



Leave Management
October 2007

Introduction

This information is provided as a resource to assist managers in managing attendance. The contents reflect current postal directives contained in the Employee and Labor Relations Manual (ELM), which should be cited as the authoritative reference for attendance regulations.

Leave regulations are set forth in Parts 510 and 665 of the ELM. All employees, bargaining and non-bargaining, are required to be regular in attendance and must make every effort to avoid unscheduled absences. Any employee failing to be regular in attendance may be subject to appropriate corrective action.

References. References and excerpts from directives contained in this guide are current as of the date of this guide. Refer to the original directive if there is any question about the accuracy, completeness, or status of the reference or excerpt.

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[Chapter 1 Principles of Leave Management](#)

ELM § 665.41 Requirement of Regular Attendance

Employees are required to be regular in attendance. Failure to be regular in attendance may result in disciplinary action, including removal from the Postal Service.

ELM § 510 Leave

ELM § 511.43 Employee Responsibilities

Employees are expected to maintain their assigned schedule and must make every effort to avoid unscheduled absences. In addition, employees must provide acceptable evidence for absences when required.

ELM § 511.41 Definition

Unscheduled absences are any absences from work that are not requested and approved in advance.

ELM § 665.6 Disciplinary Action

Postal officials may take appropriate disciplinary measures to correct violations of the regulations referred to in [665](#).

ELM § 512.411 General

Except for emergencies, annual leave for all employees except postmasters must be requested on PS Form 3971 and approved in advance by the appropriate supervisor. Leave requests from rural carriers must be approved in accordance with Article 10 of the USPS-NRLCA National Agreement.

ELM § 513.11 Sick Leave for Employee Incapacitation

Sick leave insures employees against loss of pay if they are incapacitated for the performance of duties because of illness, injury, pregnancy and confinement, and medical (including dental or optical) examination or treatment.

ELM § 513.12 Sick Leave for Dependent Care

A limited amount of sick leave may also be used to provide for the medical needs of a family member.

ELM § 513.332 Unexpected Illness or Injury

An exception to the advance approval requirement is made for unexpected illness or injuries; however, in these situations the employee must notify appropriate postal authorities of their illness or injury and expected duration of absence as soon as possible. When sufficient information is provided to the supervisor to determine that the absence is to be covered by FMLA, the supervisor completes PS Form 3971 and mails it to the employee's address of record along with a Publication 71.

Note: In most cases, the eRMS system will take the employee's call and a package containing Pub 71 and the WH-380 will be mailed to those employees who indicate a possible FMLA covered condition.

When the supervisor does not have enough information in advance to determine whether to apply FMLA, the employee must submit a request for sick leave on PS Form 3971 and applicable medical or other certification upon returning to duty and explain the reason for the emergency to his or her supervisor. Employees may be required to submit acceptable evidence of incapacity to work as outlined in the provisions of [513.36](#), Documentation Requirements, or noted on the reverse of PS Form 3971 or Publication 71, as applicable.

The supervisor approves or disapproves the leave request. When the request is disapproved, the absence may be recorded as annual leave or, if appropriate, as LWOP or AWOL, at the discretion of the supervisor as outlined in [513.342](#).

The following chart lists the conditions for authorizing sick leave:

Conditions	
Illness or injury.	If the employee is incapacitated for the performance of official duties.
Pregnancy and confinement.	If absence is required for physical examinations or periods of incapacitation.
Medical, dental, or optical examination or treatment.	If absence is necessary during the employee's regular scheduled tour.
For eligible	Up to 80 hours of accrued sick

employees (as indicated in 513.12), care for a family member (as defined in 515.2).	leave per leave year if the illness, injury, or other condition is one that, if an employee had such a condition, would justify the use of sick leave.
Contagious disease. A contagious disease is a disease ruled as requiring isolation, quarantine, or restriction of movement of the patient for a particular period by the health authorities having jurisdiction.	If the employee (1) must care for a family member afflicted with a contagious disease, (2) has been exposed to a contagious disease and would jeopardize the health of others, or (3) has evidence supplied by the local health authorities or a certificate signed by a physician certifying the need for the period of isolation or restriction.
Medical treatment for disabled veterans.	If the employee (1) presents a statement from a duly authorized medical authority that treatment is required, and (2) when possible, gives prior notice of the definite number of days and hours of absence. (Such information is needed for work scheduling purposes.)
* Sick leave, annual leave, or LWOP is granted as may be necessary for any of these conditions in accordance with normal leave policies and collective bargaining agreements. (See also 513.6 and 514.22 .)	

513.5 Advanced Sick Leave

513.51 Policy

513.511 May Not Exceed Thirty Days

Sick leave not to exceed 30 days (240 hours) may be advanced in cases of an employee's serious disability or illness if there is reason to believe the employee will return to duty. Sick leave may be advanced whether or not the employee has an annual leave or donated leave balance.

513.512 Medical Document Required

Every request for advanced sick leave must be supported by medical documentation of the illness.

513.52 Administration

513.521 Installation Heads' Approval

Officials in charge of installations are authorized to approve these advances without reference to higher authority.

513.522 Forms Forwarded

PS Form 1221, *Advanced Sick Leave Authorization*, is completed and forwarded to the Eagan ASC when advanced sick leave is authorized.

513.53 Additional Sick Leave

513.531 Thirty-Day Maximum

Additional sick leave may be advanced even though liquidation of a previous advance has not been completed provided the advance at no time exceeds 30 days. Any advanced sick leave authorized is in addition to the sick leave that has been earned by the employee at the time the advance is authorized.

513.532 Liquidating Advanced Sick Leave

The liquidation of advanced sick leave is not to be confused with the substitution of annual leave for sick leave to avoid forfeiture of the annual leave. Advanced sick leave may be liquidated in the following manner:

- a. Charging the sick leave against the sick leave earned by the employee as it is earned upon return to duty.
- b. Charging the sick leave against an equivalent amount of annual leave at the employee's request provided the annual leave charge is made prior to the time such leave is forfeited because of the leave carryover limit.

513.6 Leave Charge Adjustments

513.61 Insufficient Sick Leave

If sick leave is approved but the employee does not have sufficient sick leave to cover the absence, the difference is charged to annual leave or to LWOP at the employee's option.

513.62 Insufficient Sick and Annual Leave

If sick leave is approved for employees who have no annual or sick leave to their credit, the absence may be charged as LWOP unless sick leave is advanced as outlined in [513.5](#). LWOP so charged cannot thereafter be converted to sick or annual leave.

513.63 Disapproved Sick Leave

If sick leave is disapproved, but the absence is nevertheless warranted, the supervisor may approve, at the employee's option, a charge to annual leave or a charge to LWOP.

513.64 Absence Without Leave

An absence that is disapproved is charged as LWOP and may be administratively considered as AWOL.

513.65 Annual Leave Changed to Sick Leave

If an employee becomes ill while on annual leave and the employee has a sick leave balance, the absence may be charged to sick leave.

Absence for Family Care or Illness of Employee

ELM Section 515 provides policies to comply with the Family and Medical Leave Act of 1993 (FMLA). For an absence to be covered by the FMLA, the employee must have been employed by the Postal Service for an accumulated total of 12 months and must have worked a minimum of 1,250 hours during the 12-month period before the date leave begins.

Consult the District FMLA Coordinator and Labor Relations concerning questions regarding the Family and Medical Leave Act (FMLA) and ELM provisions related to employee absences.

Memorandum of Understanding (MOU) Leave for Bereavement:

Consult union-specific National Agreements for bargaining unit employees. For non-bargaining employees consult MOU (Management Associations).

Chapter 2 General Leave Control Procedures

For periods of absence of 3 days or less, acceptable evidence of incapacity (documentation) is necessary only when the employee is on sick leave restriction or where the supervisor deems such documentation desirable for the protection of the interests of the Postal Service, otherwise supervisors may accept the employee's statement explaining the absence. Sick leave rules are unaffected by FMLA, with the exception of restricted sick leave only. Employees are required to comply with an employer's "usual and customary notice and procedural requirements for requesting leave." Therefore, sick leave documentation rules still apply to those who use FMLA/SL. This also means that, under the deems desirable provision, a person who uses FMLA/SL under suspicious circumstances (e.g., the employee asked for the day off and was denied, but then called in sick that day anyway, requesting FMLA coverage) can be asked for documentation to verify that they were sick for that one day. But since FMLA use is "protected," an employee cannot be put on restricted sick leave due to FMLA absences. However, if a person is *already* on restricted SL and the need for FMLA arises, the employee is subject to the same documentation requirements as any other person on restricted SL.

Investigation

The manager, supervisor or designated leave administrator should review available statistical data to obtain as much information as possible on an individual employee's attendance performance. eRMS and TACS contain this data. Generally, supervisors maintain attendance data and general information that contain no specific medical data. FMLA Coordinators maintain medical data related to FMLA.

Indicators to consider might include whether there appears to be a pattern of unscheduled absences, excessive absences, inappropriate behavior and/or failure to follow instructions. Determine if and why the employee is in violation of postal rules and regulations concerning attendance.

Determine if all or a portion of the absence is covered under the FMLA. In eRMS offices, the FMLA Coordinator and the supervisor record the status of an employee's FMLA case or application. Managers and supervisors may review these records through the eRMS application.

What information has the employee provided from previous conversations?

What evidence might be available about possible underlying causes of absence?

This kind of analysis will help identify potential issues to explore with the employee.

[Absence Review](#)

The absence review should be both positive and constructive. The intent of the review is to encourage regular attendance and to convey our concern for the employee and our offer of assistance to the employee as well as emphasize that the specific absence levels present a problem to the organization.

[Managing Medical Records](#)

Definition: A medical record is any document maintained by the Postal Service or contracted medical provider that contains medical information about current or former employees or applicants for employment. (Management Instruction Employee Medical Records, EL860-98-2).

FMLA Coordinators and Medical personnel are responsible for securing employees' medical records in a safe and secure location.

Share medical records only on a need-to-know basis with those authorized to review these records.

Postal and non-postal reviewers with authorized access to medical records are required to adhere to Privacy Act provisions. ([USPS Regulations – Handbook AS-353](#) Guide to Privacy and Freedom of Information Act <https://www.usps.com/cpim/ftp/hand/as353/as353/353toc.pdf>)

[What action should be taken to address leave deficiencies?](#)

When necessary, supervisors are responsible for issuing corrective action related to employees who fail to meet attendance requirements. When reviewing the employee's Form 3972, supervisors may notice indicators of possible abuse such as the days before or after a scheduled day off, the same calendar day each week, when a request for leave was previously denied, etc.

The supervisor, leave administrator or authorized designee should review incidence of possible abuse, on a case-by-case basis.

Following review of all available data, documentation and informal conversations with the employee, the supervisor decides whether to take corrective action to improve attendance. The supervisor may consult with District Labor Relations for assistance.

For bargaining unit employees, the starting point to improve attendance deficiencies is generally a Discussion as provided for in the national agreements. Determine the process of improvement by the specific circumstances of each case. Nothing precludes the supervisor from speaking with employees on a regular basis. Supervisors should make notations following such communication, indicating the date and matters discussed.

Based upon the fact circumstances, other possible actions might include:

Agreeing upon temporary changes which might reduce recurrent problems e.g. change of reporting time or non-scheduled days.

Considering referral to sources of support and/or advice that might help to reduce factors affecting unacceptable or irregular attendance (e.g. Employee Assistance Program).

Accountability

Installation leadership should enforce consistent and effective management of all leave types, including recurrent, unscheduled absences.

Ensuring consistency in managing leave is an important element in successful attendance administration.

Examples of consistent procedures are as follows:

Acknowledging good performance (Attendance),

Providing training in Communication Skills, eRMS, Charge Writing to managers and supervisors,

Mandating compliance with leave policies,

Using database indicators to review and manage employee leave,

Reviewing statistical reports in a timely manner,

Issuing appropriate and timely corrective action,

Designating supervisory responsibility and accountability to manage leave.

Site Audits

The purpose of the audit/attendance review process is to assist Performance Clusters to achieve compliance with leave management indicators. Audit/attendance review teams may be utilized to assist, support or conduct positive and productive audit/reviews.

District Managers and Postmasters may establish a district [audit/review team](#) to assess current leave management practices and identify opportunities for effective leave management. Audit/review teams may include:

- PC Operations Managers or designee(s)
- Finance Manager or designee
- District Labor Relations Specialist
- FMLA Coordinator(s)

Area/PC Leave Management Team	Recommended: Operations, Labor Relations, HRM, Finance
Develop Area/PC SOP and timeline	Identify sites for review
Provide training on leave management process (eRMS and non-eRMS sites), including FMLA	Coordinators, LR and Law Department may train Managers and Supervisors concerning postal rules, regulations and federal law concerning leave benefits and requirements; (May provide attendance related Service Talks to be administered by Operations).
Ensure continuity of leave management process. Establish contingency plan (Emergency, outages)	Designate alternate/backup Leave Administrator, FMLA Coordinator, LR support.

District audit teams should develop an [audit timeline](#), including follow-up visits (e.g. 30, 60, 90 days).

Area eRMS Coordinator or designee(s) may join audit teams, focusing audits and administrative support at sites identified by high sick leave, overtime and LWOP usage.

An executive pre-audit meeting may be held with the Area Vice President (or designee), PCES leadership (District Manager/Postmaster or Plant Manager, Area Manager Human Resources), Manager Labor Relations (Area), District Managers Human Resources and Labor Relations, and Area *eRMS Coordinator to review leave performance trends and discuss options for compliance.

*Note: eRMS Coordinator duties *may* be assigned to an existing position as deemed appropriate by the installation head or designee.

Conducting the Audit/Attendance review

Prior to meeting with line managers and supervisors, the audit team or designee should request the following Resource Management reports:

- Sick/FMLA Leave Usage
- Unscheduled Occurrences
- Employee Key Indicators
- Payroll Reconciliation
- PS Form 3972, FMLA Eligibility

[An entrance meeting is recommended with the PC leadership on the first day of the site audit](#) to briefly explain what the

audit/review team plans to do and set up an appointment in advance for the last day of the review to conduct an [exit meeting](#) to share findings/recommendations.

Based on preliminary findings, the audit team may review the following processes:

A. Unit Review Standard Operating Procedures

Unit Review - Standard Operating procedures	Area/District review team
Obtain copy of site's SOP.	Review policies and procedures, local agreements, etc.
How and when was SOP implemented?	Review limited agreements; are they currently in effect?
Where are leave records located (PS Form 3971s, FMLA documentation)?	Ensure PS Form 3971 are properly annotated and signed by parties.
Are leave request processes monitored for compliance?	Review compliance with call in procedures eRMS/IVR and non-eRMS/IVR sites.
What contingency plan is in place when there is a system outage?	Are employees aware of local call-in numbers?
What SOP is in place for badge control?	Are employees required to retrieve badges from supervisor or attendance control?
Review attendance related Service Talk and video presentation records.	Review frequency and relevance of service talks.
Recognize good attendance; compliance with leave regulations.	Acknowledge performance and achievements.

Family and Medical Leave Act – Case Management

FMLA Review	Data Resource:
Review report of FMLA claimed absences. Record any discrepancies. Conduct a random cross-reference review of system FMLA requests and employee's timely receipt of required information (WH-380, Pub 71, PS 3971) within 2 days (FMLA packet data log). Check accuracy and completeness of FMLA records; identify some	eRMS Sick/FMLA Leave Usage Report (eRMS). Review FMLA Message Report for outstanding messages; Review Over 15 day report for outstanding cases; TACS/Datakeeper FMLA Usage Reports, work hour reports, leave categories

recent requests for FMLA records and research records (eRMS and hard copy files).	reports. FMLA Coordinators maintain FMLA case loads. Coordinators determine when re-certification is necessary and when a new certification request in a new leave year is appropriate. FMLA Coordinators and supervisors must communicate to manage employee leave.
Is FMLA documentation centrally located in a secure location?	Includes certifications, WH 380s or union equivalent.
How are FMLA issues resolved?	Line supervisors are responsible for responding to employee inquiries regarding leave. Supervisors should seek guidance from FMLA Coordinators, medical unit, Manager Health and Resource Management, Labor Relations, Law Dept. if needed.

C. Leave Management Procedures

Unscheduled Absences	Data Resource
Review call-in procedures for all unscheduled leave requests (Illness, personal emergency, community disaster).	eRMS/IVR offices: Inter-active Voice Response System Employees directed to notify their supervisor in the event IVR is offline or the employee is unable to complete the call.
Review Deems Desirable procedures (ELM, 513.36).	
Review employee attendance to determine if Deems Desirable is warranted.	Non-eRMS/IVR offices designate local call-in number(s).
Review employee attendance and address	PS Form 3972

patterns, irregularity of attendance with employee. Is action taken to correct attendance deficiencies?	Consult District Labor Relations Office.
Leave Without Pay	Data Resource
Review LWOP reports Reconcile LWOP status	eRMS, Datakeeper Consult with District Health and Resource Management.
Absence Without Official Leave (AWOL)	Consult District Labor Relations Office.

D. Duties and Responsibilities

Employee Responsibility	ELM 513, 666.8
Communication Use IVR Maintain Regular Attendance Submit documentation in support of absence when required by supervisor.	Advise supervisor of changes in ability to perform, etc. Report unscheduled absence in a timely manner Avoid unscheduled absences Document need for absence, FMLA coverage (ELM 513)

Supervisor Responsibility	Recommended
<p>Ensure attendance rules are conveyed to employees</p> <p>Attendance Review</p> <p>Corrective Action</p> <p>Recognition of Good Performance</p>	<p>Recognize and Reward good attendance performance.</p> <p>Communicate Postal Rules, Regulations and federal law concerning leave to all employees.</p> <p>Emphasize the importance of regular attendance through service talks, audio/visual presentation, employee coaching, etc.</p> <p>Speak with each employee for every absence, quarterly review.</p> <p>Conduct pre-disciplinary interview where attendance is not improving.</p>
Administrative Action	Recommended
<p>Is corrective action taken when appropriate?</p> <p>Are actions settled or upheld?</p>	<p>Manager, supervisor and labor relations may write or review proposed charges. Conduct timely grievance hearings, update eRMS and GATS databases when administrative action is taken, keep all parties informed of settlement, denial, arbitration results</p>

Senior & Mid-Level Mgrs.	Recommended
<p>What are the business rules as defined by senior management?</p> <p>Are Coordinators involved in planning meetings?</p> <p>Provide leave management training as needed. Cover all work locations with managers/supervisors responsible for leave management. Ensure supervisors are responding to eRMS messages and resolving leave issues daily. Check corrective action/recognition activity.</p>	<p>Develop a facility standard operating plan for leave management.</p> <p>Consult LR and Finance for training. Consult eRMS Administrator to assign supervisor pay locations. Review Daily Call-in Log, Leave Request Message Log, Datakeeper leave hours reports. Review Grievance database (eRMS)</p>
<p>How is senior management holding all levels of management accountable in established leave management procedures?</p>	<p>Conduct periodic meetings to discuss and resolve problems, goals, follow SOP</p>
<p>Consult administrative personnel available to resolve leave management problems.</p>	<p>Mid-Level managers are critical to ensure supervisors follow leave management SOP.</p>

E. Exit Meeting

For the recently audited site, provide an overview of recommendations, follow-up actions, and a list of managers and supervisors responsible for leave management to the Installation Head.

Mutually schedule a date for progress review.

Chapter 3 Options and Best Practices

Resource Management (eRMS/IVR)

Enterprise Resource Management System (eRMS) is an important part of the USPS effort to improve accountability, performance, and recognition. eRMS focuses on the effective management of scheduled and unscheduled absences using the latest technology. Through a standard business approach and the deployment of the latest technology, eRMS maximizes a supervisor's time by eliminating most of the manual transactional work associated with leave requests and establishes a consistent approach to leave management. Its integration with the Time and Attendance Collection System (TACS) increases operational efficiency and reduces costs. eRMS identifies unscheduled absence occurrences and provides managers with information for recognizing employees with good attendance.

eRMS is a proven software application that is widely implemented. eRMS provides supervisors with real time data, automatic, system-generated PS Forms 3971 and PS Forms 3972. It also has administrative, FMLA and leave management reports functions. The system provides a valuable tool for managing all aspects of leave. Since eRMS directly links to the Time and Attendance Collection System (TACS), it eliminates the need for supervisors to input duplicate entries with a "one stop shop" approach.

IVR is the most current voice technology available for handling calls for unscheduled absences. IVR provides a centralized, toll-free number for employees unable to work due to non-job related illness or injury, or unexpected emergencies to report an absence. The IVR system prompts callers, using an easy-to-understand script, through a systematic question and response process. With eRMS, the automated voice response system replaces the transactional work of a supervisor taking the absence call; freeing up the supervisors' time. It allows supervisors to stay focused on their primary responsibilities of moving the mail and interacting with employees, improving communications and using their management skills to manage attendance personally.

Employee Call-in Procedure: eRMS

For unscheduled absences employees in eRMS offices should call **1-877-477-3273 (ITY 866-833-8777)**

ALWAYS wait for and write down the confirmation number.

Upon return to duty, prior to beginning tour, the employee should report to their duty station early enough to process necessary documentation.

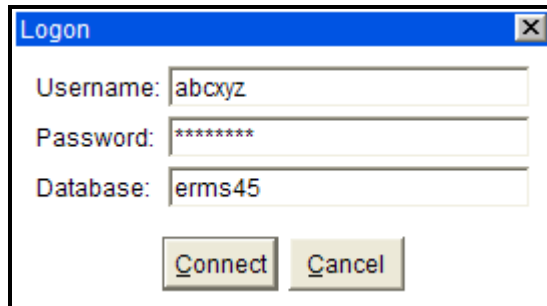
Documentation may be requested for any absence.

eRMS Login Procedures

Below is a summary description of the eRMS database. Comprehensive training is available on the eRMS website <http://blue.usps.gov/erms/>. The new eRMS login procedure mirrors TACS Login procedures.

eRMS users are required to enter a Username, Password, and Database, which is similar to the TACS Logon procedures. Managers and supervisors will use the same UserID and Password in both applications.

Users are also required to enter their database number. The database name will always begin with eRMS (not case sensitive) and end with the same two-digit database number used to access TACS. (example: If using TACS45 to access TACS, use eRMS45 to access eRMS.)

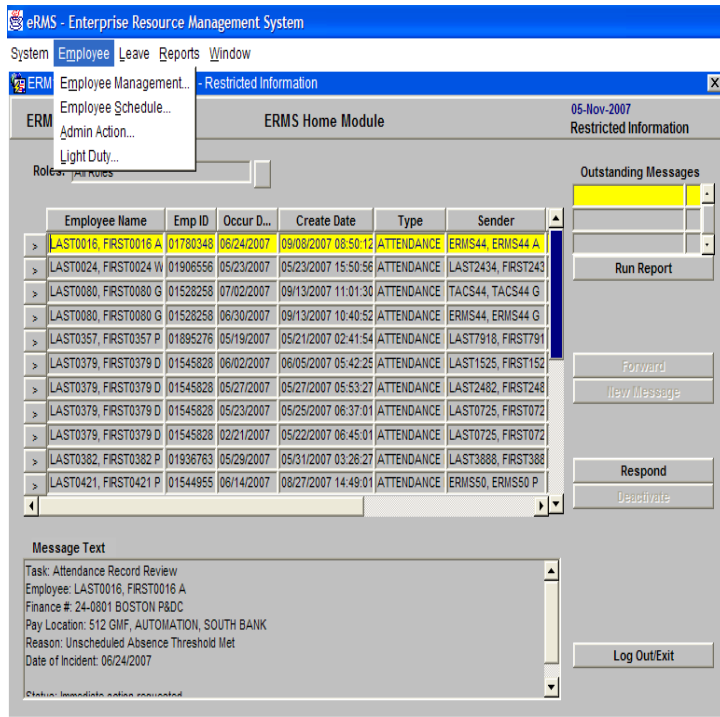


The image shows a standard Windows-style dialog box titled "Logon". It features three text input fields stacked vertically. The first field is labeled "Username:" and contains the text "abcxyz". The second field is labeled "Password:" and contains seven asterisks "*****". The third field is labeled "Database:" and contains the text "erms45". Below these fields are two buttons: "Connect" and "Cancel". The dialog box has a blue title bar with a close button in the top right corner.

Figure 2 – eRMS Logon

Note: eRMS and TACS now use the same Password. When changing the password in one application, use the new password in both applications.

Employee Category



Employee Dropdown Menu

Employee Management

View employee's assignment and Emergency Contact information. This feature allows the user to activate Deems Desirable or Set Review Date options.

Employee Schedules

View employee's schedule for the current and following week.

Admin Action

Allows users to manage Administrative Actions

Light Duty

Allows users to track light duty assignments.

Leave Category

Oracle Developer Forms Runtime - Web

System Employee Leave Reports Window

ERM1000 - Home Leave Management... tion v3

ERM100 FMLA Management... ERMS Home Module 04-Dec-2006 Restricted Information

Supervisor Comments...

Roles: All Roles

Employee Name	Emp ID	Occur D...	Create Date	Type	Sender
TARITEST25, TARITEST25	25000000	08/15/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST25, TARM
TARITEST25, TARITEST25	25000000	08/13/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST25, TARM
TARITEST25, TARITEST25	25000000	08/05/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST25, TARM
TARITEST26, TARITEST26	26000000	08/16/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST26, TARM
TARITEST26, TARITEST26	26000000	08/10/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST26, TARM
TARITEST26, TARITEST26	26000000	08/06/2006	08/14/2006 16:32:46	LEAVE REQUE	TARITEST26, TARM
TARITEST27, TARITEST27	27000000	08/12/2006	08/14/2006 16:32:47	LEAVE REQUE	TARITEST27, TARM

Outstanding Messages

- ATTENDANCE REVIEWS 6
- FMLA 15 DAYS OVER 7
- LEAVE REQUESTS 2

Run Report

Respond

Forward

New Message

Respond

Deactivate

Log Out/Exit

Message Text

Task: Approve or Deny requested leave.
Employee: TARITEST25, TARITEST25
Finance #: 10-5110 HR BUSINESS SYSTEMS PORTFOLIO
Pay Location: 018 DEFAULT
Date Requested: 08/15/2006
Status: Immediate action requested

Leave Dropdown Menu

Leave Management

Allows users to Approve, Enter, Edit, Deny, and Remove leave.

FMLA Management

Allows users to view general FMLA information and allows the FMLA Coordinators to Add, Edit, and manage FMLA cases. Note: Supervisors should not have access to specific medical information about an employee, unless there is a "need to know" under the Privacy Act.

Supervisor Comments

Allows users to enter and review comments made by a Supervisor.

Reports Category

The screenshot shows the eRMS Enterprise Resource Management System interface. A dropdown menu is open under the 'Reports' tab, listing various report categories: Employee Reports..., Call-in Log Reports..., Leave Summary Reports..., FMLA Data Reports..., Message and Role Asgn Reports..., and Light Duty Reports... (highlighted). The main window displays a table of report entries with columns for Employee Name, Employee ID, Occurrence, Create Date, Type, and Sender. The first row is highlighted in yellow and shows an 'ERRORED LEA' report for employee LAST0002, FIRST000 B, created on 10/03/2007 at 13:50:46. Below the table, there is a 'Message Text' section with details for the selected report, including the task 'Remove or Deny errored leave', employee information, finance number, pay location, leave date, and status 'Immediate action requested'. On the right side, there are buttons for 'Run Report', 'Forward', 'New Message', 'Respond', 'Deactivate', and 'Log Out/Exit'.

Employee Name	Employee ID	Occurrence	Create Date	Type	Sender
LAST0002, FIRST0002 B	01257550	07/05/2007	10/03/2007 13:50:46	ERRORED LEA	LAST0002, FIRST000 B
LAST0009, FIRST0009 Y	01326518	07/09/2007	10/02/2007 10:29:41	ATTENDANCE	ERMS72, ERMS72 Y
LAST0009, FIRST0009 Y	01326518	07/09/2007	10/02/2007 12:39:53	ATTENDANCE	ERMS72, ERMS72 Y
LAST0009, FIRST0009 Y	01326518	07/09/2007	10/03/2007 14:31:00	ATTENDANCE	ERMS72, ERMS72 Y
LAST0009, FIRST0009 Y	01326518	07/09/2007	10/03/2007 14:29:07	ATTENDANCE	ERMS72, ERMS72 Y
LAST0009, FIRST0009 Y	01326518	08/25/2007	08/24/2007 11:50:58	ATTENDANCE	TACS75, TACS75 Y
LAST0010, FIRST0010 B	01139448	08/30/2007	08/24/2007 12:21:01	ATTENDANCE	TACS09, TACS09 B
LAST0010, FIRST0010 B	01139448	07/01/2007	08/17/2007 10:34:46	FMLA DISAPPR	ERMS09, ERMS09 B
LAST0019, FIRST0019	01164089	08/25/2007	08/28/2007 10:49:56	ATTENDANCE	TACS37, TACS37
LAST0058, FIRST0058 Y	01383158	08/11/2007	08/14/2007 05:11:09	ATTENDANCE	LAST4317, FIRST4317
LAST0067, FIRST0067 T	01006224	08/09/2007	08/28/2007 11:07:23	ATTENDANCE	TACS04, TACS04 T

Reports Dropdown Menu

eRMS is equipped with a **Report Queue** similar to TACS. The queue allows users to both generate reports and continue working within the system.

Categories of eRMS Reports:

Employee Reports

Single and Multiple Employee, PS 3971, PS 3972, PS 3973, Employee Key Indicator, Unscheduled Occurrences, Schedules and Ready to Review.

Call-in Log Reports

Call-in log, Removed Leave, and Denied Leave.

Leave Summary Reports

Leave Summary by Day, % Requiring Documentation, Payroll Reconciliation.

FMLA Data Reports

Sick/FMLA Leave Usage, FMLA Eligibility, Approaching FMLA Certification, FMLA Packet Details and FMLA Data.

Message and Role Assignment Reports

System Generated Messages (Open and Closed messages), and Message Hierarchy & Role Definition and No Response

Light Duty Reports

Employee Light Duty Status, Denied Light Duty, Light Duty by Des Act Code, Medical Documentation Due, Light Duty Resolution, Light Duty DRAC Review, Permanent Light Duty, Light Duty Removed Record, and Light Duty Summary.

eRMS Roles

Users do not have to switch Roles to perform tasks. If there are tasks in eRMS unauthorized to the user, those sections will be in gray and the users will not be able to perform these tasks.

The screenshot displays the eRMS Enterprise Resource Management System interface. The main window is titled "ERM100 - Home Module v2.04 - Restricted Information". The interface includes a navigation bar with "System", "Employee", "Leave", "Reports", and "Window". The main content area is titled "ERM100 ERMS Home Module" and "06-Nov-2007 Restricted Information". A "Roles: All Roles" dropdown menu is highlighted with a red box. Below this is a table of employee records with columns: Employee Name, Emp ID, Occur D..., Create Date, Type, and Sender. The table contains 12 rows of data, including an "ERRORED LEA" entry. To the right of the table is an "Outstanding Messages" section with buttons for "Run Report", "Forward", "New Message", "Respond", and "Deactivate". At the bottom, a "Message Text" area displays details for a task: "Task: Remove or Deny errored leave. Employee: LAST0002, FIRS0002 B. Finance #: 10-5001 CURSEEN-MORRIS P&DC. Pay Location: 572 TRANSPORTATION TOUR 2. Leave Date: 07/05/2007. Status: Immediate action requested." A "Log Out/Exit" button is located at the bottom right.

Employee Name	Emp ID	Occur D...	Create Date	Type	Sender
> LAST0002, FIRS0002 B	01257550	07/05/2007	10/03/2007 13:50:48	ERRORED LEA	LAST0002, FIRS0002
> LAST0009, FIRS0009 Y	01326518	07/09/2007	10/02/2007 10:29:41	ATTENDANCE	ERMS72, ERMS72 Y
> LAST0009, FIRS0009 Y	01326518	07/09/2007	10/02/2007 12:39:53	ATTENDANCE	ERMS72, ERMS72 Y
> LAST0009, FIRS0009 Y	01326518	07/09/2007	10/03/2007 14:31:00	ATTENDANCE	ERMS72, ERMS72 Y
> LAST0009, FIRS0009 Y	01326518	07/09/2007	10/03/2007 14:29:07	ATTENDANCE	ERMS72, ERMS72 Y
> LAST0009, FIRS0009 Y	01326518	06/25/2007	08/24/2007 11:50:58	ATTENDANCE	TACS75, TACS75 Y
> LAST0010, FIRS0010 B	01139446	06/30/2007	08/24/2007 12:21:01	ATTENDANCE	TACS09, TACS09 B
> LAST0010, FIRS0010 B	01139446	07/01/2007	08/17/2007 10:34:48	FMLA DISAPPF	ERMS09, ERMS09 B
> LAST0019, FIRS0019 B	01184089	06/25/2007	08/28/2007 10:49:58	ATTENDANCE	TACS37, TACS37
> LAST0056, FIRS0056 Y	01383156	06/11/2007	06/14/2007 05:11:08	ATTENDANCE	LAST4317, FIRS431
> LAST0067, FIRS0067 T	01006224	08/09/2007	08/28/2007 11:07:23	ATTENDANCE	TACS04, TACS04 T

Available access based upon Role assignment

Open Message Count

The **Open Message Count** lists the total number of Leave Requests, Attendance Review Notifications, and FMLA messages over 15 Days, which are still active and the assigned user(s) have not responded to the messages.

The screenshot displays the Oracle Developer Forms Runtime - Web interface. The main window is titled "erm1000 - Home Module Restricted Information v3". The interface shows a table of messages with columns for Employee Name, Emp ID, Occur D..., Create Date, Type, and Sender. A red box highlights the "Outstanding Messages" summary table on the right side of the screen. Below the table, there are buttons for "Respond", "Forward", "New Message", "Log Out/Exit", and "Run Report".

Employee Name	Emp ID	Occur D...	Create Date	Type	Sender
TARMTST25, TARMTES	25000000	08/15/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST25, TARMT
TARMTST25, TARMTES	25000000	08/13/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST25, TARMT
TARMTST25, TARMTES	25000000	08/05/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST25, TARMT
TARMTST26, TARMTES	26000000	08/16/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST26, TARMT
TARMTST26, TARMTES	26000000	08/10/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST26, TARMT
TARMTST26, TARMTES	26000000	08/06/2006	08/14/2006 16:32:46	LEAVE REQUE	TARMTST26, TARMT
TARMTST27, TARMTES	27000000	08/12/2006	08/14/2006 16:32:47	LEAVE REQUE	TARMTST27, TARMT

Outstanding Messages	
ATTENDANCE REVIEWS	6
FMLA 15 DAYS OVER	7
LEAVE REQUESTS	2

Run Report

Respond

Forward

New Message

Respond

Deactivate

Log Out/Exit

Message Text

Task: Approve or Deny requested leave.
Employee: TARMTST25, TARMTST25
Finance #: 10-5110 HR BUSINESS SYSTEMS PORTFOLIO
Pay Location: 018 DEFAULT
Date Requested: 08/15/2006
Status: Immediate action requested

Message Inbox with Open Message Count Displayed

The **Open Message Count** is located on the eRMS Home Screen. The user will be able to print the report associated with the message type selected.

Finding an Employee

Users will be able to find an employee from any eRMS screen where the **Employee ID** will accept an entry.

eRMS - Enterprise Resource Management System
System Employee Leave Reports Window
erm4100 - Leave Management Restricted Information v21b

Employee Information
Employee ID: Finance #:
Employee Name: Pay Location:
Level: Step: Type: EOD Date:

<< November 2006 December 2006 >>
Sat Sun Mon Tue Wed Thu Fri Sat Sun Mon Tue Wed Thu Fri
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

Legend: Scheduled Unscheduled SDO Holiday FMLA Sick Leave D - Denied * - Admin Action

Employee Information Leave Summary Leave Request
Employee Balance
PayRoll S/L Bal: 0.00 PayRoll A/L Bal: 0.00 26PP Work Hrs: 0.00 90 Days U/S: 0
eRMS S/L YTD: 0.00 eRMS A/L Bal: 0.00 Last U/S (Days): 0 180 Days U/S: 0
eRMS S/L Bal: 0.00 eRMS SLDC YTD: 0.00 # FMLA on File: 0 365 Days U/S: 0
eRMS FMLA YTD: 0.00 Messaging U/S: 0

Deems Desirable
Documentation Required Date From: Date Through:

FMLA

Clear Find Orig View PS3972 Add Edit Deny Remove My Details Print 3971 Close

eRMS will only display the Employee ID. An alternative locator is the employee's SSN.

If the employee's SSN or EIN is available, enter either one in the Employee ID box and press the Tab key. The screen will populate with the appropriate employee's information. eRMS displays the last four (4) digits of the SSN if there is no employee EIN.

Locate employee by entering SSN or EIN

If the user does not know the employee's EIN or SSN, clicking on the Find Button will take the user to the eRMS Find Employee Screen. Additional search options are available to search for the employee. Click on the **Find** button. Highlight the employee's information located in the lower portion of the screen and click on the **Select** button.

Find Employee Screen

Deems Desirable

Deems Desirable is accessible from the **Employee Management** screen. However, the Supervisor Comment screen will appear as part of the Deems Desirable enabling process.

Employee Management Deem Desirable option

Approved FMLA Leave

The screenshot displays the eRMS interface for an employee's leave management. The window title is "ERM410FO - Leave Management v2.10 - Restricted Information". The employee information section shows: Employee ID: 01105982, Finance #: 51-8523 NORFOLK P&DC, Employee Name: LAST1136, FRST1136 J, Pay Location: 120 T 1 SPBS X-2126, Level: 05, Step: 0, Type: FTR, and EOD Date: 03/02/1987. A calendar view for October and November 2007 shows a green block for FMLA leave from October 1st to 1st. A legend below the calendar identifies the colors: Sched (blue), Unsched (red), SDO (yellow), Holiday (orange), FMLA (green), Multi-Leave (purple), Light Duty (pink), D - Denied (grey), and Admin Act (white). The "Employee Information" tab is active, showing various balances: PayRoll A/L Bal: 36.00, eRMS S/L YTD: 16.00, eRMS S/L Bal: 28.00, PayRoll A/L Bal: -5.39, eRMS A/L Bal: -5.39, eRMS SLDC YTD: 8.00, eRMS FMLA YTD: 201.01, 26PP Work Hrs: 1646.86, Last U/S (Days): 125, # FMLA on File: 1, 90 Days U/S: 0, 180 Days U/S: 1, 365 Days U/S: 4, and Messaging U/S: 0. The "Deems Desirable" section has "Documentation Required" checked, with "Date From: 02/04/2007" and "Date Through: 02/05/2007". The FMLA spec is highlighted in red: "FMLA FMLA spec: Approved Conds= Serious Health (Child/Spouse/Parent) Freq= 1 Day a Month Dur= 1 Month".

Approved FMLA Leave

In eRMS, approved FMLA leave associated with an approved FMLA case is displayed in green on the electronic leave calendar. eRMS displays approved FMLA leave in green even if the leave request is considered unscheduled.

Non-eRMS/IVR Offices

Non-eRMS offices are all offices not activated in the eRMS database and using TACS/EBR or any other method to record time and attendance.

Employee Call-In Procedures:

For unscheduled absences employees in non-eRMS/IVR offices should:

- Personally call the supervisor or designee at the reporting office.
- Advise him/her of the condition or situation leading to the unscheduled absence.
- Upon return to duty, prior to beginning tour, the employee should report to their duty station early enough to process necessary documentation.
- Military and court leave requests must be submitted immediately after the employee is notified.
- Documentation may be requested for any absence.

Handbook F-21, Time and Attendance

330 Sick Leave (See ELM 513)

331 Definition

Sick leave ensures an employee against loss of pay for the performance of duties because of illness, injury, pregnancy and confinement, and medical (including dental or optical) examination or treatment.

332 Eligibility

332.1 Eligibility Chart

Employee Category	Eligible
Full-time	yes
Part-time regular	yes
Part-time flexible	yes
Casual	no
Temporary	no

332.2 Rural Carriers

Refer to Chapter [5](#) of the F-21 for application of sick leave for rural carriers.

333 Authorization and Supporting Forms (Except Rural Carriers)

333.1 Sick leave cannot be granted until it is earned, except as provided in [336](#).

333.2 Application for sick leave is made in writing, in duplicate, on Form 3971. Supervisors are responsible for approving or disapproving applications for sick leave by signing the Form 3971, a copy of which is given to the employee.

333.3 Sick leave must be requested on Form 3971 and approved in advance by the appropriate supervisor, except for unexpected illness/injury situations, in which case employees must submit a request for sick leave on Form 3971 as soon as possible after return to duty.

333.4 If sick leave is approved, but the employee does not have enough sick leave to cover the absence, the difference is charged, at the employee's option, to LWOP or annual leave, if the employee has annual leave to his credit. (See [336](#).) LWOP so charged cannot later be converted to sick or annual leave. If LWOP in lieu of sick leave is charged, the supervisor approving the Form 3971 must complete the leave type code entry. This ensures that the timekeeper is provided with the correct code for the timecard entry.

333.5 [Exhibit 333.5](#) is an example of a properly completed Form 3971 for an employee who has requested sick leave. [Exhibits 142.31](#) and [142.32](#) are examples of properly completed Forms 3971 for employees "Call-In" or "No-Call" requests for sick leave.

Exhibit 333.5

Form 3971, Authorizing Sick Leave

This is an example of a properly completed Form 3971 for an employee who has called in to request sick leave.

334 Timecard Handling

There are no special timecard handling requirements for employees who request sick leave other than those requirements described in [310](#).

335 Timecard Recording

Sick leave is to be recorded in the PAID LEAVE SL column of the timecard for each day that sick leave has been taken. [Exhibit 335](#) shows several examples of properly completed timecards for employees who were absent on sick leave.

336 Advance Sick Leave

336.1 Sick leave not to exceed 30 days (240 hours) may be advanced to employees in cases of serious disability or ailments if there is reason to believe the employee will return to duty. Sick leave may be advanced whether or not the employee has annual leave to his credit. Every application for advance sick leave must be supported by medical documentation as to illness.

336.2 Officials in charge of installations are authorized to approve sick leave advances without reference to higher authority. Form 1221, *Advanced Sick Leave Authorization*, is completed and forwarded to the PDC when advanced sick leave is authorized. However, Form 1221 is to be routed through the appropriate field division or MSC, which will send it to the PDC. [Exhibit 336.2](#) is an example of a properly completed advanced sick leave request.

336.3 In order for the employee to be assured of receiving the full benefit of the advance sick leave program, it is essential that the request for the advance sick leave be received by the PDC before the close of the pay period prior to when the employee actually begins to draw the advance sick leave.

336.4 At no point in time may the total amount of advance sick leave exceed 30 days (240 hours).

336.5 Effective the first full pay period in which the employee is not charged with sick leave, the remaining balance of advanced

sick leave is removed from the employee's records and is no longer available, except for adjustments to the prior authorized advanced sick leave period.

336.6 Entries on timecards for approved advanced sick leave are made in the same manner as for regular sick leave.

Exhibit 335

Recording Sick Leave on Timecard

Exhibit 336.2

Form 1221 *Advanced Sick Leave Authorization*

Form 1221 is to be prepared only by the postmaster or official in charge of the installation. It is important to note that employees cannot be granted "advanced sick leave" for more than 240 hours at any one point in time. This form is to be completed and sent directly to the division or MSC in time to reach the PDC during the pay period before the "advanced sick leave" is to be used.

Note: Handbook F-21, Section 336 applies to installations otherwise identified as field division and/or MSC.

Glossary of Terms and Resources:

Call Center - The purpose of the Call Center is to take any calls not successfully handled by the IVR. It also serves as the designated center for TTY hearing impaired calls. The call center agent collects employee data via customized Leave Request Application script, which mirrors the IVR scripting process. It transmits the data collected both to eRMS and directly to the supervisor who will respond to the employee's leave request. Supervisors will receive a Microsoft Outlook (eMail) notification of the absence and will have an eRMS response message waiting for their action. The caller is given a confirmation number after each call that identifies that absence in the eRMS system.

Employee and Labor Relations Manual (ELM)

<http://www.usps.com/cpim/manuals/elm/elm.htm>

Enterprise Resource Management System (eRMS): eRMS is a proven software application that was implemented nationwide in FY2002. Historically, the RM database was initially developed in FY2000 as a stand-alone system and implemented in 19 pilot sites. Phase 2 evolved with a LAN-based system to gain wider accessibility as RM was expanded to 90 sites totaling more than 500,000 employees. In Phase 3 RM transitioned to a web-based system called eRMS, which provided greater connectivity and enhancements that have been applied in other USPS system applications such as the Knowledge Base System and Site Management System. eRMS provides supervisors with real time data, automatic, system-generated PS Forms 3971 and PS Forms 3972. It also has administrative, FMLA monitoring and Reports functions. The system provides a valuable tool for managing all aspects of leave. Since eRMS directly links to the Time and Attendance Collection System (TACS), it eliminates the need for supervisors to input duplicate entries with a "one stop shop" approach.

eRMS Logons

The links below are provided for convenience. If you have not been issued an authorized login ID and password, do not attempt to use these links. If you require access to any of these systems, contact your local RM Site Coordinator/Manager or Field Council Representative.

eRMS Online Field Tool Kit:

[Enterprise Resource Management System Field Tool Kit](#)

Access Web Based information relating to eRMS Roles

[eRMS Basic Training](#)- Access the Web Based information/modules and simulations that are part of the eRMS System Changes course # 31Q01-38. This course is only available via the AUTOMATED ENROLLMENT SYSTEM (AES), which requires registration into the course by your local PEDC or other AES representative for your office. To get to the AES, go to <https://aes.usps.gov>. There are instructions on this site that will have you identify the person in your office who can register you into the course. For more information on getting credit for the training through AES "contact" your local PEDC.

Downloadable documents are available on the following eRMS enhancements:

[Occupational Health Role
RM Update - Light Duty Enhancements](#)

[eRMS System Changes](#)

[Managing For Results](#)

[New Station Code Process](#)

[LRA](#)

[Training - \(Call Center Only\)](#)

eRMS/TACS Integration Overview

http://blue.usps.gov/hrisp/hrm/documents/erms_tacs_overview.pdf

Family and Medical Leave Act

<http://blue.usps.gov/cpim/ftp/pubs/pubwh1420.htm>

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least 1 year, and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles. **FMLA Central** was developed by the Law Department as a resource for FMLA Subject Matter Experts in Postal Service operations.

<http://blue.usps.gov/uspslaw/General/FMLACentral/>

Field Council Representative

http://blue.usps.gov/hrisp/hrm/documents/fcr_role.doc Serve as the liaison between the headquarters IRM and Labor Relations Field Teams and Area/District management. Serve as the "voice" for the field in all matters of leave management. Coordinate site reviews and audits with Performance Cluster leadership and HQ/Area review teams.

Health and Resource Management (HRM) -

<http://blue.usps.gov/hrisp/hrm/> See Labor Relations Web-based training for FMLA, Reasonable Accommodation Awareness, Understanding Privacy Rights.

Interactive Voice Response System (IVR) - IVR is the most current voice technology available for handling calls for unscheduled absences. IVR provides a centralized, toll-free number for employees unable to work due to non-job related illness or injury, or unexpected emergencies to report an absence. The IVR system prompts callers, using an easy-to-understand script, through a systematic question and response process. The transactional work of a supervisor taking the call is no longer needed, freeing up the supervisors' time. It allows supervisors to stay focused on their primary responsibilities of moving the mail and interacting with employees, improving communications and using their management skills to manage attendance personally.

"Push" Reports are automated, system-generated reports sent out once a month to district managers/plant managers that provide useful information at a glance to evaluate supervisor leave management performance.

http://blue.usps.gov/hrisp/hrm/documents/dm_and_pm.doc

Sick Leave (ELM 513)

<http://blue.usps.gov/hrisp/comp/sicklv.htm>

Sick Leave for Dependent Care - (MOUs posted on the [Labor Relations Web site](#))

The following contact resources are a sample of resources available to assist in the administration of leave management at all levels of the organization:

Field Labor Relations Specialists (HQ)

Last Name	First Name	MI	Phone	Title
Caputa	James	T	(612) 970-7682	Labor Relations Specialist (Field)
Driscoll	Paul	G	(856) 686-9658	Labor Relations Specialist (Field)
Fontek	Robert		(772) 778-8580	Labor Relations Specialist (Field)
Hellquist	James		(847) 367-6184	Labor Relations Specialist (Field)

Lister	Jonathan		(717) 228-1816	Labor Relations Specialist (Field)
Phipps	Barbara	L	(516) 741-0904	Labor Relations Specialist (Field)

Strategic Complement Management

Brenker	Robert	C	(203) 574-6519	Program Manager, Strategic Complement Management
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Mills	Debra	L	(202) 445-3913	Workforce Planning Specialist
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Manager Labor Relations (Area)

Last Name	First Name	MI	Phone	Title
Bessler	Daniel	E.	(630) 539-4812	Manager, LR Great Lakes Area
Dehate	Kenneth	A	(303) 313-5023	Manager LR, Western Area
Jenkins	Joseph		(214) 819-8605	Manager, LR Southwest Area
Johnston	Gary	W	(646) 473-3815	Manager, LR New York Metro Area
Knighton	Alexis	V	(301) 548-1424	Manager, LR Capital Metro
Lance	Eloise		(901) 747-7210	Manager, LR Southeast Area
Gruener	Joe		(412) 494-2552	Manager, LR Eastern Area
Salois	Rene	J	(860) 285-7312	Manager, LR Northeast Area
Thomas	Michael		(858)	Manager, LR

			674-3184	Pacific Area
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Field Council Representatives (Area)

Last Name	First Name	MI	Phone	Title
Angerer	Cathy		(630)539-4809	Great Lakes Area, HR Analyst, FCR
Buckley	Joe		(303)853-6835	Manager, Distribution Operations, Denver, CO, FCR
Clayton-Mack	Brenda	G	(901)521-2428	Supervisor, Distribution Operation Memphis TN, FCR
Flakes	Karen		(310)548-1410	Human Resources Analyst, FCR
Joyce	Marty		(412)494-2568	Human Resources Analyst, Eastern Area FCR
Muckensturm	Cindy	A	972)393-6718	Southwest Area, Labor Relation Special (co-FCR)
Peets	Sandra		(646)473-3809	NYMA, Labor Relations Specialist (Area)
Duell	Scott		(203)949-3142	Northeast Area, Labor Relations Specialist(A), FCR
Roberts	George	E	(214)819-8663	Southwest Area, HR Analyst (co-FCR)
Shumate	Linda	G	(626)855-6446	Pacific Area Mgr Human

				Resources (District)/FCR
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