collective bargaining process within the USPS. The Postal Reorganization Act of 1970 was borne of necessity because of the poor working conditions and embarrassing poverty wages paid to postal employees. Current and past collective bargaining has provided the USPS and its employee unions with fair contracts. When forced to arbitrate contracts, arbitrators have carefully considered the interests of the USPS, its employees and the public when rendering contract decisions. As mentioned earlier, such fair contracts have provided postal employees with family wages that benefit the entire community on many levels.

Ultimately, we are much more trusting of the USPS in the hands of the US government than we would be with it in the hands of private corporations. The government is accountable to the American public. Corporations are not.

One of the few changes that we would advocate is the rate process. Currently the USPS is giving discounts, well beyond the savings incurred by the USPS, to large business mailers at the expense of the public. Passing on true savings to such business mailers is appropriate. However, the public subsidy of business mailers rates is not.

Ownership of USPS and the services provided properly belong to the American people. Continued privatization of government services is selling the soul of America.

I would like to comment on any consideration the committee may entertain on the consolidation of Districts as a cost cutting measure.

I believe that expanding the geographical area and the responsibility for more

delivery units at the District level will only decrease the amount of support that the field needs to conduct day to day delivery operations. As an alternative, I would propose consideration be given to eliminating the

layer between Postal Headquarters, where policy is made, and the Districts, where it is actually implemented. The "Area" concept, in my opinion only adds additional time to the implementation process. It also allows

each Area the opportunity to change what the original policy was, to something that may better suit what the Area has decided its strategies will be. I of course will support whatever path the Postal Service chooses

to take while trying to maintain our tradition of universal delivery into the next century. I would only request that when consolidations are considered, consideration be given to all possible scenarios, and that which will

least effect the actual delivery of the countries mail would be that which will be implemented.

If it aint broke, dont fix it.The American public is satisfied with the service,only the mailers are wanting a change.Why give in to these people who want to revamp the service for their own agenda?Universal service should be the ONLY guiding lite here,not the major mailers.Sure, volume is down but it will come back again.Not what it once was but more than it is now.Dont throw out the baby with the bathwater.Tweek it, dont totally revamp it for the sake of the mailers.

We see every day the waste in postal revenue. We have too many little post offices within 5-10 miles of each other. Not only does the USPS have to pay for the wages at these facilities; just the maintenance of the building and the transportation cost of Mail delivery to small offices. There has to be hard-core consolidation of offices and services. It would take time to do but within 5 years LOTS of money can be saved. Thank you for listening.

How about stopping the hemorrhage of postal funds by discontinuing the egregious sums of money given to EAS managers???

Many of these people are earning substantial pay checks & if they feel the private sector awards 'pay for performance', then they certainly have the choice to go where the money is.

Personally I disagree Professor James Medoff 's conception regarding to Postal Worker's pay. Since Medoff employed at Haward University since 1976, I can imagine that he stay the same living cost area almost 28 years. **He possilbely never feels that standard living cost diferently in the United States.**

Even car insurance company charge the premiums for customers depends on the area due to the cost. If all Postal Worker's pay is restriced in the same level same pay, then who wants to move the high cost area to work. It is very important for Postal Office to keep local experts to run for the nationwide business as well as businees required. **Personally I recommand that President's Commission will commit to satisfy the standar livng as need for postal worker, to keep quatlity worker and sucessful business to reduce waste.**

I have worked for the US Postal Service for 26.5 years, in that time I have seen many good and bad aspects of the Postal Service. I have worked as a mail carrier and as a postal clerk and have held many different positions, from dispatch clerk, to CSBC Machine operator, to Registry clerk, window clerk and others. Because of this I think that I can give an honest opinion of the US Postal Service, at least, in the Midwest Region.

Many changes need to be made to make this business a viable business of the future. There are too many employees that know that they cannot be relieved of duty, it just doesn't happen. Management doesn't have the time, (there are to many steps to be put into place) training, or authority to fire poor employees. This is because the Unions have such a hold on the Postal Service, that poor employees remain on the rosters causing poor performance in our jobs. I believe that the union's hold needs, if not broken, than revised so that the Postal Service has the ability to rid itself of poor employees, and to really have the right to manage.

I also believe that there is the proverbial "to many chiefs and not enough Indians" in management, that is to say that there are to many people in charge of one area. I can, and have, been told by two or three different managers how to do the same job, or to do two different jobs at the same time. There needs to be less of a chain of commands or only one manager to answer to.

I also believe that if the Postal Service is to remain a monopoly, that sales of out of date stamps should be put on "sale" since they are printed, why not sell them for a penny less. Better than wasting them isn't it?

In our area, we have many small Post Offices in a five mile or less radius, I believe that these offices need be consolidated into one, with one person in charge. That could possibly save the cost of several Post Masters in one area. Other ideas are: if the offices need to stay open, then why not have one Postmaster be in charge of two offices, one in the morning and one in the afternoon. Or, have a mobile van drive to these offices and spend two hours a day, a van could serve at least three offices a day. All of the people of those areas would

have mail delivery out of one central office. Some of the closer in offices could be run by a clerk, with the office being a sub-station rather than it's own individual office.

In conclusion, I believe that the Postal Service need total revision, from Management to Casuals. I believe that every aspect of the Postal service need be looked at. Yes, we need some sort of monopoly so that everyone in our great country has mail service. But, I see so many freeloaders with there hands out, I will be glad to see the commission make some long needed changes is our service.

To the Honorable Commission:

While I do not have the benefit of having read your testament on the agency, I do have something to express.

One of the activities that I have noticed with growing concern is that the agency has chosen to hire increasing numbers of people from outside the agency to do work formerly handled by Postal employees. While I do understand that this is prompted from the philosophy of good business practices there is a down side to this which has motivated me to write this letter.

My concern rests not with maintaining the status quo, but with quality performance and productivity. I have worked for the agency for 22 years. Previously I was a social worker. I have just received my Master of Arts degree in Conflict Resolution. I am a student of human behavior. What I have observed is that the practice of hiring outside the agency for work formerly done by Postal Employees is beginning to cause a breakdown in company loyalty. Employees are not only feeling threatened about losing their jobs; they believe their efforts to work hard and achieve will not make any difference in their ability to keep their jobs, or to be given opportunities for promotions or lateral transfers. For example recently I was told of several supervisory positions available in a particular unit. The unit is a large one and had a pool of individuals who could have been considered for promotion. Instead of giving them consideration the manager hired individuals from outside the agency. Now the Postal employees are under the impression that their effort to produce quality work doesn't count for a thing. I will be surprised if we don't receive EEO complaints because of this management approach. I am not saying the manager did anything illegal. I am saying that the approach is destroying company loyalty.

I hope that decision-makers will give consideration to the long term effect these kinds of practices have on employees who care about the agency. Too often in my career I have seen decisions made that seem to have given little thought to the long term health of the business.

I thank you for your consideration of my comments.

First, the comments made by the ex-CFO, Michael Riley, are pretty much on line. Mr. Runyon ran the USPS like a business stressing the "bottom line". Now, my superiors are more concerned with us managers maintaining or exceeding our planned productivities irrespective of the additional costs to achieve these productivities. Customer service is not stressed as much as during Mr. Runyon's tenure. The latest requirement was for me as Postmaster to reduce my window hours on

Saturday to three hours versus my proposal to increase it to five hours. My proposal was based upon the community needs as expressed by the Chamber of Commerce and residential customers' input.

Second, there is no real need to make drastic changes as mentioned by the mailing industry. Their comments are obviously for their self-interests and not the consumers. The NSAs and work share discounts are all well and good if they truly save costs for the USPS. I have to agree with Mr. Burrus of the APWU in that I have seen way too many instances where discounted mail is not worked on the automated machines but instead worked manually. One of the reasons is that it cannot be processed on the machines. I was trained that if it cannot be run on our automated equipment, then it does not qualify for these types of discounts. Why is the USPS then granting these discounts?

Third, the evaluated pay system for the rural carriers is a blessing to many of my peers. With the exception of the time period where USPS management has to count the mail to establish the evaluation, managing rural carriers is one of the easiest managing jobs I have ever had. Give these employees the proper training and equipment and they will perform excellently without minimal supervision. The city carriers (NALC) refuse to go to this system for fear of losing money. The rural carriers have an incentive to get done as quickly as possible since they get paid by the day; whereas the city carriers have a system where the incentive is to slow down so they can get overtime or "penalty" overtime (two times instead of 1 1/2 times the basic hourly rate). This system requires more supervision and generates tremendous stress for both the supervisors and carriers. If the commission wants to make a dramatic impact, this is the one area that is easy to change (would require an act of Congress though) and have a positive impact for all stakeholders.

Fourth, the collective bargaining system should be modified to accept binding arbitration instead of the current system. This would encourage both parties to negotiate in "good faith" instead of relying on the arbitrator. Additionally, the management organizations should also have a better system for negotiating contracts. Since 1992, management has not been receiving COLA or contractual pay increases for individuals. Sure there are pay increases, but each manager must earn these pay increases. The earning of these merits is still political and not objective. The proposed pay-for-performance system now being discussed relies heavily on the performance of the USPS as a whole and less on one's own performance. I am sorry, but I have no control over the actions of others outside my office. Why should I be penalized for others' poor performance that has a negative impact for the USPS? We should place the emphasis on the "bottom line" when it comes to performance pay. This is the most logical way to help the USPS improve.

Fifth, talk of privatization and de-monopolizing the Postal Service is strictly a self-interest statement. When the topic of monopolies was discussed in class, there were examples of ones that needed to stay a monopoly and the Postal Service was the prime example. The talk of private companies doing a better job is strictly that, talk. Anyone can use models to present an argument for or against, but I ask you commission members, would you want numerous different people have

access to your mailbox? What system would the mail collected go through? Who is going to subsidize the non-profitable areas? I say look at the telecom industry. Before the breakup of AT&T, my costs for long distance was less in real dollars than it is today. I actually pay more to access long distance than I pay for the calls. The ones who benefited were the large users (the profitable accounts) while the users like me have to pay for it. Now, I ask you, is this what we want? I know those individuals in the rural areas would not want it.

Sixth, Universal Service means what it says, service to all of the customers. It is pretty simple as that. The talk of it meaning six day service or anything else is not what it says. True Universal Service means all customers will receive the same service no matter what. If the commission recommends the privatization or de-monopolizing of the Postal Service, then Universal Service will no longer exist.

Seventh, the closing of plants and Post Offices in areas where it can be accomplished without affecting the quality of service should be allowed. There should be clear objectives established to substantiate the closing of a particular office. An example is my office. This is a first-class office that generates approximately \$750,000 of revenue. There are two other Post Offices within five miles of each other. By combining the three offices, the USPS could save approximately \$125,000 in salaries (not counting the fringe benefits) by the elimination of two of the Postmaster positions. Yes this is against my self-interest, but then again, is it? I would benefit by having a company being a viable entity for a longer period. I have seen too many instances in my area (steel mills) where the self-interests of the employees eventually caused the bankruptcy of the company. If the company goes under, no one wins.

Finally, yes there are two sides to the USPS. There is the monopoly side and the competitive side. There should never be any cross-subsidization of the competitive products with the monopoly products. This is contrary to basic cost accounting. There is obviously a sharing of fixed costs for both products and the application of these costs can be very subjective by the use of creative accounting (look at all those companies who falsified their books to look good and the results now). The PRC should have established guidelines for the apportionment of these costs. The USPS should have the flexibility to adjust the competitive products' prices like any other business. I know this can be tricky; however, with the advent of the computers and the available software, there is no reason that this cannot be accomplished.

I sincerely hope the commission uses sound logic before making any recommendations. The comments and rebuttals from the many individuals and organizations have some merit. The key objective that the commission members should have is to do what is in the best interests of the consumers and not all those special interest groups. It is the American people who are the biggest stakeholders. They have tremendous respect for the USPS now and do not want private companies taking over. They want a Postal Service that will service all addresses equally and price increases that are at or below the cost of inflation. All the other groups want what is in their best interests and not the American

people. If the commission was to conduct a survey of the American people, they will find what I said is true.

GOOD LUCK AND THANK YOU!!!

As a longtime Postal employee, I have seen the erosion of service for too long. In their efforts to make the numbers work and show improvements in productivity, the Postal Service has tried to paint all of its customers and businesses with the same, wide brush. The nature of our business is not one-size-fits-all. We are a vital service to the nation, just like public libraries, police and fire etc. When is the last time a mayor or town manager required their library to turn a profit? We cannot be allowed to bleed to death, however, we must operate as a SERVICE. Otherwise, it looks like it's time for a name change again, to the American Postal Business.

USPS Office of Inspector General (OIG) needs to be eliminated as too much overhead. The tasks assigned to the OIG should and would be better served by the Postal Inspection Service.

You would think that with this much service I would be able to retire. Not so, givin' my salary. We (mailhandlers) haven't had a decent raise in pay since the 70's. I have no choice but to work till I can attain the maximum retirement percentage which requires that I stay till I have 41 yrs. 11months seniority. I personally know many others in my craft and other crafts that are in the same predicament. My proposal is that the USPS and the OPM offer a 5 yr. seniority addition to all Postal Workers who desire to retire. This way the USPS can reduce the work force and save money to boot.

I understand the need for reorganization in this competitive field. Although I have been only employed for the past year, I believe "fresh eyes" can be helpful.

Most other major corporations are in the business of making money. Without profits, they would not exist. I know of the limitations mandated by Congress. Nevertheless, the same business practices could be implemented by the USPS.

The most notable distinctions between the two are:

1. New or expanding business is not aggressively sought after, and
2. The USPS does not advertise.

These two concepts are universal where a business wants to hold down costs and/or make a profit.

1. I personally have spoken to customers who have related that the USPS has lost business for various reasons, like scheduling a pick up, etc. They informed me that the bulk mail

department was "satisfied" that their "numbers" looked good. This customer moved approximately \$700,000 annually to UPS. This is only one example of what I believe to be total mismanagement.

2. The USPS has many wonderful services at the windows, through the mail, and, even, on the internet. Why aren't they talking about it??? You can't increase business "sitting on your laurels". A case in point is Magnavox. A giant of the electronics industry that slept while the competitors did just that - COMPETE! Although advertising can become a major budgetary expense if not handled properly, no business can survive without it - whether it is in the media of various types or word of mouth.

In closing, I have wanted to be an employee of the USPS for 20 years and finally made it. I am honored to be a servant of the American people and I appreciate the opportunity to speak.

i work as a letter carrier for post office for about 9 years, if it's a concern for the postal commission to save cost than find the loop holes where time is wasted and work method is costing too much time and money.

if a carrier walk all day long so look in to putting mounted boxes along curb side that way carrier can deliver more mail and more houses with less time and less injuries . On average basis if we add 50 deliveries to each rout by putting curb side mail boxes we can elaminate 5 to 6 routs pre zip code.

Now every thing is scaned and is in automated and is in computers why we still have two supervisor per unit ,so it's kind of overstaffing.

This is just few of the lot of overlooked points , if commission is really want to work than come to the source talk to people who are working on line and know batter ways to improve it , not the postmaster and supervisor who are much concerned about numbers than to improve the work invironment

My final thoughts for the Postal Commission, I have been the Postal Service for 25 Years and I have seen a lot of changes which at the time I thought was for the betterment of the Post Office, but in the last 5 years it appears to me that the Post Office is getting worse. There are a lot of incompatant people that is in Management postion that really don't understand the working of the Post Office. There is no more discipline like when i started and it appears to me that no one really cares what goes on in this system anymore. So with that said i urge the Commission to do the right thing and let those that want to leave early Go. Thank you for your time in reading this letter.

We think the USPS does a great job!!

We think they should hire more clerks and carriers to do the best job possible. We think the Postal Service should continue a high level of service to our country.

We are opposed to the privatization of the U. S. Postal Service

Sirs,

As an employee of the USPS I am entrusted by the public to process everything from social security checks, to credit card payments, to their families remains. While I do this without even thinking about, the public has none the less given their money transfers to the USPS without even a second thought. Many banks use the USPS to transfer huge amounts of money, stock notes and certificates, and bullion to federal reserves. This is an aspect of mail processing, that you are considering offering up for bid. Many offices deal in amounts in excess of \$250,000 in a single deposit from a bank to a federal reserve or a larger bank branch. All trusted to USPS employees. That is due to the fact that the USPS has been doing this work with honesty and integrity for over 200 years.

To allow fly by night companies, and the highest bidding entities to process the mail would be a huge mistake.

Identity theft is the single fastest growing crime world wide, and to entrust people's mail to companies with no value other than their bottom line would be detrimental to our nation's security. The price of a 37 cent stamp pays not only for processing and delivery of mails, it pays for the full time police force in the Inspection service. When the inspectors come to our facility, everything is open to them, from the individual rooms, to the books. A private company would not be quite as forthcoming with their property, if they were doing something shady. Imagine the doors locked while papers are being shredded. Or imagine a registered deposit walking out the door not unnoticed but aided by a workforce with nothing to lose.

To sub contract mail processing would be not only financially irresponsible, but also downright devastating to people's privacy and trust. What is to stop a minimum wage earning high schooler, with no benefits or job security, from grabbing the contents of peoples mail? The USPS employs an honest workforce that while aging, processes and delivers the mail to the absolute best of their ability.

I ask that the commission think long and hard before sub-contracting out the very frame work of the USPS. While there is room for some changes in the USPS system, knocking the foundation out from under the building, just to fix a leaky roof is irresponsible, and would have a devastating effect on our nation's mail service.

It seems that the USPS has always been in a financially challenged position. Not knowing the inner workings of the organization, the layers of beauracracy that burden its payroll, etc., it seems to me that this vast network of retail distribution would stand to greatly benefit from a dose of proactive free market enterprise. Lines are long whenever you go to a post office, yet while on line, why are we not offered the chance for more efficient processing of work. How about functions similar to Mail Boxes Etc., recently purchased by UPS. People should be able to use their post office in a similar manner. I realize that changes like this are surely going to ruffle the feathers of the "birds" that are currently in charge of this koop. However, the trend line currently in place is probably not heading in a good direction. This can be reversed and a new, market-driven course can be chartered. Good luck!