

APPENDICES

LIST OF PLACES AND DATES OF THE HEARINGS OF THE COMMISSION  
AND OF BRIEFS SUBMITTED\*

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
OTTAWA	Sept. 20, 1965	1	Order in Council
OTTAWA	Sept. 20, 1965	2 to 8	National Exec. LCUC
OTTAWA	Sept. 22, 1965		LCUC - Ottawa
TORONTO	Sept. 27 - 28, 1965	9 to 17	RMCFRC - Toronto CUPW - Toronto LCUC - Toronto LCUC - Rexdale LCUC - Oshawa LCUC - North Bay
HAMILTON	Sept. 29 - 30, 1965	18 to 19C	CUPW - Hamilton CUPW - Toronto LCUC - Hamilton
MONTREAL	Oct. 4 - 6, 1965	20 to 49	LCUC - Montreal CUPW - Montreal RMCFRC - Montreal
OTTAWA	Oct. 13, 1965		LCUC - Ottawa

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- \* LCUC - Letter Carriers' Union of Canada  
RMCFRC - Railway Mail Clerks' Federation of Canada  
CUPW - Canadian Union of Postal Workers  
CSAC - Civil Service Association of Canada  
CPA - Canadian Postmasters' Association  
CUPE - Canadian Union of Public Employees  
DPW - Department of Public Works  
CSFC - Civil Service Federation of Canada

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
VICTORIA	Oct. 18 - 19, 1965	50 to 57	LCUC - Kamloops LCUC - Prince George LCUC - Pt. Alberni LCUC - White Rock LCUC - Victoria CUPW - Victoria Management
VANCOUVER	Oct. 20 - 22, 1965	58 to 64A	CUPW - Vancouver LCUC - Vancouver LCUC - New Westminster LCUC - Haney GSAC - Vancouver CUPW - New Westminster RMCF C - Vancouver Management
CALGARY	Oct. 25 - 26, 1965	65 to 69	CUPW - Calgary CUPW - Lethbridge LCUC - Calgary LCUC - Lethbridge Management
EDMONTON	Oct. 28 - 29, 1965	70 to 74	CUPW - Edmonton CUPW - Red Deer CUPW - Medicine Hat LCUC - Edmonton LCUC - Medicine Hat LCUC - Red Deer LCUC - St. Albert RMCF C - Edmonton Management
OTTAWA	Nov. 4, 1965	75	National Exec. CSAC
ST. JOHN'S	Nov. 15 - 16, 1965	76 to 78A	CUPW - St. John's LCUC - St. John's LCUC - Corner Brook RMCF C - Newfoundland

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
HALIFAX	Nov. 17 - 19, 1965	79 to 92	CUPW - Halifax CUPW - Dartmouth CUPW - Sydney CUPW - Truro CUPW - New Glasgow CUPW - North Sydney LCUC - Halifax LCUC - Sydney LCUC - Dartmouth LCUC - Kentville LCUC - Truro LCUC - Glace Bay RMCFC - Halifax Management
MONCTON	Nov. 22 - 24, 1965	93 to 110	CUPW - Moncton CUPW - Saint John CUPW - Campbellton CUPW - Charlottetown CUPW - Summerside CUPW - Dalhousie CUPW - Fredericton CUPW - Newcastle LCUC - Moncton LCUC - Saint John LCUC - Fredericton LCUC - Edmunston LCUC - Charlottetown RMCFC - Charlottetown RMCFC - Saint John Management
SASKATOON	Dec. 6 - 7, 1965	111 to 117	CUPW - Saskatchewan West LCUC - Prince Albert CUPW - Prince Albert CUPW - Saskatoon CUPW - Swift Current CUPW - Moose Jaw RMCFC - Saskatoon LCUC - Saskatoon GSAC - North Battleford GSAC - Lloydminster CUPW - Lloydminster Management

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
REGINA	Dec. 8 - 9, 1965	118 to 126	CUPW - Regina LCUC - Regina RMCFC - Moose Jaw LCUC - Tisdale CUPW - Estevan CUPW - Melville CSAC - Saskatchewan Region CPA - National Pres. Management
OTTAWA	Dec. 15, 1965	127 to 127H	DPW - Ottawa
MONTREAL	Jan. 10 - 14, 1966	128 to 149	CUPW - Montreal CUPW - St. Jean CUPW - Joliette CUPW - Sherbrooke CUPW - Drummondville CUPW - Lac Mégantic CUPW - St. Hyacinthe CUPW - St. Jérôme CUPW - St. Jean d'Iberville CUPW - Granby CUPW - Mont-Laurier LCUC - Montreal LCUC - St. Jean LCUC - Hull LCUC - Gatineau LCUC - Ste Anne de Bellevue LCUC - Joliette LCUC - Sherbrooke LCUC - Drummondville RMCFC - Montreal
QUEBEC CITY	Jan. 17 - 19, 1966	150 to 171	CUPW - Quebec City CUPW - Rimouski CUPW - Jonquièrre CUPW - Chicoutimi CUPW - Grand-Mère CUPW - Shawinigan CUPW - Trois-Rivières CUPW - Lévis LCUC - Quebec City LCUC - Val d'Or LCUC - Alina LCUC - Jonquièrre - Kénogami

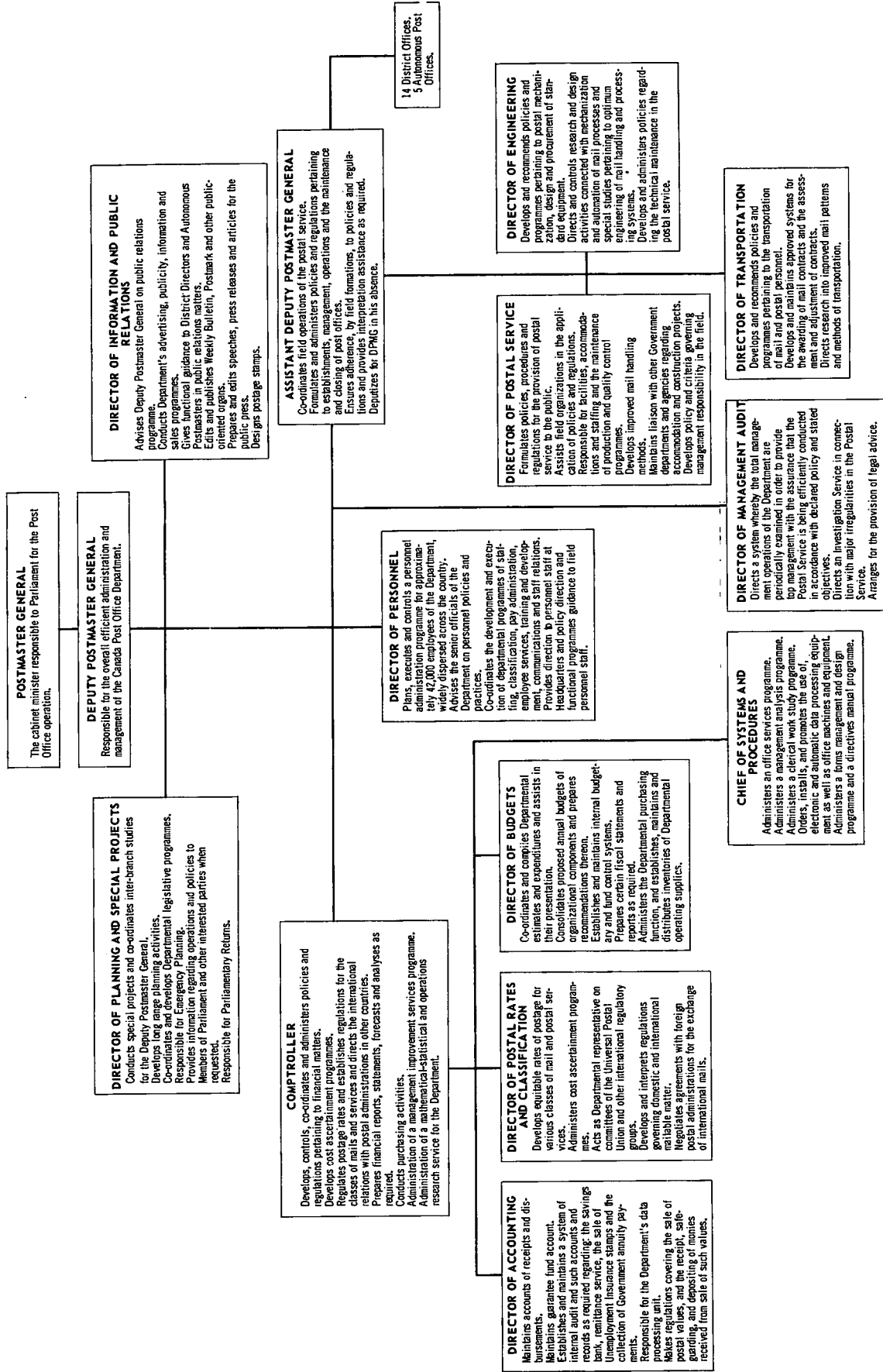
<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
QUEBEC CITY (Cont'd)			LCUC - Trois-Rivières - Grand-Mère LCUC - Chicoutimi LCUC - Lévis LCUC - Station Terminal - Quebec City LCUC - Station "Haute Ville" Quebec City LCUC - Ste-Foy RMCFC - Quebec City Management
OTTAWA	Feb. 8, 1966	172 & 173	CUPE - Montreal CUPE - Quebec City LCUC - Ottawa
WINNIPEG	Feb. 14 - 16, 1966	174 to 186B	CUPW - Dauphin CUPW - Winnipeg RMCFC - Winnipeg CUPW - Portage la Prairie CUPW - Brandon LCUC - Brandon LCUC - Dauphin LCUC - Transcona LCUC - Winnipeg LCUC - Fort Frances Management
FORT WILLIAM	Feb. 17 - 18, 1966	187 to 193	CUPW - Fort William CUPW - Port Arthur CUPW - Sudbury CUPW - Sault Ste Marie LCUC - Fort William LCUC - Port Arthur LCUC - Timmins LCUC - Sudbury LCUC - Sault Ste Marie Management
OTTAWA	Feb. 22 - 23, 1966	194 to 197	CUPW - Ottawa RMCFC - Ottawa LCUC - Trenton LCUC - Ottawa LCUC - Kingston LCUC - Peterborough LCUC - Brockville LCUC - Belleville LCUC - Lindsay

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
OTTAWA (Cont'd)			LCUC - Pembroke LCUC - Orillia LCUC - Cornwall LCUC - Barrie LCUC - Aurora LCUC - Hawkesbury LCUC - Cobourg LCUC - Trenton LCUC - Smith Falls LCUC - Port Hope LCUC - Midland LCUC - Collingwood LCUC - Renfrew LCUC - Newmarket Management
OTTAWA	March 1, 1966		Management - North Bay
TORONTO	March 7 - 10, 1966	198 to 210	CUPW - Toronto CUPW - Scarborough CUPW - Hamilton CUPW - Peterborough CUPW - Agincourt CUPW - Don Mills CUPW - Downsview CUPW - Etobicoke CUPW - Islington CUPW - Rexdale CUPW - West Hill CUPW - Willowdale LCUC - Hamilton LCUC - Port Credit LCUC - St. Catharines LCUC - Guelph RMCFC - Toronto RMCFC - North Bay RMCFC - Fort William
WINDSOR	March 14 - 15, 1966	211 & 212	CUPW - Windsor LCUC - Windsor Management
LONDON	March 16 - 18, 1966	213 to 222	CUPW - London CUPW - St. Thomas CUPW - Guelph CUPW - Galt CUPW - Kitchener

<u>CITY</u>	<u>DATE</u>	<u>EXHIBITS</u>	<u>PRESENT</u>
LONDON (Cont'd)			CUPW - Preston CUPW - Waterloo CUPW - Stratford CUPW - Sarnia LCUC - London LCUC - Sarnia LCUC - Brantford LCUC - Kitchener LCUC - Waterloo LCUC - St. Thomas RMCFC - London Management
OTTAWA	March 28 - 29, 1966		P.O. Headquarters
OTTAWA	April 12 - 14, 1966	223 to 225	CUPW - Nat. Exec. LCUC - Nat. Exec. RMCFC - Nat. Exec.
OTTAWA	April 19 - 20, 1966		P.O. Headquarters
OTTAWA	May 9 - 10, 1966		P.O. Headquarters
OTTAWA	May 19, 1966	226	P.O. Headquarters CSFC - Nat. Exec.
OTTAWA	June 16, 1966	227	P.O. Headquarters

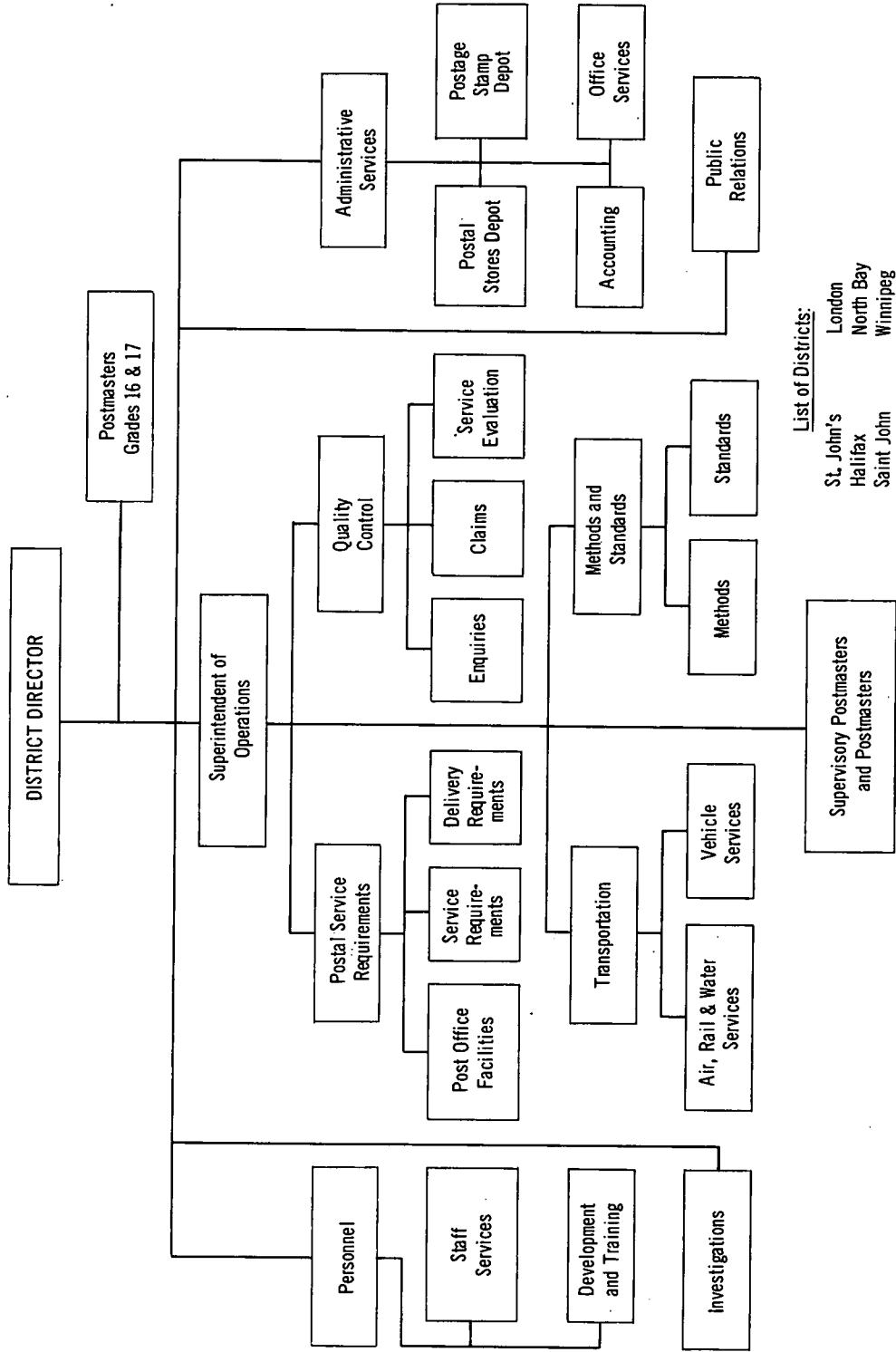


# NATIONAL HEADQUARTERS — FUNCTIONAL CHART



Source: Post Office Department.

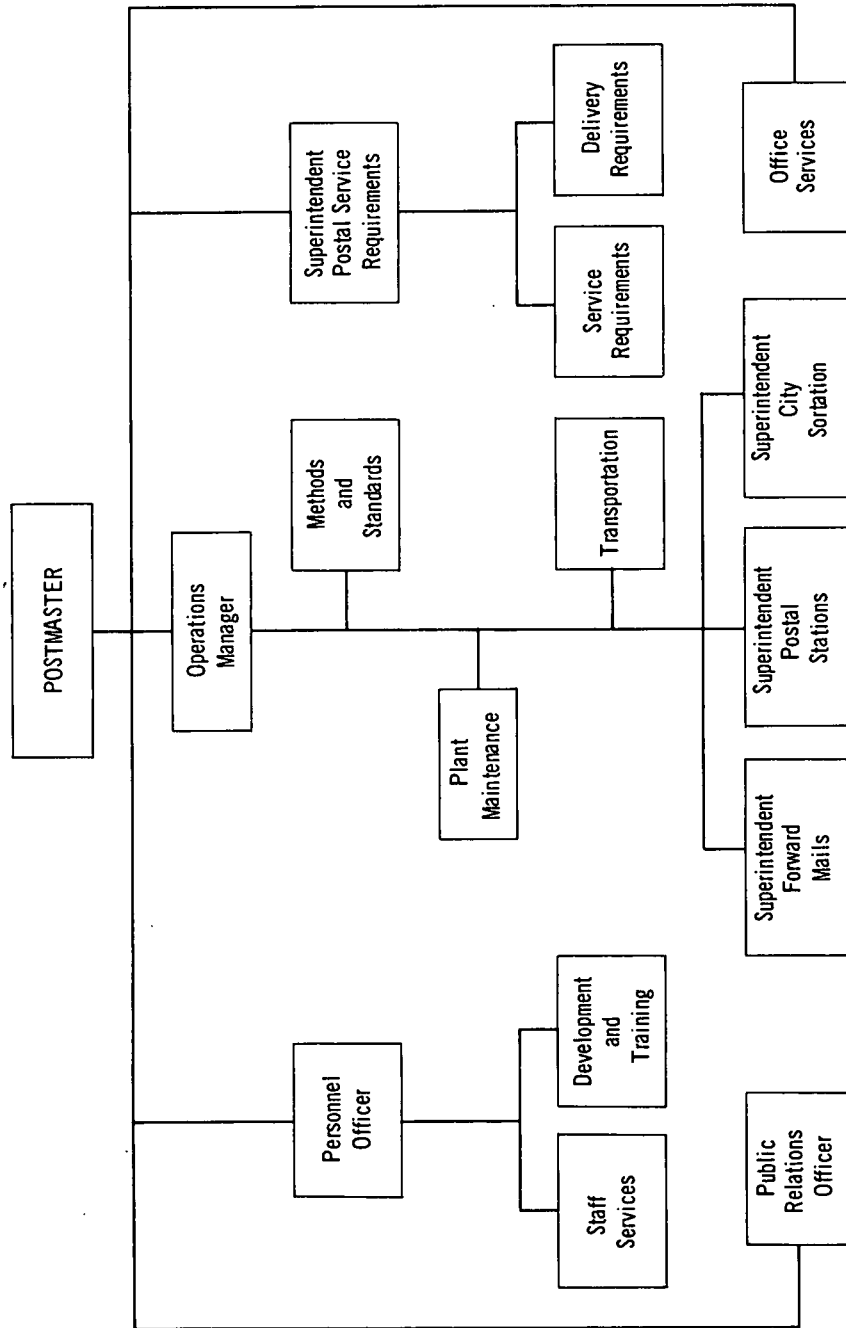
**DISTRICT ORGANIZATION CHART**



Source: Post Office Department.

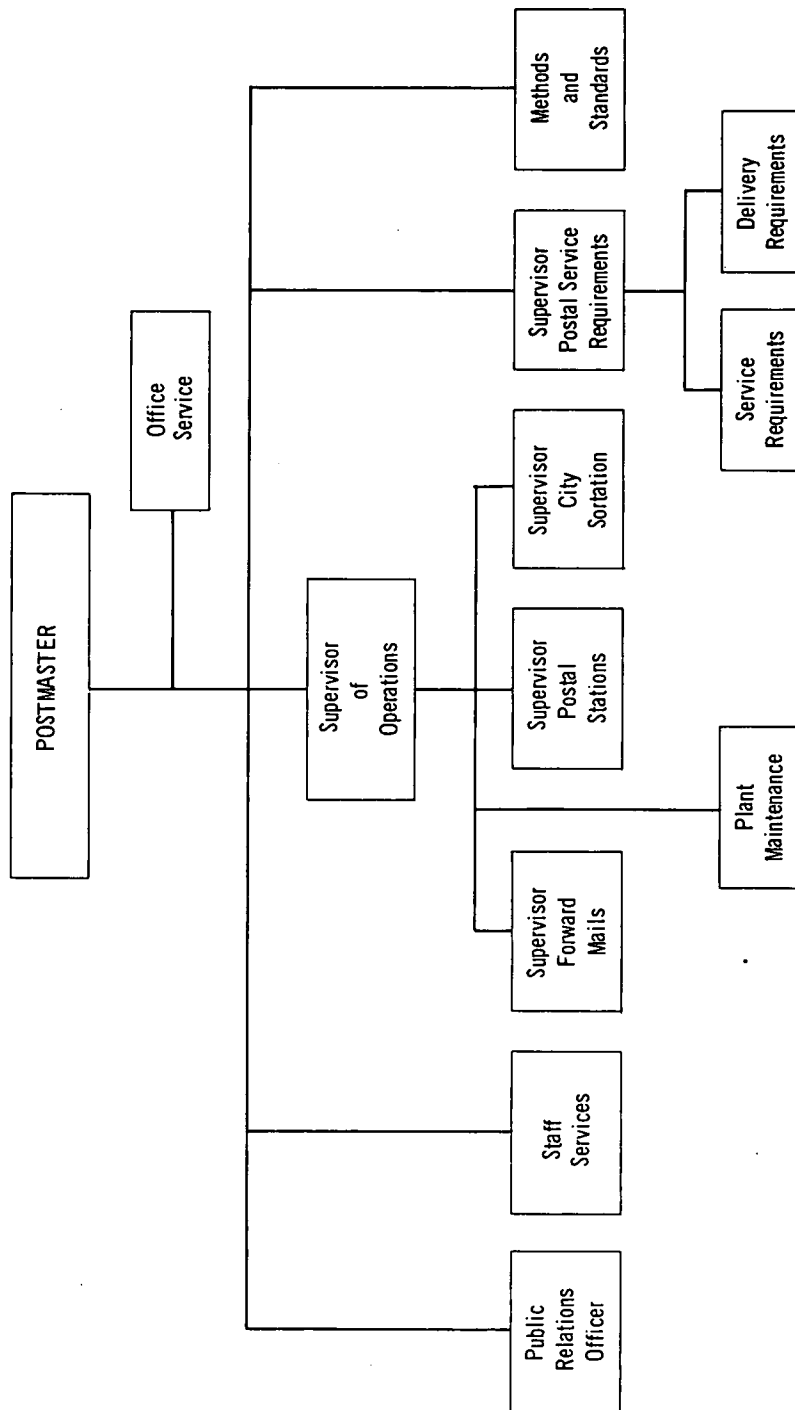
# POST OFFICES GRADES 17-18-19

## ORGANIZATION CHART



Source: Post Office Department.

# POST OFFICES GRADE 16 ORGANIZATION CHART



Source: Post Office Department.

LIST OF STAFF POST OFFICES GRADES 14 TO 19 INCLUSIVE

GRADE 14

Moncton, N.B.

Saskatoon, Sask.

Scarborough, Ont.

New Westminster, B.C.

GRADE 15

Halifax, N.S.

London, Ont.

Regina, Sask.

Victoria, B.C.

Windsor, Ont.

GRADE 16

Calgary, Alta.

Edmonton, Alta.

Hamilton, Ont.

Quebec, P.Q.

GRADE 17

Ottawa, Ont.

Winnipeg, Man.

GRADE 18

Vancouver, B.C.

GRADE 19

Montreal, P.Q.

Toronto, Ont.

TABLE OF WAGES AND SALARIES FOR NON-SUPERVISORY OPERATING CLASSES

<u>Class</u>	<u>Salary</u>						
Letter Carrier	\$ 4215	\$ 4365	\$ 4515	\$ 4665	\$ 4815	\$ 4965	\$
	Salary increases semi-annual up to		\$ 4515	\$ 4515			
Mail Despatcher	4860	5010	5160	5310	5460		
Mail Handler	3780	3930	4080	4230	4380	4530	
	Salary increases semi-annual up to		\$ 4080				
Part-time & Casual Letter Carrier	\$2.02 per hour						
Part-time & Casual Postal Chauffeur	\$2.02 per hour						
Part-time Postal Clerk 1	\$1.55 per hour for day duty	-	\$1.70 per hour for night duty				
Part-time Postal Clerk 2	\$1.57 per hour for day duty	-	\$1.72 per hour for night duty				
Part-time Mail Handler	\$1.55 per hour for day duty	-	\$1.70 per hour for night duty				
Postal Chauffeur	4215	4365	4515	4665	4815	4965	
	Salary increases semi-annual up to		\$ 4515				
Postal Clerk 1	3855	4005	4155	4305	4455	4605	4905
	Salary increases semi-annual up to		\$ 4155				
Postal Clerk 2	4165	4315	4465	4615	4765	4915	5215
	Salary increases semi-annual up to		\$ 4465				
Postal Helper (Part-time or Casual)	\$1.55 per hour - No Night Differential						
Railway Mail Clerk 1	4800	4950	5100	5250	5400		
Railway Mail Clerk 2	5460						
Railway Mail Clerk 3	5520						
Railway Mail Clerk 4	5585						
Railway Mail Clerk 5	5645						
Supervisory Letter Carrier	5160	5310	5460				

POSITION GUIDE

ASSISTANT DEPUTY POSTMASTER GENERAL

- PERSONNEL ADMINISTRATION -

Function:

Under the general direction of the Deputy Postmaster General, plans, executes and controls a personnel administration programme for approximately 29,000 employees of the Department employed under the authority of the Civil Service Act in a number of groups in each of the Occupational Categories and of which approximately 28,000 are widely dispersed across the country; advises the Deputy Postmaster General and other senior officials of the department on personnel policies and practices; co-ordinates the development and execution of departmental programmes of staffing, classification, employee services, communications and staff relations; provides direction to personnel staff at headquarters and policy direction and functional programme guidance to field personnel staff; provides advice and services on personnel administration matters affecting approximately 13,000 employees appointed or paid under the authority of the Post Office Act.

Duties:

1. Oversees the direction and execution of a comprehensive staffing programme to ensure a sound and co-ordinated approach to organizational planning, manpower planning and utilization, employee appraisal, training, development, and employment practices throughout the department:
  - ensures that staffing policies are compatible with the requirements of appropriate statutes;
  - stimulates a dynamic approach to staffing policies and practices to meet changing requirements.
2. Oversees the direction of the department's personnel classification programme and, to the extent required, ensures a capacity for employee performance appraisal for merit or discretionary in-grade pay purposes.
3. Oversees the direction of a comprehensive employee services programme including the provision throughout the department of positive programmes of health, safety, welfare and incentive awards.
4. Ensures the development and maintenance of a communication programme designed to inform management and employees of departmental and service-wide personnel policies, programmes and procedures.
5. Oversees the direction of the staff relations programme of the department:

- ensures the provision of comprehensive recommendations and advice based on studies and analysis, to departmental and central management on staff management, staff relations, compensation and conditions, discipline and related matters;
  - ensures the capacity to interpret to line management and personnel specialists collective agreements and other instruments of authority relating to compensation and conditions of employment;
  - ensures the capacity of the department for the effective and consistent application of collective agreements and other instruments relating to terms and conditions of employment;
  - ensures the development and maintenance of a grievance procedure and the capacity for preparation of cases for adjudication hearings;
  - represents the department as the principal spokesman for the Deputy Postmaster General in consultations with the Treasury Board, the Public Service Staff Relations Board, and in consultations and negotiations with employee organizations.
6. Ensures the provision of a well co-ordinated personnel policy and integrated personnel programmes for the Post Office Department through manuals, directives and functional guidance to field personnel administrators.
  7. Provides direct personnel services to the headquarters organization of the department.

Relationships:

1. Reports to the Deputy Postmaster General.
2. Is the representative and senior spokesman for the Deputy Postmaster General in all personnel administration matters with the Civil Service Commission, the Treasury Board, the Public Service Staff Relations Board and with associations representing the department's employees.
3. Acts as the senior departmental representative on negotiating teams during bargaining with agents certified to represent the department's employees.
4. Represents management or advises the Deputy Postmaster General in departmental management - employee consultations or in joint committees established for this purpose.
5. Directs and controls the headquarters staff of the Personnel Branch through subordinate Directors of Staffing, Personnel Classification, Programme Co-ordination and Employee Services, and Staff Relations.
6. On behalf of the Deputy Postmaster General provides policy directives on personnel administration to all levels of departmental management.
7. Provides functional guidance to field personnel specialists on all personnel administration programmes.



POSITION GUIDE

DIRECTOR, STAFFING

Functions:

The development and co-ordination of organizational and manpower planning, appraisal inventory, training, development and employment programmes for the Post Office Department.

Duties:

1. Directs the development and maintenance of a comprehensive manpower records system for all departmental personnel management purposes.
2. Provides through comprehensive studies and analysis, recommendations for improved policies and practices governing the acquisition and utilization of all manpower resources including specifically such matters as:
  - forecasts of the effects of technology, automation and changing management concepts on recruitment sources, selection standards and development and training policies and programmes;
  - organizational planning services for short and long-term programme objectives;
  - the acquisition, deployment and utilization of female employees;
  - the acquisition, deployment and utilization of part-time, seasonal and, casual employees;
  - employee mobility requirements and employee displacement problems;
  - policies and procedures to assist in the harmonious and satisfactory implementation of new methods, procedures, organizational changes and revised production standards.
3. Directs a continuing manpower appraisal and inventory programme designed to identify and record management, supervisory and employee characteristics for purposes of relating manpower resources to requirements and assisting in the identification of both collective and individual training and development needs including such matters as:
  - the development of appraisal policies, techniques and procedures;
  - the development and maintenance of manpower inventories adapted to the needs of the department's occupational composition;

- the continuing evaluation of appraisal programmes and satisfactory co-ordination and/or integration of appraisal activity and promotional, transfer and staff rotational activities;
  - the provision of assistance as required, in performance review programmes for purposes of merit pay administration;
  - the provision of functional guidance and assistance to appropriate field personnel specialists.
4. Develops and directs a training and career development programme designed to meet the needs of the department at all levels of the organization including such matters as:
- the co-ordination of training objectives with established and approved training requirements;
  - the development and interpretation of approved training and career development policies;
  - the development and effective utilization of training guides, techniques, curricula, syllabi and manuals;
  - the identification of need and the co-ordination of participation of departmental employees in extra-departmental training courses;
  - the adequate evaluation of all training programmes;
  - the provision of functional guidance and assistance to appropriate field personnel specialists.
5. Develops and directs the employment programme of the department including the co-ordination of and implementation of in-service promotions, transfers and lay offs:
- the provision of administrative and professional assistance to line officers at both headquarters and field offices to ensure a prompt and effective response to requests for employment action;
  - the execution of policies, procedures and the provision of assistance in individual appointments for approximately 13,000 positions exempt from the Civil Service Act and such other positions under the Civil Service Act as may be filled by the department under delegated authority;
  - consults as required, with headquarters and field officers of the Civil Service Commission.

Relationships:

1. Reports to the Assistant Deputy Postmaster General - Personnel Administration.
2. Supervises the Chiefs of the Divisions of, Manpower Planning, Manpower Appraisal and Inventory, Training and Development, and Employment.
3. Advises senior line officials in determining manpower utilization priorities and objectives.
4. Acts as the principal channel of communication between the department and the Civil Service Commission.
5. Consults as required, with departmental line officials, central agency officials, the Federal Manpower Department, and the department's Systems Engineering, Methods and Standards and Systems and Procedures Units.

POSITION GUIDE

DIRECTOR OF PERSONNEL CLASSIFICATION

Functions:

The development and administration of the Post Office Department's position classification programme and the provision of advice and guidance to line managers concerning classification and related pay matters.

Duties:

1. Develops and administers a classification programme for approximately 42,000 employees in a number of groups in each of the occupational categories:
  - formulates classification administration policy for approval;
  - directs the collection, verification and analyses of position information, the writing of job descriptions and the evaluation of jobs and positions;
  - establishes classification work priorities in consort with programme managers and the Assistant Deputy Postmaster General - Personnel Administration;
  - writes or reviews submissions to the central agency supporting classification and pay proposals;
  - reviews and analyzes classification procedures and trends;
  - audits job evaluation decisions to ensure uniformity and consistency in the application of the standards and the maintenance of their integrity;
  - co-ordinates the implementation of procedures required for the delegation of classification authority, including the establishment of classification committees and the training of officers in point rating and other evaluation techniques;
  - proposes modifications to classification and pay standards considered necessary because of changing conditions.
2. Advises departmental managers on the policies, objectives and practices established by the central agencies and the department for position classification and merit pay administration.
3. Supervises a staff of specialists engaged in the classification programme.

4. Participates in the preparation of annual and supplementary personnel estimates:
  - discusses requirements with departmental officers and advises on the appropriateness of classification proposals.
5. Represents management as required, in the hearing of grievances concerning classification matters.
6. Consults, as required, with central agency officials concerning classification standards, pay ranges and job evaluations.
7. Performs other duties such as directing the preparation and revision of departmental instructions on classification procedures and the development and maintenance of classification records.

Relationships:

1. Reports to the Assistant Deputy Postmaster General - Personnel Administration.
2. Supervises nine subordinate classification officers.
3. Maintains effective working relationships with:
  - (i) Department Managers
  - (ii) Central Agency Officials
  - (iii) Personnel Administrators responsible for the Post Office Department's Staff Relations, Staffing and Programme Co-ordination and Employee Services programme.
4. Gives functional direction to personnel administrators in field offices engaged in job analysis, the application of classification standards and implementation of the classification programme.
5. Contacts are made with personnel administrators in other departments to obtain, exchange and discuss information.

**Note:**

Reference in this position guide to pay matters relate to pay questions for senior managerial positions and to the administration of merit pay programmes.

POSITION GUIDE

DIRECTOR, PROGRAMME CO-ORDINATION & EMPLOYEE SERVICES

Function:

The co-ordination of the department's personnel programmes in the personnel offices of the Postal Districts and the major Post Offices; the direction of the headquarters personnel office and the development, promotion and co-ordination of the Post Office Department's employee services and communications programme.

Duties:

1. Co-ordinates the development and maintenance of a balanced personnel programme and programme capacity for all departmental personnel offices:
  - monitors the demands for service, advice and programmes being made on personnel offices by managers and by functional personnel specialists at headquarters;
  - recommends on the staff capacities of personnel offices to meet the demands placed upon them and on questions of programme priorities;
  - advises the Assistant Deputy Postmaster General - Personnel Administration, on the needs for training, rotation, counselling and general professional development of the field personnel administrators;
  - provides leadership and actively participates in the recruitment, selection, appraisal, training and development, promotion or transfer of personnel administrators and administrative support staff under his functional jurisdiction;
  - recommends on the need for organizational and procedural changes and total staff requirements for personnel offices in the field.
2. Directs the development and maintenance of an effective communication programme for all personnel administration purposes.
3. Directs the development, administration and co-ordination of an employee services programme:
  - recommends and develops health, welfare and safety policies and programmes designed to meet the needs of management and employees;
  - ensures that satisfactory feeding facilities are available to employees;

- consults with various agencies concerning health, welfare and safety matters including the Treasury Board Secretariate concerning approved standards and policies, the Department of National Health and Welfare with respect to Health Services, the Department of Public Works regarding cafeterias, lunch rooms and recreational facilities, the Department of Labour and Provincial Workmen's Compensation Boards regarding accident prevention and compensation matters.
4. Directs the development, promotion and co-ordination of a comprehensive suggestion award programme for the Post Office Department:
    - consults with the Incentive Award Board of the Public Service of Canada;
    - provides co-ordinating and secretarial service for the department's Suggestion Award Programme, the Merit Award Programme, the Outstanding Achievement Award Programme and the Long Service Award Programme.
  5. Evaluates the effects of the communications programme, the employee services programme and the suggestion award programme on employee morale and productivity and proposes appropriate changes as required.

Relationships:

1. Reports to the Assistant Deputy Postmaster General - Personnel Administration.
2. Co-ordinates the programmes of all departmental personnel offices.
3. Supervises the Communications Officer, the Chief Employee Services and the Chief Personnel Administration (Headquarters).
4. Provides functional supervision to field personnel officers and support staff.
5. Maintains close liaison with the Director of Management Audit concerning audits of field personnel offices.
6. Advises senior managers at headquarters on personnel matters, as required.
7. Maintains effective relationship with the Director of Information and Public Relations concerning communication programmes.

POSITION GUIDE

DIRECTOR, STAFF RELATIONS

Functions:

The development and administration of the Post Office Department's staff relations programme.

Duties:

1. Develops and recommends to departmental and central agency officials, staff management, staff relations, compensation and conditions of service policies, plans and procedures:
  - analyses the administration of collective agreements and other instruments of authority that govern terms and conditions of employment;
  - develops and monitors grievance administration;
  - assesses employee morale and the adequacy of disciplinary codes and work rules;
  - assists in developing policy and reviewing the effectiveness of departmental accommodation standards and management practices;
  - identifies and evaluates patterns or trends in staff relations and employee morale emerging from management actions in matters of discipline, grievances and appeals and recommends preventive or remedial action;
  - determines the impact of compensation and conditions of service policies on the achievement of departmental programmes and the maintenance of effective personnel policies, proposes modifications as required.
2. Insures the effective and consistent implementation of collective agreements, regulations and other instruments of authority governing terms and conditions of service:
  - co-ordinates departmental preparation for arbitration tribunals and adjudication hearings;
  - provides interpretations to line officers or secures direction as to interpretation from higher authority or technical or legal specialists;
  - provides advice and guidance to departmental managers on staff management, staff relations and conditions of service matters;



- participates in the training and development of managers and supervisors.
3. Represents departmental management or advises line management in consultations with staff associations and participates in collective bargaining at the centre:
- advises Treasury Board negotiators;
  - prepares facts and arguments and assists in planning management's policy and tactics in dealing with employee requests;
  - prepares studies to illustrate and support departmental management's proposals in consultations and negotiations;
  - acts as member of a negotiating team as required and appraises senior management of developments and progress during negotiations.
4. Writes circular letters, directives, and manuals concerning staff relations and conditions of service policies and procedures and prepares articles and speeches relating to these matters.

Relationships:

1. Reports to the Assistant Deputy Postmaster General - Personnel Administration.
2. Advises senior line officers in determining staff relations priorities and objectives.
3. Act as a member of a negotiating team and in the absence of the Assistant Deputy Postmaster General - Personnel Administration, is the principal negotiating officer of the Post Office Department.
4. Represents departmental management in staff relations and conditions of service matters and chairs staff relations management and joint committees.
5. Advises Treasury Board negotiators in collective bargaining.
6. Consults with employee representatives on formal and informal aspects of matters likely to be contentious between employees and management.
7. Provides functional guidance to field staff relations officers.
8. Provides direction and assistance to line officers in the administration of staff relations programmes.
9. Supervises the activities of the Chief, Compensation and Conditions, the Co-ordinator, Grievances and Adjudications and the Planning and Research Officer.

POSITION GUIDE

CHIEF, PERSONNEL ADMINISTRATION - MAJOR POST OFFICES

Function:

Implements and administers a general personnel programme in a major Staff Post Office with a population exceeding 1,000 employees in a number of occupational categories and groups.

Duties:

1. Advises the Postmaster and line officers on personnel policy, procedures and practices in such areas as staff relations, performance review and employee appraisal, staffing, training and development, classification, pay and conditions of service:
  - develops and recommends changes in the personnel programme;
  - reviews recommendations of line officers for adherence to departmental policies and practices.
2. Implements, directs and co-ordinates the departmental manpower planning, staffing and development programme in the Staff Post Office:
  - consults with line officers to establish current and long-range staffing and training needs;
  - reviews appraisal and information reporting procedures and recommends appropriate changes;
  - acts as member of appraisal and promotion boards as required;
  - executes delegated authority from the Civil Service Commission in relation to the filling of positions as prescribed by Post Office Headquarters;
  - arranges for appropriate staff training courses inside or outside the Department;
  - evaluates the effectiveness of the training programme and the impact of training on employee's performance and morale.
3. Interprets and adapts departmental staff relations programmes and may supervise a Staff Relations specialist:

- interprets and ensures application of staff relations directives on such matters as health, welfare, safety, discipline, collective agreements, grievances, leave and overtime and prepares reports on related activities;
  - advises line officers on the resolution of contentious staff relations matters and proposes appropriate action;
  - promotes safety, health and welfare and incentive award programmes;
  - explains to line officers and employees the provisions of Acts, Regulations, collective agreements and understandings relating to staff relations and conditions of service matters;
  - consults with employees' representatives on problems concerning pay, conditions of work, discipline and promotions and attempts to obtain understanding and agreement.
4. Advises line officers on classification matters and analyses jobs as required.
  5. Supervises the Post Office personnel office staff:
    - develops officers and administrative support staff, reviews, evaluates and corrects their deficiencies;
    - delegates authority to subordinates.
  6. Keeps informed of current trends and developments in personnel administration in the public and private sectors.
  7. Directs through a subordinate supervisor, the work of the personnel record unit which provides administrative support by carrying out and recording appointments, transfers, separations, changes in pay, deductions, benefits, etc.

Relationships:

1. Reports to the Postmaster.
2. Receives functional supervision in personnel matters from Headquarters.
3. Supervises subordinates.
4. Maintains effective working relationships with line officers at all levels.
5. Represents the Department in consultations with staff associations at the district level.
6. Maintains effective functional relationships with officials of the Civil Service Commission, Department of National Health and Welfare and the Federal Manpower Department.
7. Consults with Post Office Department and other regional or district personnel administrators to exchange information and data on personnel policies and practices.
8. Maintains contact with local personnel associations and educational institutes.

POSITION GUIDE

DISTRICT PERSONNEL ADMINISTRATOR

Function:

Implements and administers a general personnel programme in a Postal District. Advises the District Director, district office administrators and Postmasters on personnel policy, procedures and practices in such areas as staffing, classification, employee services, communications and staff relations.

Duties:

1. Receives requests for employment actions for district needs and takes employment action within delegated authority:
  - determines whether vacancies should be filled by promotion from within or by recruitment from outside the department;
  - obtains, reviews and approves statements of duties and qualifications;
  - represents or arranges representation of the district on competition boards;
  - organizes the efforts of all offices within the district to assume delegated authority for initial recruitment and selection from the Regional Offices of the Civil Service Commission;
  - chairs or arranges for chairman and board members for promotional boards;
  - reviews the results of promotional boards and advises on selections and checks for adherence to approved policies and procedures;
  - monitors the results of district recruiting and selection efforts and advises on the needs for changes in policy, practice or procedure;
  - co-ordinates the preparation for appeal board hearings and may represent the department at such hearings.
2. Co-ordinates the implementation of the district's manpower appraisal programmes in accordance with departmental policy and practice:
  - consults with district office administrators and Postmasters to ensure full understanding of the objectives and priorities of manpower planning and appraisal programmes;

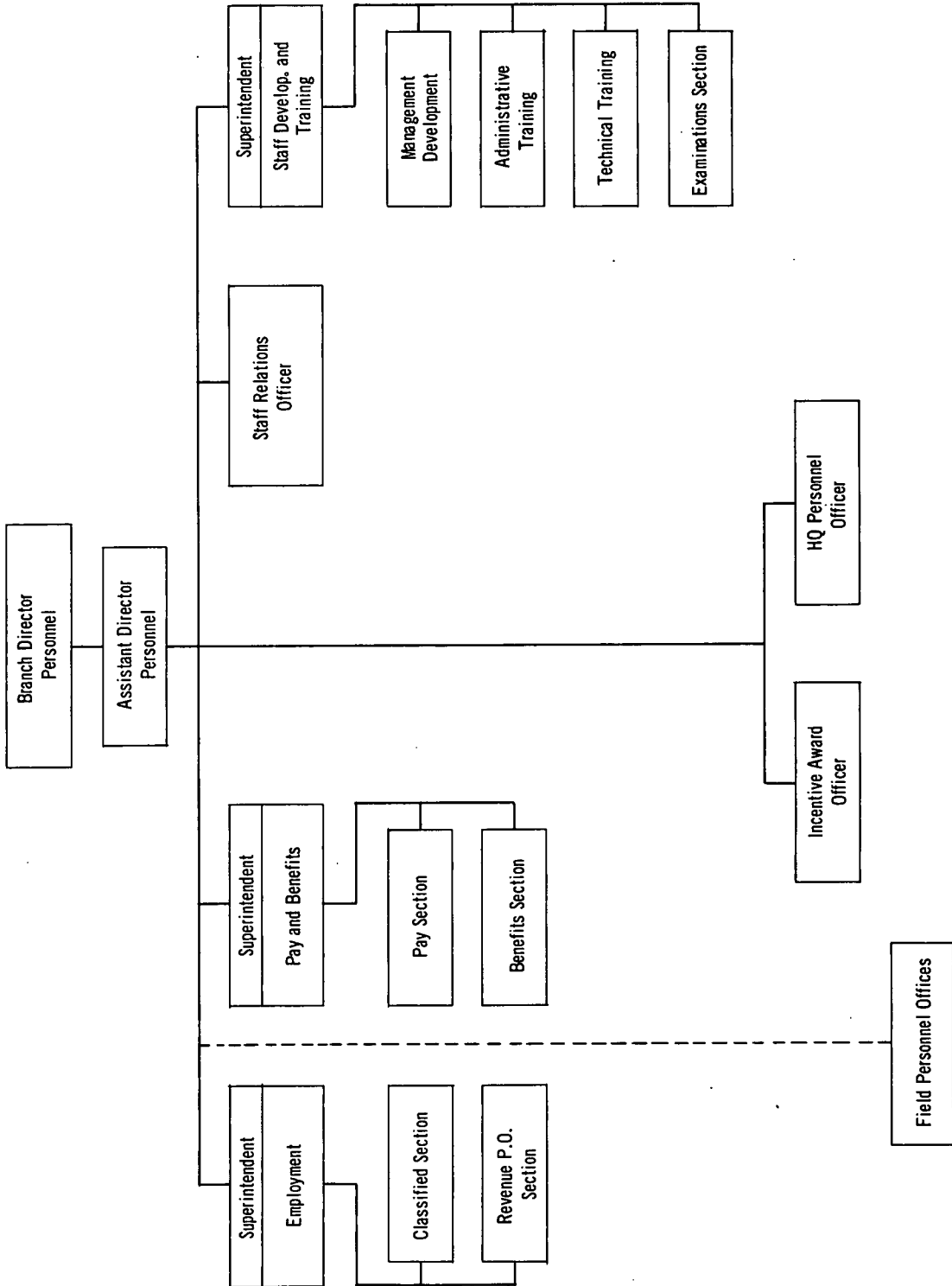
- integrates manpower appraisal and promotional programmes;
  - ensures consistency in the application of appraisal standards and in the recording of appraisal results;
  - analyzes statistical and other data from the manpower records system and identifies emerging trends and their implications.
3. Identifies collective and individual training and career development needs and conducts, or promotes the conduct of approved training programmes:
- supervises a staff of training officers or provides functional assistance to line officers in employee induction, skill training, and supervisory and operational training programmes;
  - evaluates the impact of training on employee performance, production and morale through evaluation of courses and consultations with line officials and district Postmasters.
4. Promotes employee services programmes in the areas of health, welfare, safety counselling and incentive awards:
- administers the district accident prevention programme by analyzing statistics on accidents and promoting the achievement of approved standards of safety;
  - co-ordinates district health programmes including sanitation campaigns, clinics, health surveys, feeding and lunch room facilities, first aid facilities and staff and arrangements for emergency health treatment;
  - provides employee counselling services and advises line managers on counselling problems and techniques;
  - promotes the department's incentive award programmes through publicity, talks to line managers and employees and through committee activities; may act as secretary of district incentive award committees.
5. Promotes and facilitates good management-employee communication and advises the District Director on communication problems.
6. Interprets and assists in the implementation of departmental staff relations programme:
- interprets collective agreements or seeks authoritative interpretations as required;
  - ensures the consistent application of all instruments of authority relating to compensation, discipline and conditions of employment deriving either from collective agreements or from statute law or from central agency or departmental authority;

- develops and assists in the maintenance of district grievance procedures and monitors the grievance systems;
  - advises the District Director and Postmasters on all staff relations problems and may represent the District Director in district discussions and consultations with staff associations;
  - may supervise a full-time staff relations officer.
7. Advises line managers on classification matters, carries out job analysis and prepares district submissions to the Director of Personnel Classification.
  8. Ensures the maintenance of approved personnel records.
  9. Travels extensively throughout the District to provide advice, service and support to Postmasters.

Relationships:

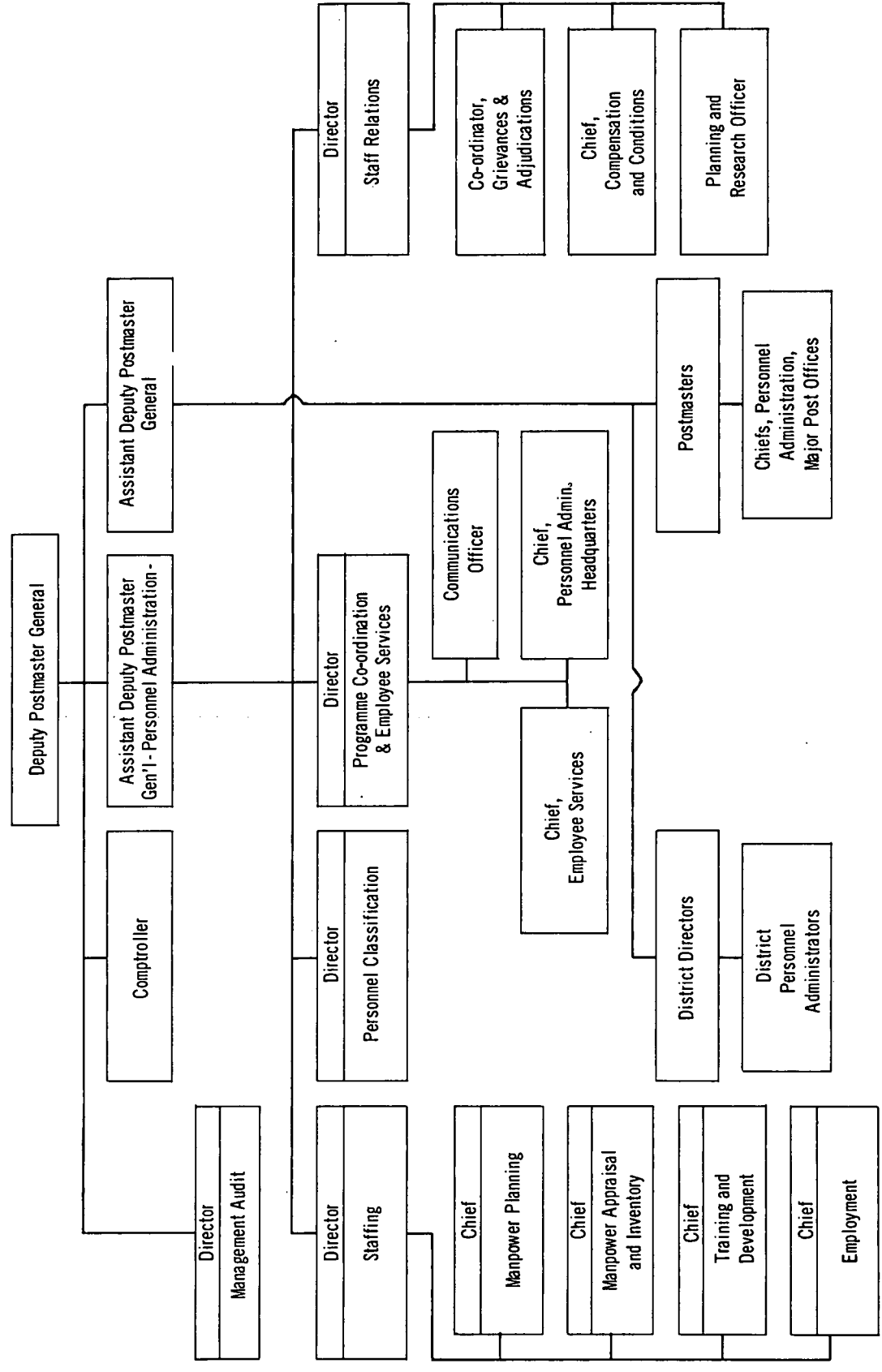
1. Reports to the District Director of Postal Services.
2. Receives functional advice and assistance from various personnel specialists at headquarters.
3. Supervises a staff of officers and support staff.
4. Maintains effective relationships with officials of the Civil Service Commission, the Federal Manpower Department, and the Department of National Health and Welfare.
5. Maintains contact with local personnel associations and educational institutions.

# PRESENT ORGANIZATION PERSONNEL BRANCH



Source: Post Office Department.

# PROPOSED ORGANIZATION PERSONNEL BRANCH



Source: Post Office Department.



GEOGRAPHIC DISTRIBUTION OF EMPLOYEES IN THE POST OFFICE DEPARTMENT

- AS OF MARCH 31, 1966 -

<u>Location</u>	<u>DPMG</u>	<u>ADPMG</u>	<u>Comptroller</u>	<u>Total</u>	<u>Sub Total</u>
HQ - Ottawa	179	245	648	1067	1,067
<u>Districts</u>	<u>Staff Post Offices</u>	<u>Semi-Staff</u>	<u>District Office</u>	<u>Revenue Post Offices</u>	<u>Total</u>
Toronto	2881	273	203	402	3759
Quebec	1329	577	691	132	2729
London	1751	355	92	257	2455
Montreal	1377	413	167	458	2415
Vancouver	1231	311	93	416	2051
Calgary	1163	377	49	483	2072
Edmonton	985	360	48	498	1891
Halifax	817	254	83	613	1767
Saskatoon	746	424	60	652	1882
Winnipeg	389	359	94	641	1483
Ottawa	686	299	73	472	1530
Saint John	627	195	89	513	1424
North Bay	518	260	58	335	1171
St. John's	237	163	80	619	1099
<u>Major Staff Post Offices</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Total</u>		
Montreal	3837	946	4783		
Toronto	3764	851	4615		
Vancouver	1535	145	1680		
Winnipeg	1118	54	1172		
Ottawa	919	70	989		
			Grand Total	42,034	

27,728

13,239

42,034

NOTE: Not included in the above Table are 2,224 Sub Postmasters who are not employees in any direct sense.

LIST OF RECOMMENDATIONS

LIST OF RECOMMENDATIONS

CHAPTER 5

COLLECTIVE BARGAINING

1. That the staff organizations concerned willingly agree to give a fair trial to the methods and procedures of collective bargaining which are contained in Bill C-17C entitled "Public Service Staff Relations Act", if this Bill should remain in its present form.
2. That the appropriate authorities proceed very shortly with a thorough study of the advisability of according the Post Office Department the status of a Crown Corporation, taking into due consideration the national interest as well as the economic and social consequences of such a change.

CHAPTER 6

CONSULTATION

3. That, starting immediately, two local joint committees be set up in every Staff Post Office, grades 14 to 19 inclusive, one for the postal clerks and the other for letter carriers.
4. That these committees, depending upon local conditions, be composed of an equal number of representatives of the postal clerks or letter carriers and of representatives of local management.
5. That these committees hold meetings at least once a month.
6. That all questions of general interest dealing with local working conditions of postal workers or letter carriers be the subject of discussions, negotiations and recommendations in these committees.

7. That Headquarters issue precise instructions to district directors and postmasters to make available to these committees all the information available which might help solve the problems under review.
8. That, in order to facilitate these consultations, an agenda be drawn up of a permanent but flexible nature and that minutes of these meetings be taken, written up, approved and distributed to all concerned.
9. That the local joint committees be kept informed of the concrete results obtained from their discussions, of the progress made, or the difficulties encountered.
10. That, in cases of disagreement, the representatives of the local branches on these committees be allowed to report back to their members and that these branches, through their officers and with or without the assistance of their area representatives, make representations to the district director or postmaster in post offices, grades 17, 18 and 19.
11. That, where disagreements are not settled, reports be sent to the national officers of the organizations.
12. That the same type of local joint committees be set up in every Staff Post Office, grades 9 to 13 inclusive, if such is the wish of the majority of the employees in these Post Offices.
13. That the same procedure apply in the case of railway mail clerks at the district level.
14. That two national joint committees be set up at Ottawa, one for postal workers and one for letter carriers.
15. That, as far as possible, these committees be set up and operate in the same manner as the local joint committees.
16. That all matters of general interest dealing with working conditions of postal workers or letter carriers, on a national basis, be the subject of discussions, negotiations and recommendations in these committees.
17. That railway mail clerks benefit from the same advantages in accordance with a procedure adapted to their own conditions of work.

CHAPTER 7

DELEGATION OF AUTHORITY

18. That the Department take early action to ensure that its field managers are fully conversant with the extent of their authority, duties and financial responsibilities.
19. That the Department consult with the staff organizations, either at the national or local level, to determine work areas where difficulties have been encountered due to insufficient delegated authority and that it take corrective measures accordingly.

CHAPTER 8

MANPOWER

20. That the appropriate authorities recognize the need for a special status for the Department with much greater flexibility so that it may at the local and district levels cope with any shortage in personnel on short notice, subject to a reasonable post-audit control.
21. That the Department put into operation the new management audit system as soon as possible, so that it may be better informed of its personnel requirements.
22. That once this system is found satisfactory the Department delegate to its district directors and its postmasters in grades 19, 18 and 17, wide powers so that they may be able to cope with the need for additional manpower.
23. That the Department interview each employee resigning from the postal service and determine the real reasons for his departure.
24. That the Department in areas where there is a high turnover rate use all means available to secure the necessary personnel.
25. That the Department, with the co-operation of the local joint committees, make a survey of the number of part-time and casual employees on strength in each staff post office.

26. That detailed instructions be given to postmasters and to district directors to supply these committees with all information necessary for the preparation of these surveys and their study.
27. That the Department act immediately whenever these surveys indicate that neither the letter nor the intent of the Civil Service Regulations or of the Personnel Manual dealing with the hiring and retention of these employees are respected, and that they seek to replace them with full-time employees.
28. That in the future each postmaster in a staff post office display monthly reports on the number of part-time and casual employees in his office together with the number of hours during which they have worked.
29. That the Department, at the national joint committee level, attempt to come to an understanding with the staff organizations as to the meaning and extent of the words "peak period" and "emergency situation".
30. That the Department make constant checks on the utilization of part-time and casual employees in staff post offices to ensure that postmasters do not hire them to fill gaps in the permanent establishment.
31. That the Department develop a method to keep itself posted, as well as the district directors, on all cases of abuse in that field.
32. That the Department examine the possibility of resolving the above-mentioned problems by determining ahead of time the percentage of part-time employees who may be allowed to work in post offices in proportion to the total number of full-time employees assigned therein.
33. That, to ensure that the letter and intent of the Civil Service Regulations are respected regarding the possible review of the situation after six months of employment for casual employees, the Department be at all times in a position to determine the accumulated total of actual periods of casual employment.
34. That these statistics be made available to the Civil Service Commission to enable it, if need be, to decide if it should extend the use of the services of casual workers who have reached the normal six months of employment.

35. That, in the future, all recruiting and hiring of part-time and casual employees be done through the National Employment Service.
36. That the Department institute without delay a monthly report system on its staff strength and that these reports be made available to local joint committees.
37. That part-time employees be granted an equitable allowance for sick or special leave with pay under the same conditions as are applicable to full-time employees.
38. That the Department continue to make a close study each year of the need to extend the period during which Christmas helpers are required, taking into account more particularly any large increases in the volume of mail in recent years.
39. That wherever possible postmasters consult with local joint committees before fixing the hiring dates for Christmas help and before making changes required during this period.
40. That postmasters be less hesitant to use their authority to assign sufficient Christmas help to clerical staff and letter carriers as soon as required.
41. That neither the postal clerks nor the letter carriers be held responsible for infractions or errors committed by Christmas helpers over whom no adequate control is possible.

#### CHAPTER 9

#### CLASSIFICATION OF POSITIONS

42. That a point rating scale be used for the classification of all non-supervisory operating positions in the Post Office.
43. That the staff organizations be consulted, as soon as possible, by the Department and the Bureau of Classification Revision of the Civil Service Commission in the revision of the postal employee classes at each step in the revision process.
44. That postal employees reach the maximum of their salary in three years.

45. That postal clerks 1 and 2 be immediately integrated into one and the same class, pending the acceptance of an appropriate point rating scale for both classes.
46. That the words "other related duties" be used in job descriptions for the Post Office and that mention also be made of all the duties which are recognized as forming part of the regular duties of the employees even if these duties are not considered part of the normal daily duties.

#### CHAPTER 10

##### THE WORK WEEK

47. That local joint committees in each staff post office be authorized to start as soon as possible a detailed examination of working hours and shift schedules, to study all the possibilities for improvement and to make the recommendations having due regard to the requirements of the postal service.
48. That the Department, on the other hand, make a thorough study of the flow of work from the beginning to the end of daily operations.
49. That, for this purpose, the Department call on the services of outside consultants and recognize the validity of the basic guiding principles set out in this Report.
50. That hours of work be fixed as much as possible to coincide with the normal operation of public transportation.
51. That the Department make an effort to discontinue broken days in shift schedules as well as the assignment of employees to different shifts over short periods.
52. That employees be allowed a minimum of 8 hours rest, plus travel time, between each shift change.
53. That no member of the staff be obliged to work after 10.30 p.m., at the latest, on Christmas Eve and New Year's Eve.
54. That the Department reduce to a strict minimum the number of employees required to work on Christmas Day and New Year's Day.



55. That postal employees, subject to their right to put forward their points of view and discuss the pros and cons with the Department, should recognize that it is justified in organizing work on week-ends as it sees fit.
56. That the appropriate authorities, on the other hand, agree to pay additional remuneration to all employees required to work on week-ends even if this work is part of their normal scheduled weekly hours.
57. That the rate of such additional remuneration be negotiated under the proposed collective bargaining negotiations.
58. That the responsible authorities conduct a thorough study of the consequences of the adoption of a policy aimed at curtailing postal service on week-ends.
59. That this study include amongst other things:
- a) the possibility of cancelling all letter carrier delivery on Saturdays to private homes, and limiting this service to the bare minimum on that day to businesses and commercial establishments;
  - b) the possibility of closing down wicket service on Saturday afternoons and of closing it down completely in those areas where operating costs consistently exceed revenue;
  - c) the possibility of suspending postal operations between the midnight shift on Friday and the evening shift on Sunday at those locations where this is practical, i.e., where no serious delay in mail delivery would occur;
  - d) the possibility in those offices where it would not be practical to curtail Saturday delivery and wicket service, of employing a minimum staff for the sale of money orders, etc., sorting, preparation and delivery of only first class mail matter along with C.O.D.'s and registered mail and the dispatching of mail of these classes.
60. That the Department and the staff organizations, through the national joint committees, clarify the methods and procedures to be followed in the granting of overtime and its sharing among employees.

61. That a minimum of three hours overtime be guaranteed to any employee who, having already worked his normal shift, is asked to return to work after he has left the office.
62. That part-time, casual and new employees on probation be paid overtime for each hour they are required to work beyond their normal working day.
63. That the Department clarify its directives concerning its employees' right to a meal break of at least one full half hour during their eight hour day.
64. That the Department, through its postmasters, ensure that employees' immediate supervisors understand and conform to these directives.
65. That employees deprived of a meal break against their will take advantage of all avenues of redress open to them.
66. That the meal break be as near halfway through the working day as possible.
67. That any change affecting an employee's meal period be put into effect only after consultation with him and, if agreement cannot be reached, with representatives from his local branch.
68. That through local joint committees discussions be initiated to decide locally whether the lunch break should be one hour instead of half an hour.
69. That, from now until all "straight through" walks are eliminated, the Department ensure that letter carriers assigned to these walks have a suitable place to eat lunch and, if such a place is not available, that it take all the necessary measures to solve the problem including transportation of letter carriers by taxi if necessary.
70. That the Department after consultation with the local joint committees install more time clocks wherever deemed essential.
71. That coffee breaks be recognized as a right rather than just a privilege.
72. That, until further notice, coffee breaks remain limited to ten minutes but that the Department ensure that all employees can derive benefit from it.
73. That, as far as possible, coffee breaks be taken near the middle of each half shift, whether it be day, evening or night.

74. That the appropriate authorities recognize, in principle, that some post office employees are entitled to five minutes wash-up time before meals and before leaving the office.
75. That the Department discuss relevant controls with the staff organizations, through national joint committees.
76. That once a firm rule is established, Headquarters refer any decision of a local nature to postmasters and district directors.

CHAPTER 11

PAY AND ALLOWANCES

77. That, from now on, postal employees receive their annual salary every two weeks, in 26 fixed periods per year, instead of 24.
78. That postmasters do not fail to give pay cheques to employees a few days ahead of their vacation leave, if cheques are on hand.
79. That by one or more amendments to the Civil Service Act and Regulations or any other document it be recognized that a post office employee is entitled to acting pay after he has performed the duties of a position higher than the one he holds for five working days, whether consecutive or cumulative, and for as long as he holds such a position.
80. That the rate of the night differential remain unchanged for the time being.
81. That the staff organizations study the possibility of adopting a new formula to establish the night differential on the basis of a percentage of the basic salary.
82. That the staff organizations, if they think it advisable, discuss this new formula during the forthcoming collective negotiations. .89
83. That all full-time employees be entitled to the night differential of 15 cents for each hour of work performed between 5 p.m. and 7 a.m., without exception. 10
84. That casual employees, like full-time employees, receive the night differential. 20

85. That the Department revert to the practice in effect prior to August, 1965, for the payment of the boot allowance and that this amount not be considered as part of the basic salary.
86. That the Department consider the provision of free safety boots for those employees who have to handle heavy and bulky mail bags on a regular basis.
87. That post office employees through their local branches communicate to their national Headquarters all problems and suggestions of the kind referred to in this Report concerning uniforms or clothing.
88. That the national leaders submit these problems and suggestions, if they see fit to do so, to the joint Uniform Committee.
89. That this committee study these suggestions and make recommendations which it considers fair and reasonable.
90. That the Department, insofar as possible, conform to these proposals.
91. That the Department supply coveralls to railway mail clerks.

## CHAPTER 12

### SENIORITY

92. That the Department agree to determine definitely, through local joint committees, what positions should be designated as "preferred assignments" in each staff post office.

## CHAPTER 13

### LEAVE

93. That the official period of vacation leave be spread over 46 weeks from January 1 to November 30 inclusive, each year.
94. <sup>ent c</sup>  
<sup>How to inc</sup>  
<sup>joint</sup> That during this period the weeks between June 15 and September 15 be designated as "preferred".
95. <sup>ees</sup> That employees with 20 or more years service be allowed to choose their holidays, by order of seniority, either within or outside this "preferred" period.

96. That if these employees choose their holidays outside the "preferred" period they be entitled to take them all at once, in four consecutive weeks.
97. That if they do not so choose they hold to the present system and take three "preferred" weeks and then one "non-preferred" week, i.e., outside the period June 15 to September 15.
98. That employees with less than 20 years service be divided into two groups according to seniority so that, once every two years, each group will be entitled to at least two "preferred" weeks, the third week being taken outside the "preferred" period if necessary.
99. That employees with more than 15 but less than 20 years service, who will thus be prevented for the next five years from taking full advantage of their present entitlement to three consecutive "preferred" weeks, be entitled as a bonus, if they so request, to a 'fourth week' holiday in addition to the present three, with the express condition, however, that they take all four weeks during the "non-preferred" period.
100. That the Department, once more, remind the district directors and postmasters that the employees' vacation leave schedule is and must remain for the exclusive use of full-time non-supervisory operating employees.
101. That, in future, only in obvious cases of abuse should absence on sick leave be checked, and that home visits be made at a reasonable hour. In all cases and no matter who is contacted, discretion and good judgment be used.
102. That the Department carry out a detailed study of the normal use and abuse of sick leave.
103. That it draw up a chart to pinpoint its occurrence and work out a system to identify at a glance those employees who are about to abuse the privilege or who are already doing so.
104. That the Department start an instructional programme to teach supervisors their responsibilities and duties in this area.
105. That the Department notify each employee when he has taken five days of casual sick leave out of the permissible seven days, not to threaten him but to do him a service, and that for this purpose Headquarters draft a form letter with appropriate working for use by the field offices.

106. That the Civil Service Regulations be amended to allow postal employees who are official delegates to conventions of their organizations leave without pay as a right.
107. That a reasonable number of such delegates be selected depending on the postal districts they represent.
108. That travel time to and from the convention be included.
109. That at least one week's prior notice be given by the staff organizations in each case.

#### CHAPTER 14

##### PROFICIENCY EXAMINATIONS

110. That postal clerks and railway mail clerks who have to take departmental examinations comply with the new policy adopted by the Department so that it might be possible in time to assess its true value.
111. That, if need be, the Department discuss with the staff organizations any change in this proposed policy which might prove effective, necessary or reasonable.

#### CHAPTER 15

##### COMPETITIONS AND PROMOTIONS

112. That lists be posted in every staff post office showing future probable or possible promotions to postal officers 1, 2 or 3.
113. That employees be invited to enter their names on these lists.
114. That steps be taken to give each employee whose name appears on the list equal opportunity to carry out duties or tasks to enable him to improve his promotion possibilities.
115. That the Department refrain from appointing as a member of a competition rating board the immediate supervisor of one or more applicants.
116. That in promotions more consideration be given to a candidate's leadership abilities.

117. That all reports available to the rating board, be they called "confidential" or not, be shown to the applicants concerned and that these applicants be granted the right to question their content if they so desire.
118. That, until further notice, a representative of the staff organizations concerned sit in at meetings and discussions of the rating boards, as an observer.
119. That the staff organizations, if they deem it appropriate, discuss with the Department the advantages of introducing a common entrance examination in the Post Office Department for all entrance classes and at the same time raise the minimum educational requirements.
120. That unsuccessful applicants in competitions consult the rating board on the reasons for their failure and thus be informed of their shortcomings taking into account the basic requirements accepted by the rating board for the said competition.

CHAPTER 16

DISCIPLINE

121. That, as proposed, the Department abolish the system of temporary salary reductions in matters of discipline.
122. That the Department complete the preparation of its new code of discipline as soon as possible.
123. That as soon as it is ready this code be discussed with the national officers of the staff organizations through the national joint committees.
124. That once the code has been revised it be put into effect immediately.
125. That both the Department and the staff organizations make the necessary arrangements to see that the code is clearly understood by all interested parties.
126. That all levels - district directors, postmasters, their immediate assistants, supervisors, as well as employees - make an honest effort to ensure that the new code of discipline is put into practice according to the letter and intent.

127. That no remark, note or warning be placed on the personal file of an employee without his knowledge.
128. That an employee be required to sign these remarks, notes or warnings and to state whether or not he agrees with their content.
129. That any employee who believes he has been wronged under such circumstances be given the right not only to complain to the appropriate person but also, if he so wishes, to make use of the grievance procedure.
130. That all errors, infractions or offences placed on the personal history file of an employee be removed after two years, as long as that same employee does not repeat the same error, infraction, or offence during these two years.

#### CHAPTER 17

##### GRIEVANCE PROCEDURE

131. That the Department and the staff organizations be given the authority and be free to adopt a grievance procedure which really takes into consideration all aspects and problems which make the Post Office Department, beyond a doubt, a special and unique department.
132. That postal employees be given the right to have recourse to final and binding adjudication for any grievances arising from any action taken against them by the Department and which is not settled to their satisfaction.

#### CHAPTER 18

##### APPEALS TO THE CIVIL SERVICE COMMISSION

133. That, when a postal employee who is demoted or dismissed submits an appeal, the Civil Service Commission appoint to the Appeal Board one person nominated by the staff organization to which the employee belongs and one by the Department.
134. That the same procedure apply in an appeal by a candidate not promoted, every time an employee so requests or, failing this, that the Civil Service Commission agree to the presence of an observer selected by such an organization as long as there is no objection from the appellant.



135. That, in future, the Civil Service Commission should not decide to reject or amend the recommendations made by an Appeal Board without inviting the interested parties, including the Department, to submit their viewpoints, and without hearing them, unless they themselves decline to do so.
136. That a person selected by the employee to represent him before an Appeal Board be allowed to examine the personal file of this employee.
137. That section 49 of the Civil Service Act or section 28(3) of Bill C-181 (if necessary) be amended to allow a new employee on probation to appeal against the decision of a deputy head to reject him.

CHAPTER 19

INVESTIGATIONS

138. That, in future, any postal employee being interrogated by one or more departmental investigators be entitled to demand the presence either of a representative of the staff organization of which he is a member or of a lawyer.

CHAPTER 20

OBSERVATION GALLERIES

139. That the Department issue further instructions emphasizing the restricted use of the observation galleries.

CHAPTER 21

POLITICAL ACTIVITIES

140. That, by means of one or more amendments, Parliament grant non-supervisory operating employees in the Post Office Department the right to engage in "partisan work" in connection with any party or to engage in work for or against a candidate (or on his own behalf) for election as a member of the House of Commons, a member of the legislature of a province or a member of the Council of the Yukon or the Northwest Territories, all these activities taking place, of course, outside the employees' working hours.

141. That, by one or more amendments, Parliament allow these same employees, during their off duty hours, to contribute, receive or in any way deal with any money for the funds of a candidate or of any political party.
142. That, by means of one or more amendments, Parliament grant the non-supervisory operating staff in the Post Office Department the right to stand as candidates in federal elections (general or by-elections) or in provincial elections (general or by-elections).
143. That in order to run as a candidate and during the election itself, any non-supervisory operating employee be entitled to leave without pay for a reasonable length of time, with due consideration being given to the geographical location of the electoral riding in which he wishes to be a candidate.
144. That if this employee fails to be selected as a candidate or fails to get elected, he be allowed, during the following eight days, to be reinstated without losing any of his rights or privileges as a civil servant.
145. That if elected, he be required to resign immediately.

## CHAPTER 22

### TRAINING AND DEVELOPMENT

146. That the Department make every possible effort to obtain the qualified staff required to carry out its training and development program.
147. That local joint committees be entitled to submit for study and consideration all problems that may be created by the actions, behaviour or attitude of the supervisors.
148. That top priority be given to courses in human relations for supervisors.
149. That the Department revise its selection practices in the rotation of staff within the same section or between sections after consultation at the national joint committee level.
150. That the appraisal and performance review program instituted by the Department be applied, as soon as possible, to non-supervisory operating personnel to identify their true potential and to meet their training and production needs.

151. That the Department prepare a loose leaf induction kit for its employees setting out their main conditions of employment as well as their duties and responsibilities.
152. That this kit be kept up to date.

### CHAPTER 23

#### DIRECTIVES AND INSTRUCTIONS

153. That the Department use its Directives Management Unit to ensure that its regulations, directives, and instructions are complete, easy to understand and accomoanied by an index with appropriate references.
154. That the Department consult with the national joint committees before issuing or amending regulations affecting the employees' conditions of work.
155. That the staff organizations make specific recommendations about the sections of the Post Office Act, the manuals, the regulations, the directives or instructions which, in their opinion, should be amended or clarified.

### CHAPTER 24

#### ENVIRONMENTAL AND PHYSICAL WORKING CONDITIONS

156. That the Department supply its employees with all information necessary to enable them to understand clearly the rights and privileges they may exercise and the claims they may make in cases of accidents on duty; this information to take into account the Government Emoloyees Compensation Act and the Civil Service Regulations as well as the Workmen's Compensation Act of the province in which they are employed.
157. That, automatically, and without being specifically requested, the Department forward to an employee who has been the victim of an accident, any report which it prepares for the intention of a provincial Workmen's Compensation Board or for the federal Department of Labour.
158. That a thorough survey be made, at once, in every post office, to identify accident hazards of all kinds.
159. That this survey be made with the co-operation of local committees.

160. That for this purpose, Headquarters authorize the postmasters and committees to ask inspectors of provincial Workmen's Compensation Boards or of municipal safety services to make recommendations and that this procedure be followed at least until such time as the Federal Government adopts permanent regulations.
161. That this survey, once completed, be forwarded to Headquarters, to district directors and to postmasters in staff post offices, grades 19, 18 and 17.
162. That immediate steps be taken to ensure that all accident hazards mentioned in these surveys are eliminated.
163. That Headquarters continue to acknowledge the authority of local joint committees in this matter and agree to take their recommendations into consideration.
164. That the appropriate authorities, including the Department, carry out, as soon as possible, the basic reforms which the latter proposes adopting in matters of safety and which are mentioned in this Report.
165. That the Department, with the co-operation of the Department of National Health and Welfare, make a study of the incidence of heart disease and intestinal disorders among letter carriers and that the results of this study be made available to the Letter Carriers' Union.
166. That a joint committee be established at the request of the above-mentioned Union to determine whether these illnesses or any other illness, considered to occur frequently with letter carriers, have the characteristics of so-called "occupational diseases" and if in the affirmative, that the Governor General in Council intervene and exercise the powers conferred by virtue of section 7 of the Government Employees Compensation Act.
167. That the Department direct its postmasters to inspect the first-aid kits in their respective post offices.
168. That, whenever these kits do not contain the medical supplies listed by the Department of National Health and Welfare, immediate action be taken to correct the situation.
169. That the local joint committees, with the co-operation of the postmasters, see that the first-aid kits are always stocked with the required medical supplies.

170. That the Department undertake a campaign to encourage a number of its employees to take first-aid courses and that, for this purpose, it grant leave with pay whenever warranted.
171. That employees who have received their first-aid certificates be paid additional remuneration in line with the additional responsibilities assigned to them.
172. That Treasury Board and the Department of National Health and Welfare authorize the Post Office Department to hire one full-time nurse for every post office with an approximate total establishment of 500 employees.
173. That a list of doctors available in an emergency be posted in prominent places.
174. That Headquarters remind all concerned that there are sufficient equipment and supplies and that the maintenance or replacement of worn-out items should not be neglected.
175. That the Department supply the staff organizations with catalogues and scales of issue of supplies to enable them to keep their local representatives well posted.
176. That, in every post office, through local joint committees an inventory be carried out concerning the condition of the equipment and supplies on hand and the need to obtain furniture, equipment, supplies or other accessories.
177. That postmasters and district directors immediately take the necessary steps to correct the deficiencies identified through this inventory.
178. That more authority be delegated to district directors and postmasters concerning maintenance, minor repairs and renovations of post offices.
179. That, wherever necessary, a better co-ordination be sought, between the Post Office Department and other departments responsible for maintenance, to obtain more expeditious service.
180. That Headquarters instruct postmasters that a mail sorter is entitled to use his stool whenever he pleases.
181. That the Department study the possibility of acquiring a more comfortable type stool and of covering the floor in front of the sorting cases with some material to ease the strain.

182. That the Department take the necessary steps so that employees working evening or night shifts may have the use of lunch rooms or cafeterias or, failing this, that it supply them with hot-plates or automatic dispensers.
183. That the Department continue to make vigorous representations to the railway companies to obtain an improvement in physical and environmental working conditions in railway mail cars.
184. That, wherever possible, and especially with cars expected to remain in service, the Department arrange to have the openings to the baggage compartment enlarged.
185. That the Department exercise greater care to ensure that post offices are kept suitably clean and that it issue instructions accordingly.
186. That postmasters, either personally or through a person delegated by them, make regular inspection tours to check on the cleanliness of the post offices under their management.
187. That postmasters correct the situation in all cases where they see the caretaker or the cleaner not doing his work satisfactorily.
188. That the Department recognize the right of local joint committees to make recommendations on this matter.
189. That the Department continue its research in order to find the most practical solution regarding the cleaning of mail bags.
190. That, in preparing plans for new post offices, the appropriate authorities take into further consideration all expected postal service expansion for the following ten years and of the probable consequences of this expansion from all standpoints, including that of the comfort and welfare of non-supervisory operating personnel.
191. That mobile partitions be used in new post offices to facilitate the rearrangement of the working premises should the need arise.
192. That air-conditioning systems be installed in all future staff post offices providing the climate of the region warrants it.

193. That, failing to provide such installation in existing staff post offices, the necessary steps be taken to ensure adequate ventilation for employees in all areas where they are required to work.
194. That a complete inspection be made of each staff post office, of each postal station and of each railway mail car, to ensure that the lighting is both satisfactory and in accordance with established standards and codes.
195. That this inspection be carried out through local joint committees.
196. That postmasters review periodically the agreements for the transportation of employees, especially in cases when public transportation is not available.
197. That the Department undertake a complete study of the carriers proposal to rescind the regulation prohibiting the use of their privately owned cars in carrying out their duties.
198. That after this study is completed, the Department discuss the pros and cons with the Letter Carriers' Union, first at the national level and if necessary at the local level.
199. That the Department assume responsibility for providing transportation to employees required to work overtime, without sufficient notice, after public transportation has stopped operating.
200. That, when planning the construction of new post offices, measures be taken to ensure postal employees adequate parking facilities particularly for those on evening and night shifts.
201. That, in the future, bearing in mind local conditions, the Department allocate available parking spaces to employees according to their needs rather than on a first-come-first-served basis, and that it set as basic criteria the distance the employee must travel as well as the availability of public transportation.
202. That where employees have an equal need for parking spaces, seniority be the deciding factor.
203. That the Department, where limited parking facilities are available, make every effort to adjust shift schedules to coincide with the operating hours of public transportation.

204. That the use of parking spaces for contractors' vehicles be strictly prohibited, except when it is an immediate operational requirement.
205. That consideration be given by the Department, always bearing in mind local conditions, to the feasibility of allocating parking spaces on a rotation basis so that a greater number of employees may enjoy this privilege.
206. That every effort be made by the Department to obtain parking spaces from the Department of Public Works for evening and night shift workers, bearing in mind that some persons using spaces allocated to other departments may have less priority.
207. That, wherever possible, arrangements be made with the assistance of the Department of Public Works, for the use, during evening and night shifts, of vacant spaces rightly allocated to other departments and that, if necessary, shift schedules be adjusted by fifteen minutes or so to arrive at better co-ordination.
208. That the Department allow the participation of the local joint committees in all matters mentioned in recommendations 201 to 207 inclusive.
209. That present departmental regulations on smoking be maintained except for letter carriers after they have left the post office and wicket clerks when not directly serving the public.
210. That Headquarters authorize postmasters to designate a larger number of smoking areas for inside employees handling or sorting mail.

#### CHAPTER 25

##### PREFERRED ASSIGNMENT FOR CAUSE

211. That the Department continue to assign employees, handicapped but physically capable of working, to lighter assignments.
212. That the staff organizations, as well as the employees, assist the Department by agreeing that a certain number of positions called "preferred" or others with lighter duties be made available to handicapped employees regardless of seniority.



213. That district directors and postmasters of the larger staff post offices, with the assistance and co-operation of the local joint committees, carry out a study to determine, in accordance with local conditions, if one or more new preferred positions with lighter duties can be created.

#### CHAPTER 26

##### SOME MAJOR FRINGE BENEFITS

214. That the staff organizations undertake a thorough study of the entire field of social security fringe benefits enjoyed now by postal employees to determine precisely the nature of and reason for the amendments they are clamouring for, including the possible adoption of a longevity pay plan.
215. That for this purpose, the appropriate authorities make available to the staff organizations all information they require to carry out this study.
216. That the staff organizations keep their own members informed on this study.
217. That the appropriate authorities, either during the forthcoming collective bargaining negotiations or in the general atmosphere of collective bargaining, agree to discuss these fringe benefits and all their terms and conditions.

#### CHAPTER 27

##### WICKET CLERKS

218. That the Department ensure that all regulations affecting wicket clerks are adhered to, not only by postmasters and supervisors, but by the staff of its audit inspection teams.
219. That the Department increase from \$5.00 to \$10.00 the maximum amount which may be credited to a clerk's account out of his surpluses or excess cash.
220. That the Department continue to allow a clerk's shortages to be offset from his own account in the surplus cash fund, but that the maximum be raised from \$5.00 to \$10.00.

221. That the credit balance permissible in any clerk's individual account be raised from \$25.00 to \$50.00.
222. That a clerk be allowed two or three days to obtain funds needed to cover large deficits of a non-fraudulent nature.
223. That clerks be free to accept or refuse when asked to take deposits to the bank.
224. That wicket service be discontinued or reduced to a minimum in post offices where revenue between the hours of 5:30 p.m. and 6:00 p.m. is insufficient to meet the cost of staffing.
225. That other problems of lesser importance be solved locally after discussions at the local joint committee level.

#### CHAPTER 28

##### GUARANTEE FUND

226. That the Postmaster General decide if it is advisable to exercise the discretionary powers granted him by section 5(1) (L) of the Post Office Act and to re-establish, or not, the guarantee fund along the legal authority given in this section.
227. That, on the basis of his decision, the Postmaster General discuss with the national leaders of the staff organizations all aspects and implications of establishing and maintaining a guarantee fund for the protection of postal employees against losses arising from default or neglect in the carrying out of their duties.

#### CHAPTER 29

##### WALKS AND CHECKS

228. That the Department undertake, with all possible dispatch, a complete review of each walk by trained experts.
229. That in each case this review be made with the participation and co-operation of the letter carrier concerned.
230. That once this review is completed, the twice-yearly "self-checks" be abolished and that "supervised" checks by trained experts take place only when necessary.

231. That the Department and the Letter Carriers' Union, at the national joint committee level, attempt to reach an agreement on the basic criteria required to establish walks and that these criteria be followed as much as possible in evaluating each walk at the local level.
232. That letter carriers not be compelled to return to the post office at the end of each day, except in cases already provided for in present directives and in cases mentioned in Chapter 33 on "Overtime for Letter Carriers".
233. That the authority now given by the Department to letter carriers to start work 20 minutes before the official starting time not be rescinded, but that the carriers themselves, in each post office, if they deem it advisable, decide by majority vote their stand in this matter.

CHAPTER 30

MAIL SORTING

234. That the alphabetical mail sorting system be retained for the time being.
235. That serious efforts be made by both parties to settle differences of opinion concerning this system.
236. That "line of delivery" sorting cases, for magazines and periodicals, be installed whenever carriers so request.
237. That no effort be spared to improve the alphabetical sorting system (if it is to be retained) in order to make it more acceptable to the letter carriers, e.g., wing-type cases, better layout of walks, elimination of identical street names, etc.

CHAPTER 31

DELIVERY OF MAIL

238. That the Department set 35 pounds as the maximum weight of mail any letter carrier should be required to carry.
239. That postmasters ensure that each letter carrier has a sufficient number of relay boxes on his walk, and, if not, that immediate steps be taken to remedy the situation.

240. That the postmasters ensure that the contractors responsible for the transportation of mail to the relay boxes carry out their obligations to the letter, especially with regard to the number of trucks required and the hours of departure from the post offices in the morning.
241. That the Department take the necessary measures to have the snow removed around the relay boxes.
242. That Headquarters make sure that postmasters comply with existing instructions dealing with the order of priority for classes of mail, especially regarding the leeway allowed to classes other than first class mail.
243. That postmasters interpret more generously the directives on delivery by parcel post of mail matter exceeding two pounds or where the volume exceeds 150 cubic inches and that it be so for all possible combinations of these items.
244. That the Department review its policy concerning the delivery of bulky trade samples.
245. That the Department remind postmasters to be more flexible in the degree of priority afforded second and third class mail.
246. That a maximum time limit of more than 90 days if necessary but not more than 180 days be rigorously enforced, in future, for changes of address.
247. That the Department institute a campaign to educate the public on the regulations pertaining to the addressing of mail.
248. That the Department put to the test suspension of delivery notification cards in cases of non-delivery of mail.
249. That postmasters and supervisors take into account requests by the letter carriers, when they recommend suspension of mail delivery to a patron who continually ignores departmental regulations.
250. That the Department no longer request letter carriers to make enquiries of the patrons, when such enquiries are not related to the postal service proper.
251. That all federal departments give very clear instructions to their personnel on the classification and use of various classes of mail.

CHAPTER 32

MAILMOBILES

252. That the Department immediately undertake a detailed inspection of mailmobiles, especially those that have been in operation for a year or more.
253. That these inspections take place in the presence and with the assistance of at least one representative of the Letter Carriers' Union.
254. That in every case where it is deemed necessary, the Department allocate to the district directors or postmasters any additional funds required to have essential repairs made and equipment installed when absolutely required.
255. That the Bureau of Classification Revision examine carefully the classification of mailmobile drivers.

CHAPTER 33

OVERTIME FOR LETTER CARRIERS

256. That letter carriers be entitled to overtime whenever the volume of mail to be delivered is heavier than usual or if weather conditions are abnormal, unfavourable, or difficult and they have to work overtime.
257. That relief supervisory letter carriers, besides being granted overtime under the same conditions as letter carriers, be entitled to overtime when they work additional hours because they are not as familiar with the walks as the regular letter carriers.
258. That the Department immediately implement its new policy of approving recognized overtime for a walk in favour of a new letter carrier until the walk has been revised.
259. That a letter carrier on a "jeep route" be entitled to claim overtime whenever he is compelled to work overtime because of a mechanical breakdown or other mishap.

CHAPTER 34

DOGS

260. That postmasters and immediate supervisors rigorously comply with the instructions issued by Headquarters in 1956, to ensure that carriers receive all necessary protection against the ever-present possibility of being bitten while carrying out their duties.
261. That supervisors do not hesitate to discontinue the delivery of mail, immediately it becomes evident that a patron refuses or neglects to provide adequate protection to the carrier from the possible attacks of a vicious, dangerous, or menacing dog.
262. That postmasters maintain closer liaison with municipal authorities and require that all relevant by-laws be strictly enforced.
263. That Headquarters report, as soon as possible, on the results of its investigation into the advisability of making available to those letter carriers, who so wish, a repellent which would offer better protection against dogs and that, should the report prove favourable, a policy be adopted to that effect after agreement by the Letter Carriers' Union.

CHAPTER 35

SEASONAL CHANGES OF UNIFORM

264. That the Department issue a directive to the effect that each individual letter carrier make his own decision regarding the date for seasonal changes of uniforms, except regarding the wearing of the hats.

CHAPTER 36

JOB SECURITY

265. That the Department adhere to its policy regarding surplus railway mail clerks and thus provide them with maximum reasonable security in any new position they might assume.

CHAPTER 37

HOURS OF WORK AND OVERTIME

266. That the Department henceforth pay night differential to railway mail clerks for all hours of work during which they have remained on duty in the railway mail car.
267. That the Department pay railway mail clerks compensation at time-and-a-half for all work performed on a statutory holiday.

CHAPTER 38

MILEAGE ALLOWANCE AND LAYOVER TIME

268. That the Department and the Federation of Railway Mail Clerks meet, as soon as possible, to come to a mutual agreement on the most appropriate method of combining mileage and layover allowances.

CHAPTER 39

DEAD-HEADING

269. That the Department make sure railway mail clerks are provided at all times with the necessary means of transportation when they must travel from their place of residence to the starting point of the assigned run and back.
270. That expenses incurred by railway mail clerks in such cases be reimbursed.
271. That the Department, in consultation with the Federation of Railway Mail Clerks, revise its regulations concerning time compensation for clerks travelling under such circumstances.

CHAPTER 40

PUBLIC RELATIONS

272. That the Department and appropriate agencies hasten the decisions required to implement the new public relations and information program of the Post Office Department.

CHAPTER 41

METHODS AND STANDARDS

273. That, henceforth, before making any significant changes in methods and standards, the Department first discuss them with the staff organizations.
274. That all postal employees obtain detailed explanation of the objectives of the present Methods and Standards program and of the results achieved to date.
275. That the personnel of the Methods and Standards Division receive adequate training in the art of "human relations".
276. That the Methods and Standards Division pay more attention to the improvement of equipment and working conditions and to any other factor which may affect the workers in the carrying out of their daily tasks.

CHAPTER 42

PERSONNEL ADMINISTRATION

277. That the senior officer responsible for personnel administration in the Department be given the rank of Assistant Deputy Minister and report directly to the Deputy Postmaster General.
278. That Personnel Administration be reorganized and that a sufficient number of qualified persons be employed as soon as possible.
279. That this personnel service be provided with all necessary research facilities.



280. That the plan of organization proposed for personnel administration in the Post Office Department be implemented as soon as possible.
281. That grade 16, 15 and 14 post offices be provided with a personnel officer.
282. That the appropriate authorities allocate the funds required by the Department for this purpose.

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