Leave Management
For
Labor Relations Professionals

eRMS Technology
Principles of Leave Management

October 2008

Introduction

This information is provided as a resource to assist labor relations professionals 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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The Role of the Labor Relations Professional in Leave Management

Article 10, Section 5 (Section 6 for NPMHU) provides for the continuation of the sick leave program, whose detailed regulations are contained in ELM, Part 513 (See Chapter 2, Principles of Leave Management).

Labor Relations professionals have an integral part in managing leave for results. When an employee fails to adhere to postal rules and regulations governing attendance, the labor relations professional provides administrative support in developing a course of action to ensure compliance or to address the failure or inability of the employee to comply with established expectations.

Labor Relations professionals should be part of the leave management team, including participating in leave analysis and audits. The labor professional can help determine if action is warranted, the appropriate action and timeliness of proposed action to ensure compliance with work rules.

The enterprise Resource Management System (eRMS) is currently managed through 98 eRMS Sites covering 782,810 employees. With eRMS technology, the area and district labor relations professionals play an important role in supporting timely and appropriate administrative action to manage unscheduled leave. Responsibilities of the labor relations professional in leave management include but are not limited to the following:

- Consult regularly with managers and supervisors responsible for managing employee leave.
- Provide guidance and technical assistance before administrative action procedures are initiated to ensure the proposed action is appropriate and timely.
- Ensure managers and supervisors have up-to-date information concerning disposition of leave related administrative action from Step 2 / (B) through resolution or arbitrator's decision. Any change to an action must be annotated in the eRMS Grievance Screen associated with the action.
- Participate in site reviews with the Performance Cluster leadership and Area review team.
- Monitor and analyze site performance: Sick Leave and Leave Without Pay (LWOP) usage, as well as unscheduled absence occurrences regularly, on a pay period basis at a minimum. Identify "hot" spots (e.g. Sick Leave ratio in excess of 4.1% or excessive unscheduled ocurrances), partner with the Area and District leave management teams to reach operational goals.

Enterprise Resource Management System and Interactive Voice Recognition System (eRMS/IVR)

As part of our focus on operational efficiency through effective leave management, Resource Management technologies are continuously enhanced with features that result in reduced costs, an enhanced work environment, and improved customer service.

The 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. The system is designed to identify unscheduled absence occurrences and provide managers with information for recognizing employees with good attendance.

The two systems are not linked; however, the Labor Relations professional may open GATS (Grievance Update screen) and eRMS (Grievance screen), then simultaneously update both databases. The eRMS Grievance Screen provides managers and supervisors the status of any administrative action allowing them to make appropriate leave management decisions.

eRMS is integrated with the Time and Attendance Collection System (TACS) excluding RTACS. Both RTACS and Timecard Offices can also use eRMS to manage attendance. The integration provides real time information to

managers and supervisors allowing them to make business decisions in a timely manner. The integration increases operational efficiency and reduces costs. eRMS identifies unscheduled absence occurrences as recorded in TACS and provides managers with information for recognizing employees with good attendance.

eRMS eliminates the need for the Labor Relations professional to compare eRMS and TACS data. eRMS provides supervisors and the Labor Relations professional with automatic, system-generated PS Forms 3971, PS Forms 3972, and the ability to review administrative activity on a case-by-case basis. It also provides administrative, FMLA, and leave management reports functions. The system provides a valuable tool for managing all aspects of leave.

The Integrated Voice Recognition (IVR) system utilizes the most advanced voice recognition technology available for documenting calls for unscheduled absences. IVR provides a centralized, toll-free number for employees unable to work due to a non-job related illness or injury, or unexpected emergencies. The IVR system prompts callers, using an easy-to-understand script, through a systematic question and response process.

Employee Call-in Procedure (IVR Activated eRMS Finance Numbers Only)

For unscheduled absences employees in eRMS offices should call:

1-877-477-3273 (TTY 866-833-8777)

ALWAYS wait for and write down the confirmation number. The employee should report to their duty station early enough to process necessary documentation. Documentation may be requested for any absence.

eRMS Login Procedures

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. The same UserID and Password will be used 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 currently being used to access TACS. (example: If currently using TACS45 to access TACS, then eRMS45 would be used to access eRMS.)

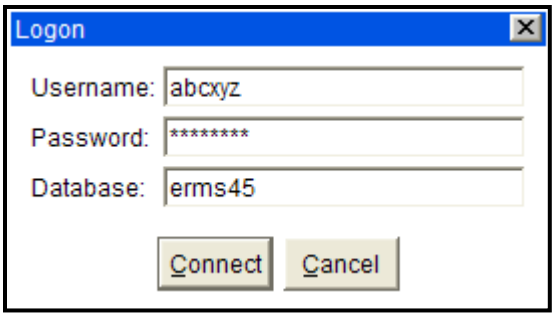


Figure 1 – eRMS Logon

Note: eRMS and TACS will use the same Password. If the password is changed in one application, the new password must be used in both applications.

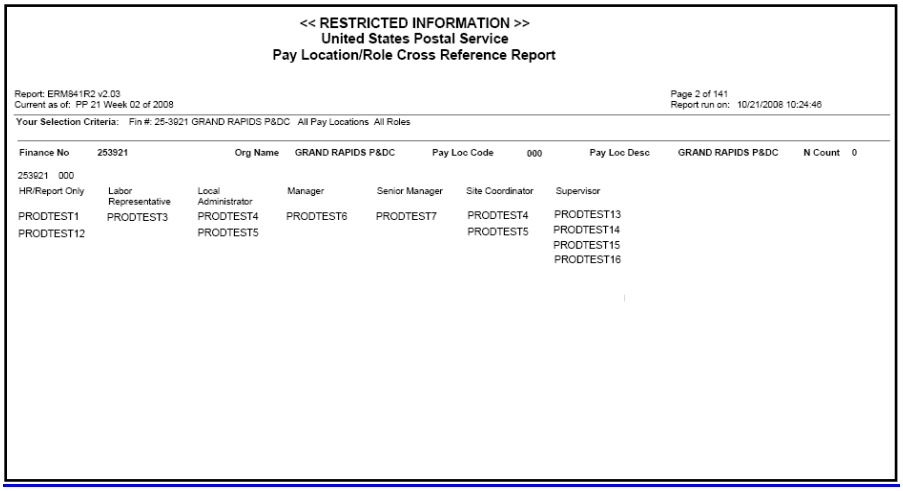
Outlook Attendance Review Notifications

Effective: April 28, 2008

With the release of eRMS/TACS Integration, the enterprise Resource Management System has been enhanced to automatically provide a copy of an employee's PS Form 3972 to the employee's Manager using email. The emailing of the Form coincides with the sending of an Attendance Review Notification through the eRMS messaging system to the Supervisor. The new Outlook, Attendance Review Notification provides general information regarding the employee and a hyperlink. The hyperlink contains an authorization code enabling the email recipient to view the employee's attendance history without having to log in the eRMS application.

Initially, the Outlook Attendance Review Notification is emailed to the employee's Manager. However, with future eRMS enhancements, the Outlook Notification will also be emailed to the employee's Administrative Supervisor. Only one Administrative Supervisor will be designated to receive the PS Form 3972 per Pay Location.

Labor Relations professionals may be assigned both the Manager and Labor Representative roles to support operations in managing leave for results. When the Labor Relations professional is assigned the Manager role within eRMS, they will also receive the Outlook Attendance Review Notification



<< RESTRICTED INFORMATION >>
United States Postal Service
Pay Location/Role Cross Reference Report

Report: ERM841R2 v2.03
Current as of: PP 21 Week 02 of 2008

Page 2 of 141
Report run on: 10/21/2008 10:24:46

Your Selection Criteria: Fin #: 25-3921 GRAND RAPIDS P&DC All Pay Locations All Roles

Finance No 253921 Org Name GRAND RAPIDS P&DC Pay Loc Code 000 Pay Loc Desc GRAND RAPIDS P&DC N Count 0

253921 000

HR/Report Only	Labor Representative	Local Administrator	Manager	Senior Manager	Site Coordinator	Supervisor
PRODTEST1	PRODTEST3	PRODTEST4	PRODTEST6	PRODTEST7	PRODTEST4	PRODTEST13
PRODTEST12		PRODTEST5			PRODTEST5	PRODTEST14
						PRODTEST15
						PRODTEST16

Figure 2 – eRMS Role Assignments

Labor Representative Role - eRMS

The Labor Representative role was designed to be used by the Labor Relations professional responsible for support of leave management initiatives. The Labor Relations professional should annotate the Grievance Screen to reflect current information concerning administrative actions, attendance related grievances at Step 2 (A), Step 3 (B), and attendance reviews. This information may be available for review by all eRMS roles (Managers, Supervisors, Labor Representatives and Leave Administrators).

The individuals using the Labor Representative role will not track grievance activity nor monitor local management of employee leave. The Labor Relations professional shall collaborate with local managers concerning administratively appropriate steps to leave management. The Labor Relations professional will provide support and advice.

The eRMS Site Local Administrator is responsible for maintaining the accuracy of the mandatory administrative roles within the eRMS application. Each finance number and pay location should have the **Labor Representative role** assigned to a Labor Relations professional.

Note: The eRMS Pay Location/Role Cross Reference Report indicates the individuals assigned the Manager, Supervisor, and Labor Representative role for each finance number/pay location combination.

New Changes in eRMS - Overview

Main Menu bar

All eRMS screens are accessed by using the Main Menu bar. The Menu bar lists 5 general categories, **System, Employee, Leave, Reports, and Window**. A drop down menu is associated with each category. The appropriate eRMS screen will be displayed by selecting a general category from the Main Menu bar, then clicking on the specific task located on the drop down menu.

Labor Relations professionals will use the **Administrative Actions portal** to access the Grievance and Labor Representative Screens.

To access **Administrative Action** or **Grievance and Labor Representative Comments Screens**, Log into eRMS, click on Leave, then Admin Action on the dropdown menu. Enter the employee's EIN on the Admin Action screen. Select either the Grievance or the Add Admin buttons.

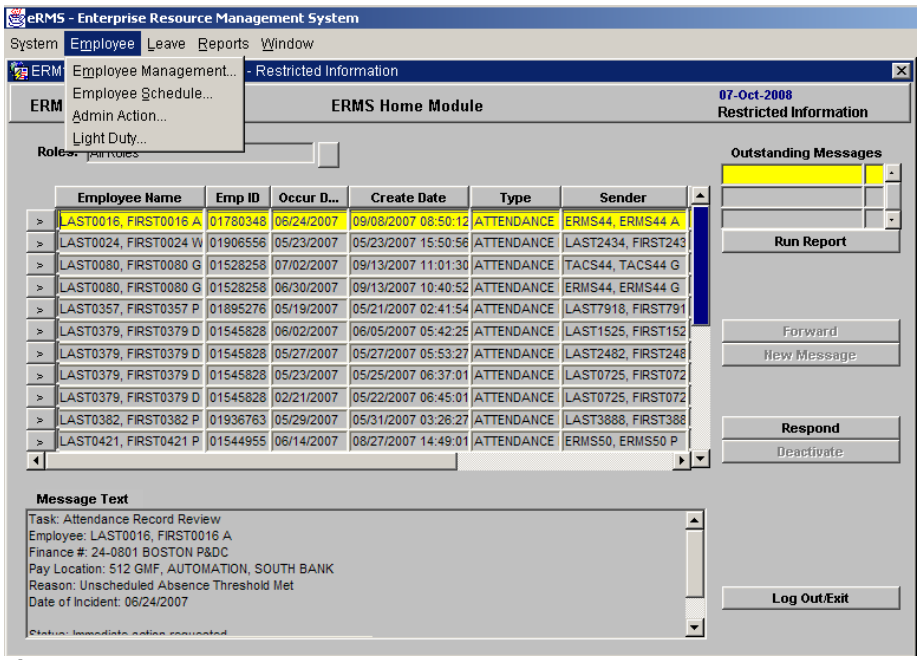


Figure 3 – eRMS 100 Home Screen

How to Access the Labor Representative Comments text box

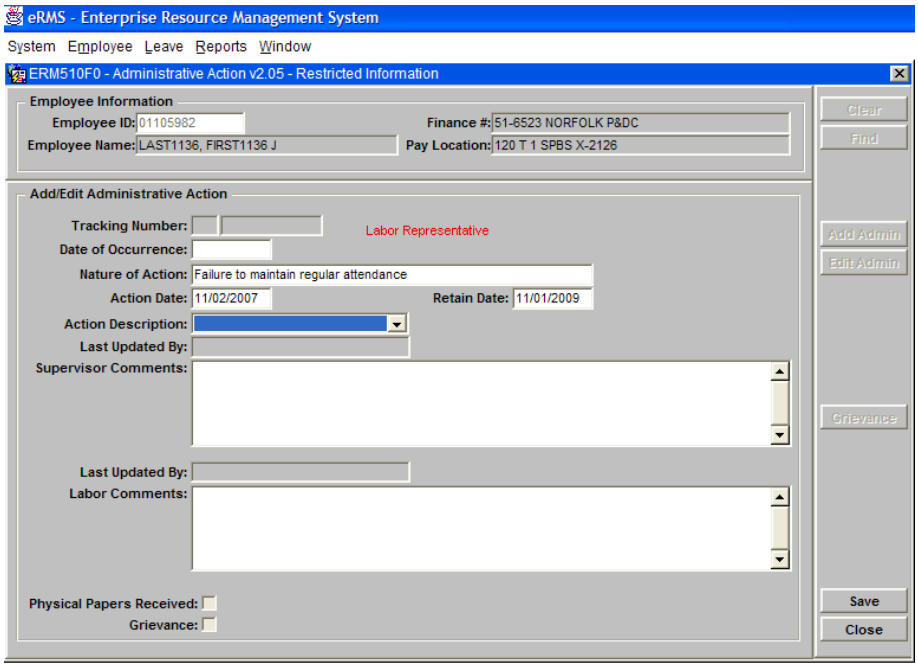


Figure 4 Admin Action Screen

From the eRMS Home Screen:

- Click on the **Employee** located on the Main Menu bar
- Select **Admin Action**
- If you know the employee's ID, enter it; otherwise
- Click on the **Find button** Admin Action Screen
- Enter employee's **Last Name, First Name and/or Finance #**
- Click on Find button on the Find Screen
- Select the employee in the matrix listed in the lower portion of the screen and click the Select button.
- Click on **Add Admin** button
- Click **"Yes"** to **"Would you like to use your Labor Representative role?"**

Complete the following fields:

Date of Occurrence - Incident date
Retain Date - Action Retention Date
Nature of Action

Select one:
- No Action
- Letter of Warning
- Suspension
- Proposed Removal
- Restricted Sick Leave
- Emergency Placement

Labor Comments
Physical Papers Received - Check box if administrative action issued
Grievance - Check box if a grievance is filed

ALWAYS ensure you click the **SAVE** button after completing your entries. Click the Close button to return to the Administrative Action screen.

Filtering Message for Labor Representative Role

Labor professionals should review Messages and Call-In Logs regularly to assists managers and supervisors in making administrative decisions. (See Page 27 **Call-In Log Reports**)

By default all messages appear in the Message Inbox.

When reviewing and/or responding to messages, users may choose to view their messages based upon assigned Role(s). The user can select an available role from the drop down list.

Messages may also be sorted by clicking on the title at the top of each column (e.g. Employee, Occurrence Date).

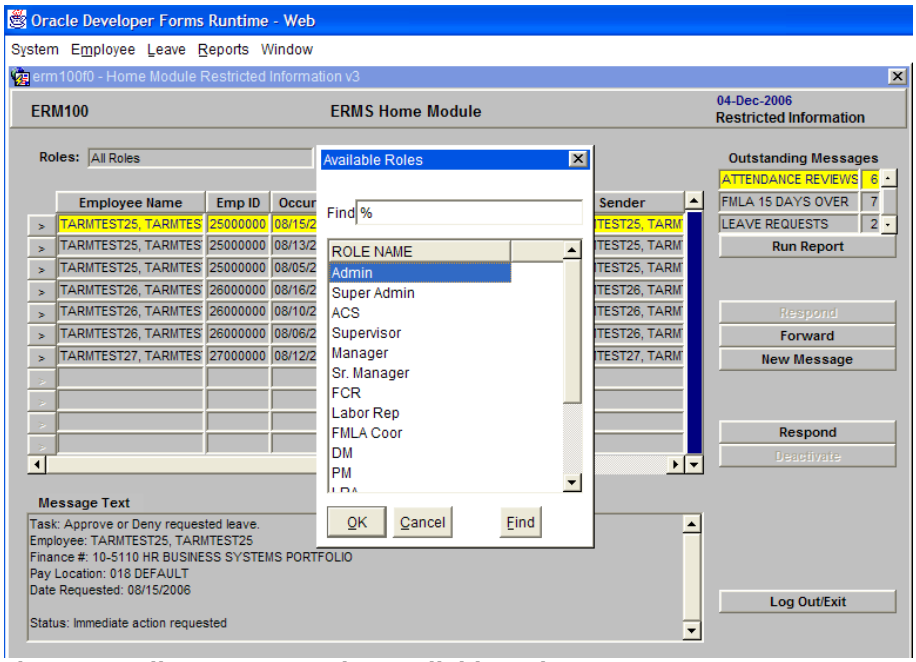


Figure 5 – Filter Messages by Available Roles

eRMS Grievance Screen

The Grievance Section in eRMS should accurately reflect the status of the administrative action including corrective action, grievance activity, settlements, and disposition of arbitration. This section is available for entries from both the Labor Representative and the Supervisor (Step 1 (A)) roles.

The Labor Relations professional is responsible for ensuring the accuracy of information in both the Grievance and Arbitration Tracking System (GATS) and in the eRMS application as it relates to grievance activity from Step 2, including arbitration. The supervisor or administrative designee is responsible for ensuring the Step 1 information is accurate and clearly described in the Step 1 narrative block.

TIP: Open the **Grievance Update** screen in GATS and the Administrative Action Grievance screen in eRMS. When you update one system, also update the other.

How to Access the eRMS Grievance Screen

From the eRMS Home Screen:

Click on the **Employee** located on the Main Menu bar
Select **Admin Action**
If you know the employee's ID, enter it; otherwise
Click on **the Find button** on the Admin Action screen
Enter employee's **Last Name, First Name and/or Finance #**
Click on Find button on the Find Screen
Select the employee in the matrix listed in the lower portion of the screen and click the Select button.
Click the appropriate Administrative Action
Click on the **Grievance** button

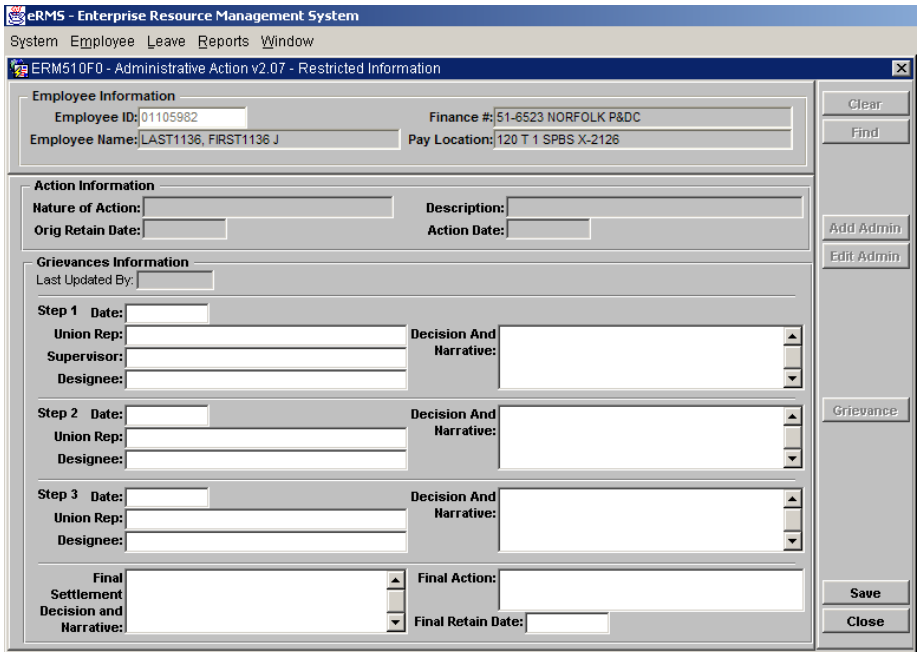


Figure 6 – Grievence Screen

The following Action Information appears in the directly below the Employee Information at the top of the screen. This information was established with the creation of the Administrative Action record.

Action Information
Nature of Action (e.g. Failure to Maintain Regular Attendance)
a. Action Date
Date administrative action was issued to employee
b. Orig. Retain Date
Last day administrative action will remain as part of the employee's live disciplinary record if no additional administrative action taken (2 years). **(See Nat'l pre-arb settlement H4T-5D-D 15115)**

The following Grievance related information should be entered when appropriate:

Grievance Information
Step 2 (Step B for NALC)
c. Date
Date of Step 1 (B) hearing
d. Union Representative
Authorized Steward
e. Supervisor
Supervisor (Responsible Management Official)
f. Designee
Step 2 Designee
g. Decision and Narrative
Include
Step 3 (See Step 2 above)

Final
Settlement
List terms of any settlement agreement
Decision and Narrative
Final Action
Arbitration award
Final Retain Date
Last day administrative action will remain on the employee's record if no additional administrative action taken (2 years).
(See Nat'l pre-arb settlement H4T-5D-D 15115)

ALWAYS ensure you click the **SAVE** button after completing your entries. Click the Close button to return to the Administrative Action screen.

Main Menu bar - Drop Down Menus

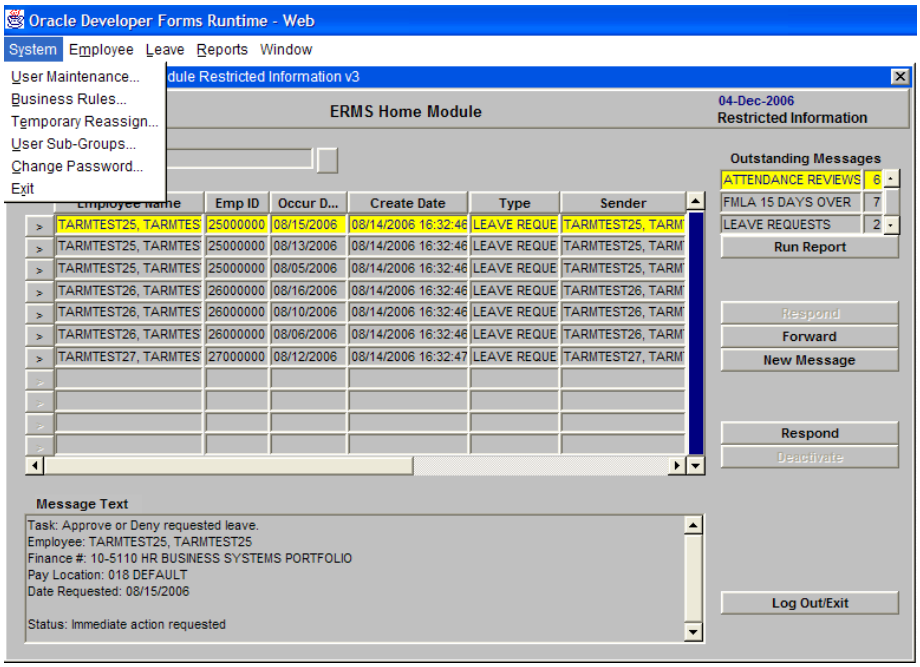


Figure 7 - System Dropdown User Maintenance

Area/District Managers of Labor Relations determine role and task assignments for Labor Relations professionals. Area/District eRMS Administrators are responsible for the addition/deletion of roles.

(See Page 39 Message and Role Assignment Reports)

System Category

Business Rules
Area/District Managers of Labor Relations should collaborate with the appropriate Area/District Managers to establish business thresholds for attendance related messaging within eRMS. Area/District eRMS Administrators are responsible for the maintaining the established thresholds with the application.

Temporary Reassignments/Details
This feature allows the eRMS Administrator to make a temporary reassignment of a user's access for a stated period to another user. Temporary accesses for detail assignments must indicate begin and end dates.

User Subgroups
Allows the user to group employees in ways other than by Finance Number and Pay Location.

Change Password
Allows the user to change their eRMS/TACS password. eRMS and TACS use the same password. If the password is changed in one application, by default it will be changed for both applications.

Exit
Closes the Homepage and exits eRMS.

Employee Category

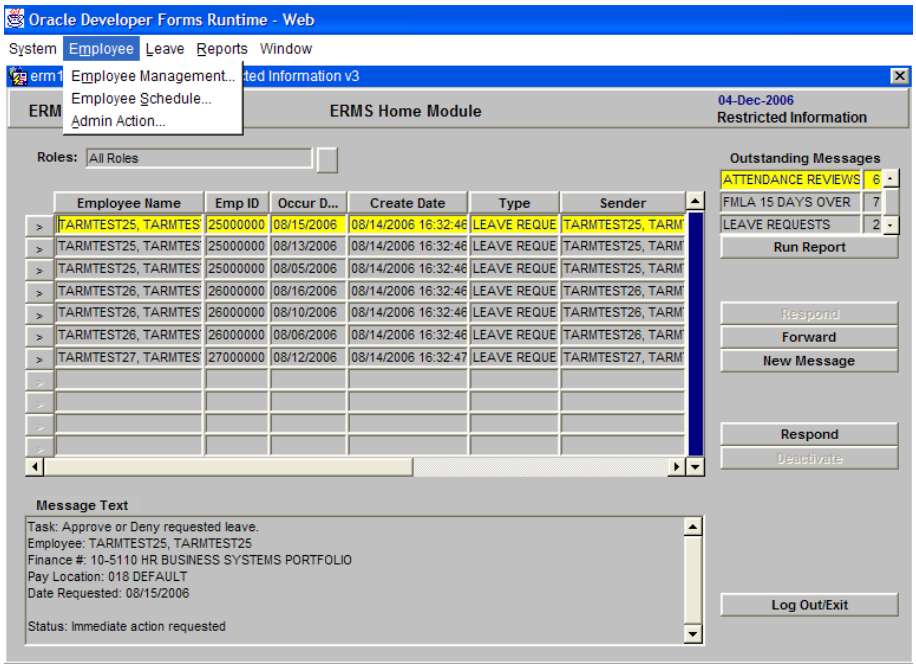


Figure 8 - Employee Dropdown Menu

Employee Management
View employee's assignment and Emergency Contact information. Allows the user to enable Deems Desirable or Next Review Date options. The supervisor or administrative designee enables Deems Desirable. Labor Relations professionals may review deems desirable status and consult with managers and supervisors concerning application of **ELM 513.36 Sick Leave Documentation Requirements.**

As assigned, Labor Relations professionals may review the status of supervisor initiated **Next Review Dates**, consulting with managers, supervisors or administrative designees concerning administrative action.

Employee Schedules
View employee's schedule for the current and next week.

Admin Action
Allows Supervisors and Labor Relations professionals to manage Administrative Actions and update Grievance information.

Leave Category

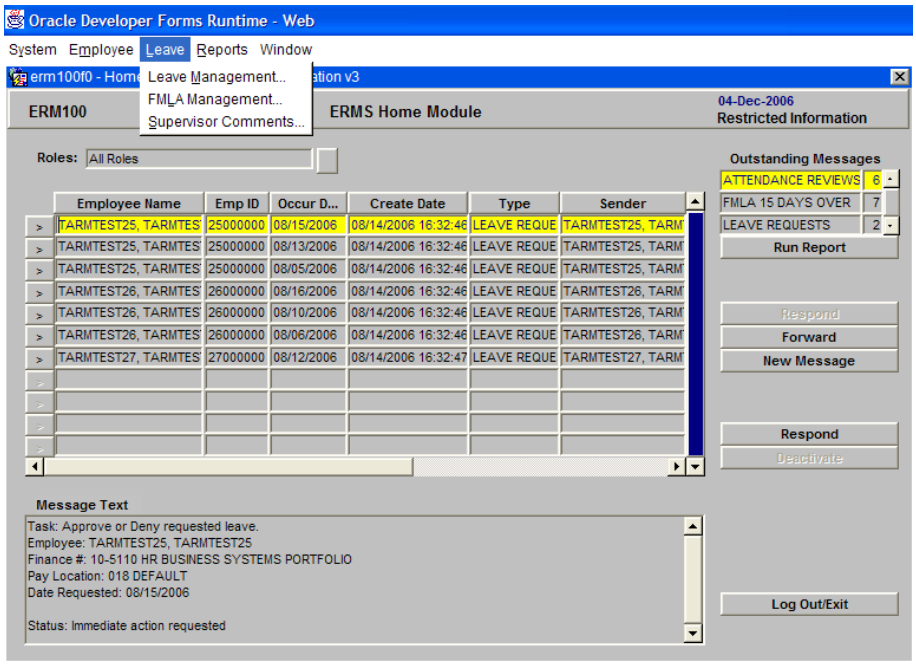


Figure 9 - Leave Dropdown Menu

Leave Management
Allows Supervisors and Attendance Control Supervisors to Approve, Enter, Edit, Deny, and Remove leave.

FMLA Management
Allows users to view FMLA information and allows the FMLA Coordinators to Add, Edit, and manage FMLA cases. Labor relations professionals consult with FMLA Coordinators concerning employee status during the review process.

Supervisor/Labor Representative Comments
Allows users to enter and review comments made by a Supervisor or Labor Relations Professional. Neither medical information nor unsupported actions should be included as Comments. (Ex.: un-issued administrative action)

Reports Category

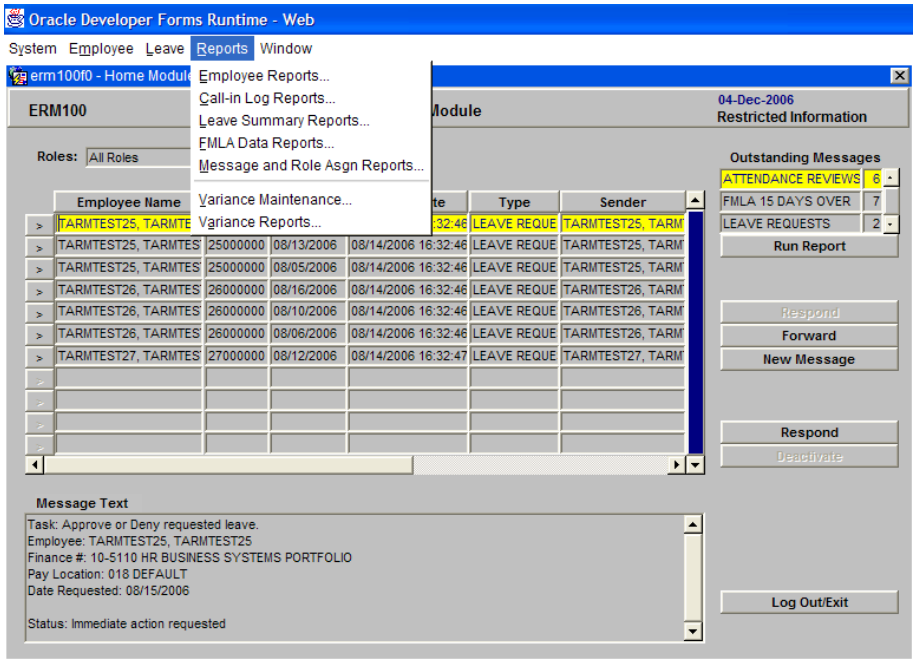


Figure 10 - Reports Dropdown Menu

A **Report Queue** similar to TACS has been implemented with eRMS. The queue will allow users to generate reports and continue working within the system while reports are being generated.

eRMS Reports are grouped by type:

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

Call-in Log Reports
Call-in log, Removed Leave, and Denied Leave
Labor Relations professionals review daily call-in log to help identify excessive increase in unscheduled absence.

Leave Summary Reports
Leave Summary by Day, % Requiring Documentation, Payroll Reconciliation, and Employee Leave Audit (Pending Release)

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

Message and Role Asgn Reports
System Generated Messages (Open and Closed messages), and Message Hierarchy & Role Definition. Labor Relations professionals should be included in Message Hierarchy to support good business decisions.

Windows

Users are able to open up to five (5) windows. Separate tasks may be performed within each of these windows. A list of all open windows can be displayed by selecting Window located on the Main Menu bar. A user may navigate to a particular window by clicking on the window's title within the drop down menu.

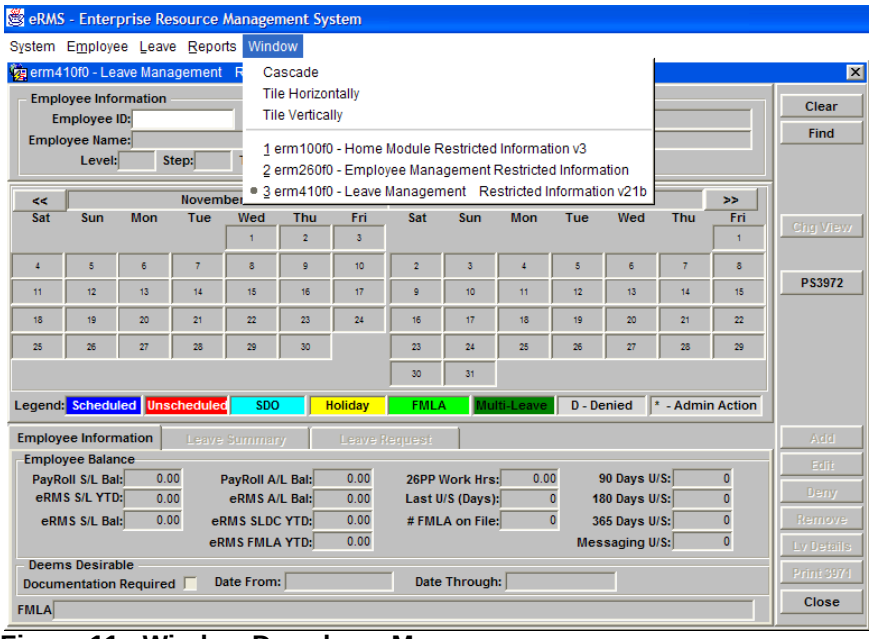


Figure 11 - Window Dropdown Menu

eRMS Roles

Users do not have to switch Roles to perform tasks. All rights associated with all Roles assigned to the user have been combined. If a user does not have access rights to perform a task, the selection on any drop down menu will be grayed out to indicate it is not available to the user.

Labor Relations professionals may be assigned to multiple roles as deemed appropriate by the leadership team.

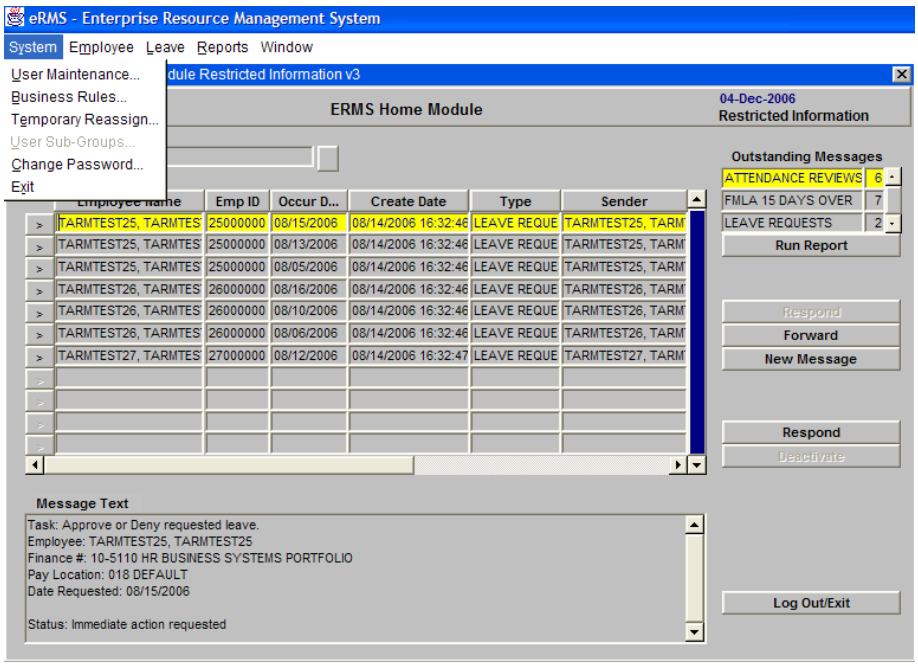


Figure 12 - Available access based upon Role assignment

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 have not been responded to.

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

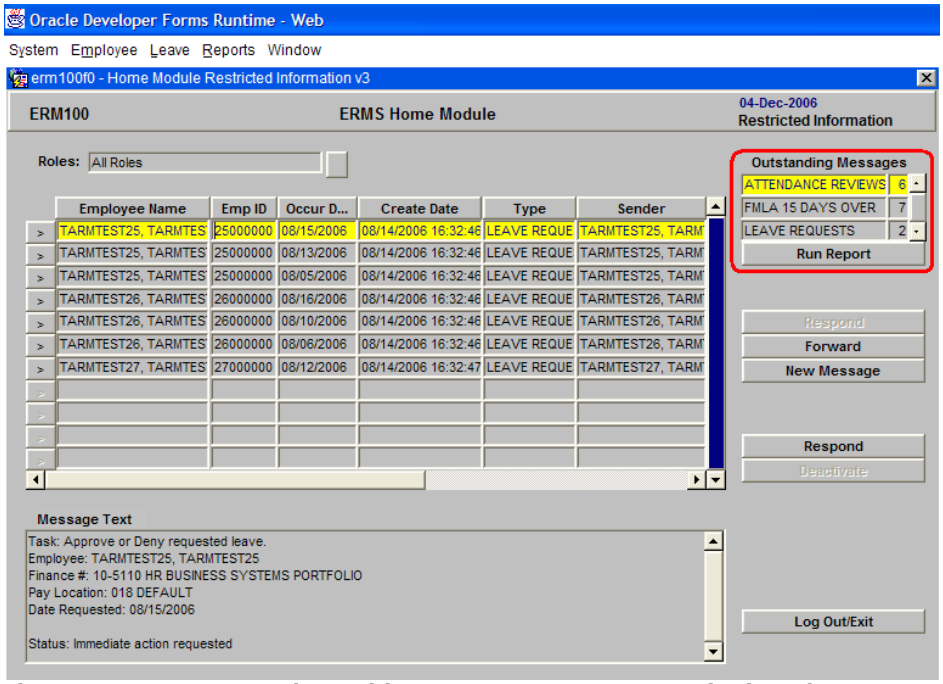


Figure 13 – Message Inbox with Open Message Count Displayed

Finding an Employee

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

eRMS will only display the Employee ID, although the employee's SSN can be used to find an employee.

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. If the employee has not been assigned an EIN, only the last four (4) digits of the SSN will be displayed.

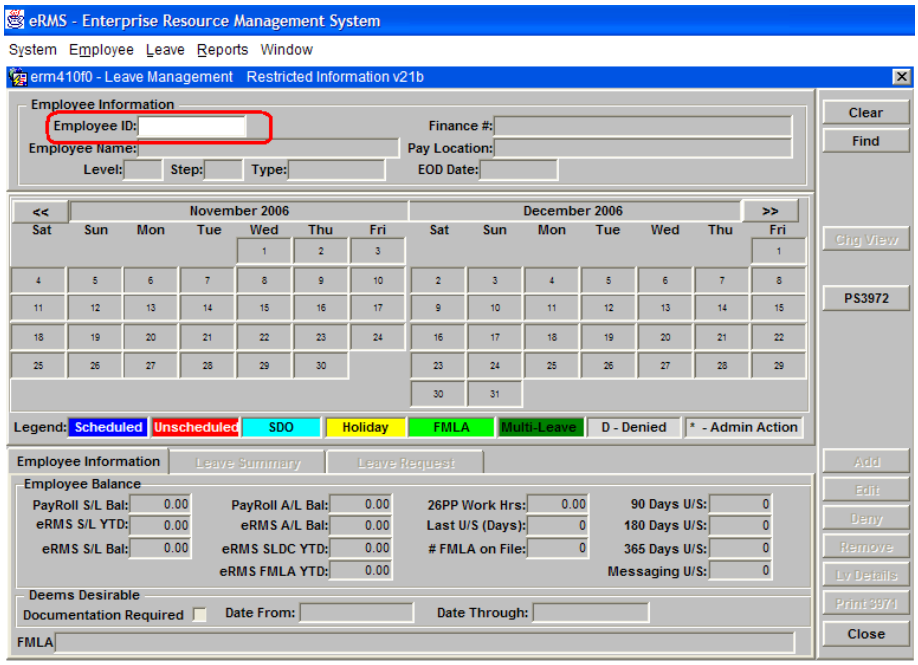


Figure 14 – Locate employee by entering SSN or EIN

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 where additional criteria may be used to locate an employee. Enter the appropriate criteria to locate the employee, and then click on the **Find** button on the Find Screen. Highlight the employee's information located in the lower portion of the screen and click on the **Select** button.

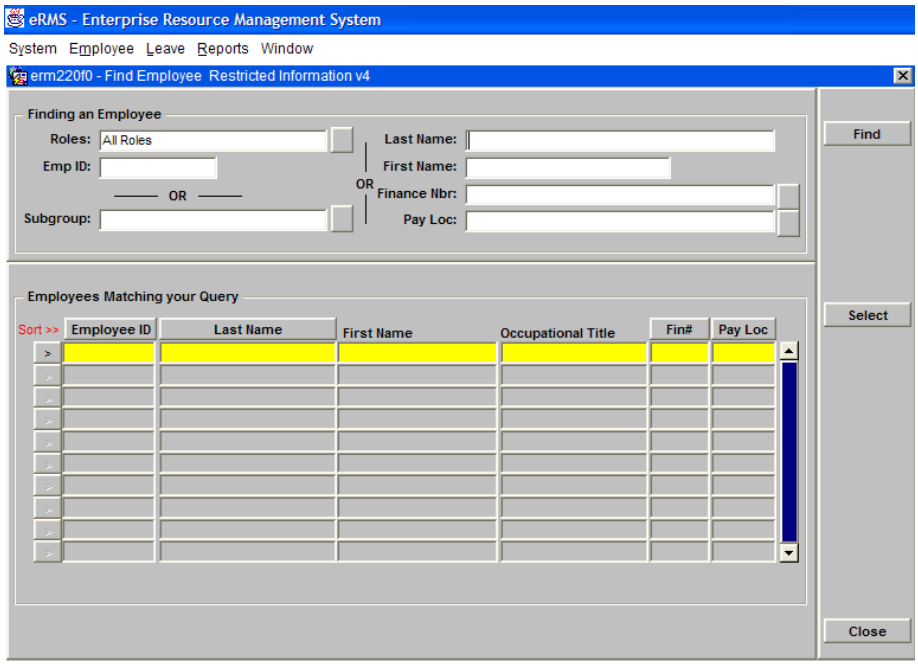


Figure 15 – Find Employee Screen

Leave Management 410 Screen

The Leave Management screen has been redesigned to improve functionality for the user. This screen can be viewed by selecting **Leave** from the Main Menu Bar, then clicking on **Leave Management** located on the drop down menu. To enter and/or review information for an employee, enter the employee's EIN or SSN in the Employee ID box and press the Tab key. Employee Information will be displayed at the top of the screen. Three (3) tabs will also be available in the lower portion of the screen, Employee Information, Leave Summary, and Leave Request.

The Employee Information tab allows users to review employee leave balances, FMLA and SLDC Usage, 26PP work hours, U/S Days information, Number of FMLA cases on File, and Number of U/S Messages.

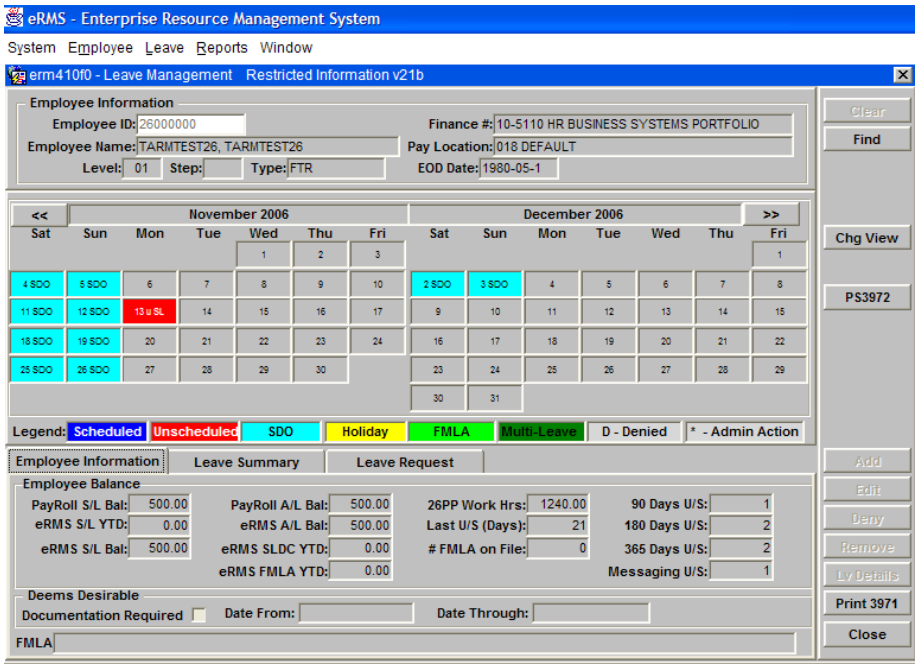


Figure 16 – Leave Management Employee Information Tab

The Leave Summary Tab allows users to View, Add, Edit, Deny or Remove a Leave Entry for the date selected in the calendar. Selecting Lv Details will permit details regarding a particular leave request to be viewed. **The Confirmation Number issued to an employee during a call-in is displayed on the Leave Summary Tab.**

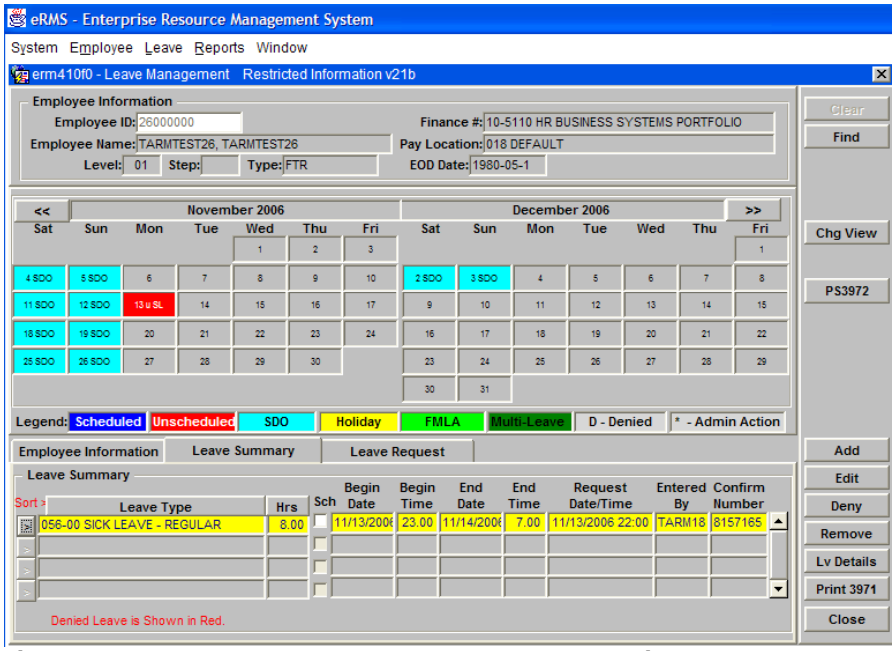


Figure 17 – Leave Management Leave Summary Tab

The **Leave Request** Tab allows users to Respond to an open leave request. Users may Approve, Deny, or Remove a leave request from this tab. The Confirmation Number issued to an employee during a call-in and FMLA case number associated with the leave request are displayed on the Leave Request Tab.

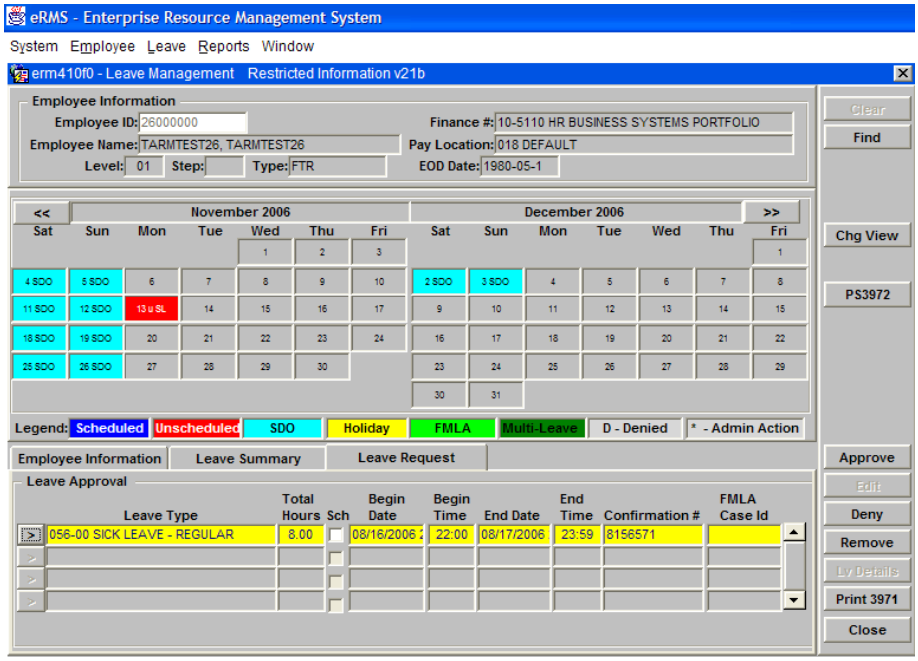


Figure 18 – Leave Management Leave Request Tab

Employee Schedule

The **Employee Schedule** can be located by selecting **Employee** from the Main Menu Bar, then click on **Employee Schedule** from the drop down menu. The **Scheduling** screen will be displayed. By default, the employee's current week schedule will be displayed. Clicking on the **Next** button will permit the employee's schedule for the following week to be viewed.

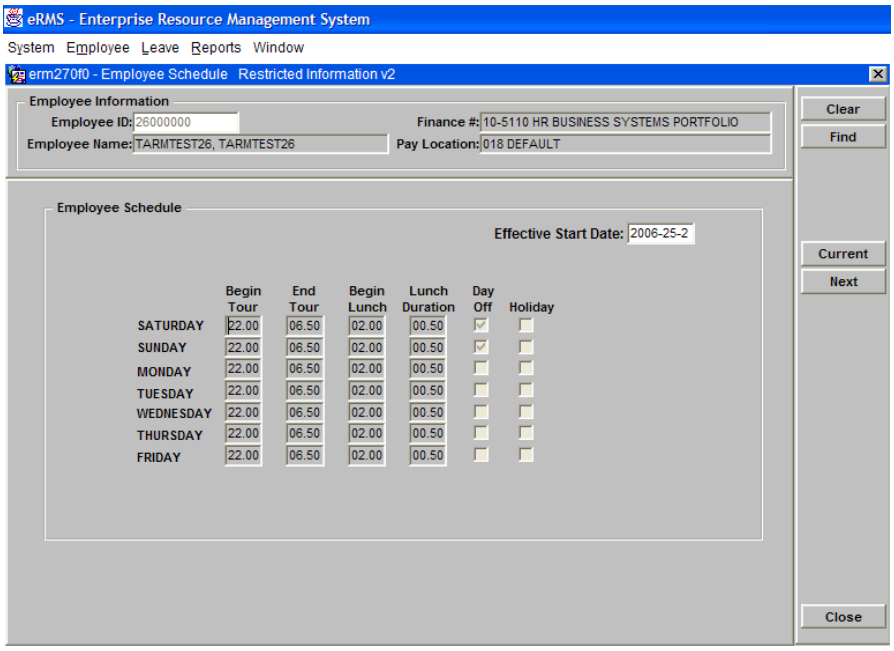


Figure 19 – Employee Schedule

Deems Desirable

Supervisors <u>will be required</u> to make a comment as to why the Deems Desirable option has been activated. Deems Desirable will still be enabled from the **Employee Management** screen. However, the Supervisor Comment screen will appear as part of the Deems Desirable enabling process.

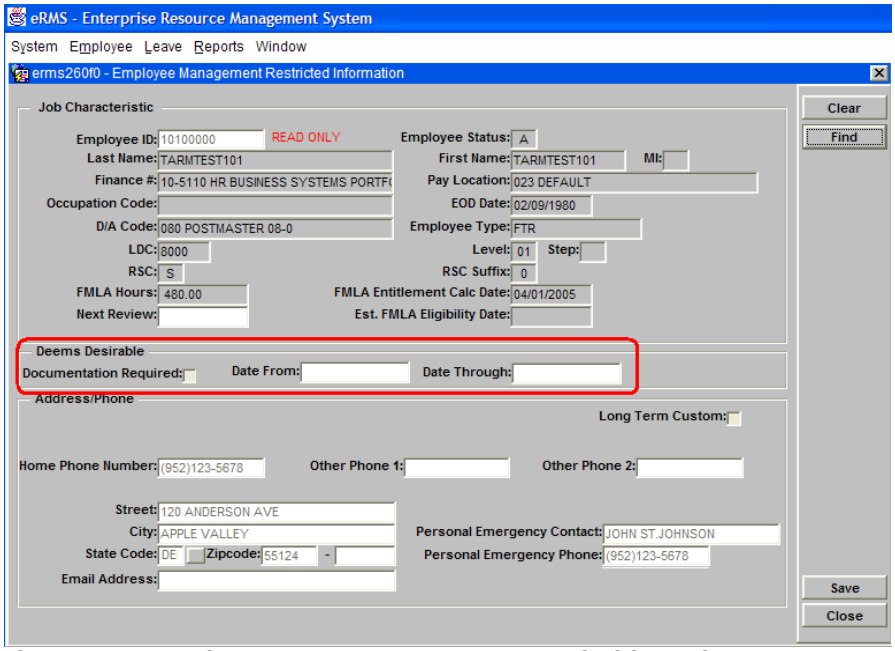


Figure 20 – Employee Management Deem Desirable option

Once a check is placed in the Documentation Required box, the Supervisor Comments window appears and **Supervisor are required to enter the reason why the request for documentation was made in order to complete the Deems Desirable activation process successfully. <u>Supervisor Comments should be made in a professional manner and must abide by proper business rules.</u>** In addition, the system will automatically default to "Y", Yes in **Share?** column.

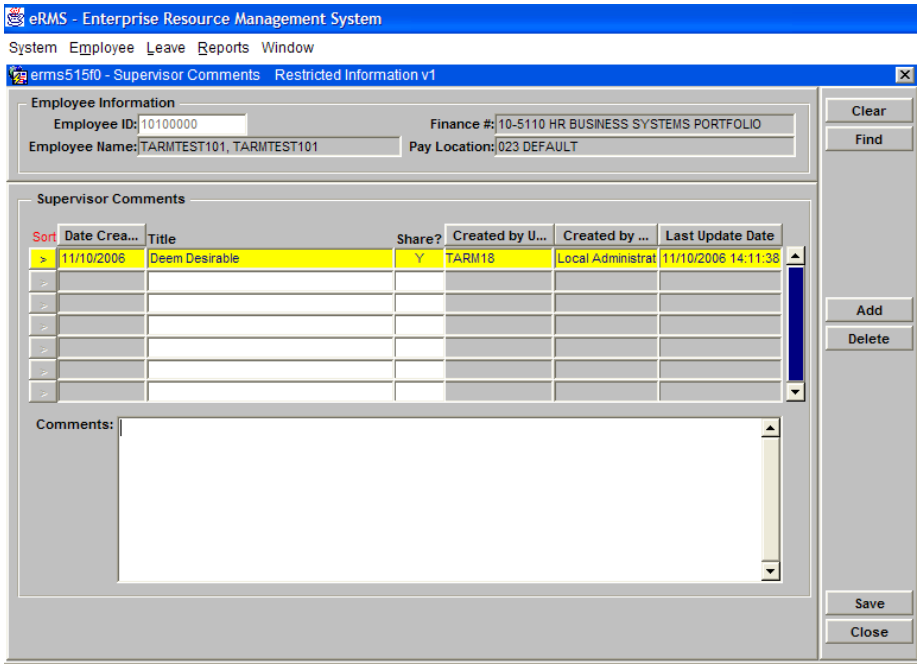


Figure 21 - eRMS Supervisor Comments Screen

Set Review Date

The Set Review Date option is now located on the Employee Management screen and has been renamed **Next Review**.

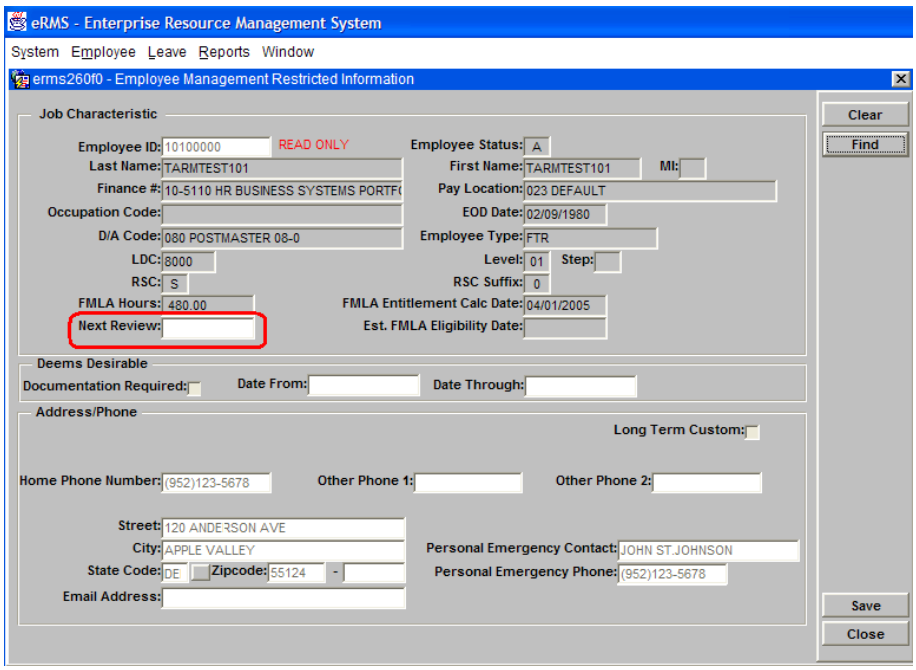


Figure 22 –Employee Management Set Review Date

Confirmation Number Prompt

The **Confirmation Number** box is populated with the number provided the employee, at the upon successful completion of the call-in process, (**IVR-** Interactive Voice Response/**LRA-**Leave Request Application) or when the Supervisor or Attendance Control Supervisor (ACS) request's one during the leave entry process.

When entering leave from the ACS or Supervisor Role, **ALL Leave will transfer to TACS (excluding RTACS and Timecard Offices),** regardless of whether a Yes or No response is provided the user when prompted by the, "Would you like to have a confirmation number for this entry" question. If a **Yes** response to question is provided, the eRMS system will generate a **Leave Entered** email message for all individuals assigned the Supervisor Role for the employee's Pay Location. **However, RTACS and Timecard Offices will still need to follow current payroll procedures.**

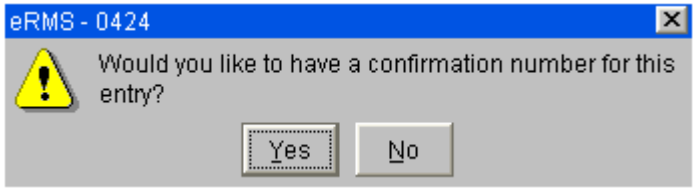


Figure 23 - Confirmation Number Prompt

Submitted Date and Time of Leave Request

The **actual** Date and Time of the leave request must be recorded in the **Submitted** field.

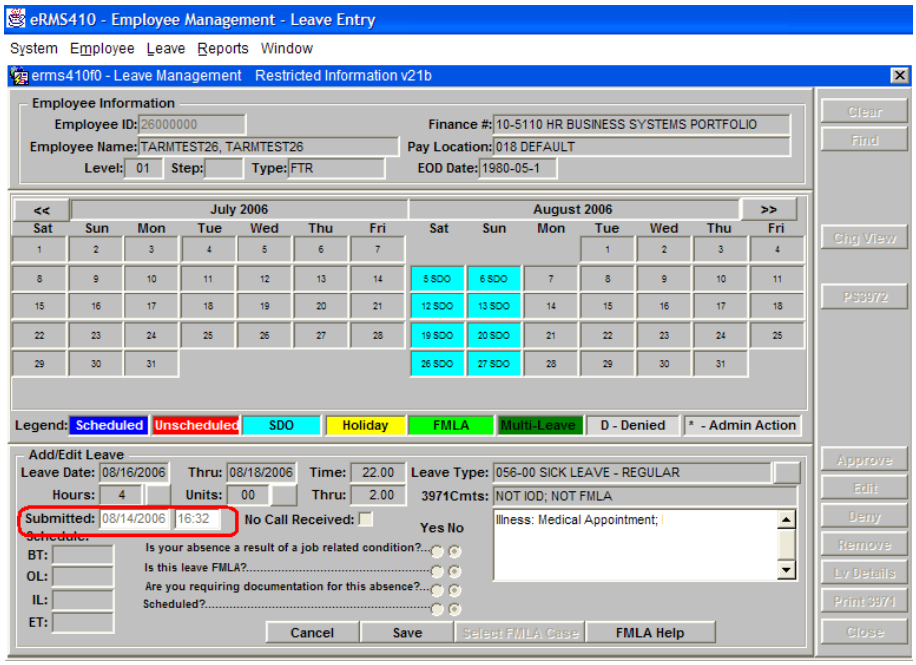


Figure 24 – Leave Management Leave Request

There are no changes to how eRMS records the Submitted Date and Time of a Leave Request accepted through IVR or LRA. This Date and Time will appear in the **Submitted Date** and **Time** fields located on the Leave Management – Add/Edit Leave overlay. The IVR/LRA applied Submitted Date and Time cannot be edited. The Supervisor is required to enter the Submitted Data and Time as part of the Leave Entry process.

Entering **Date and Time Submitted**

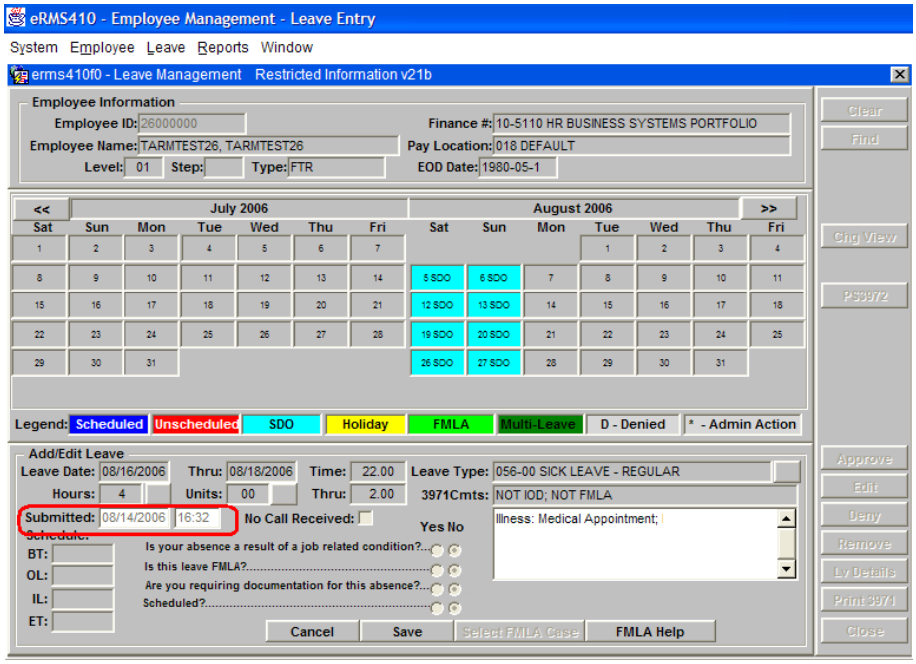


Figure 25 – Leave Management Leave Entry

The default value of the **Submitted Date and Time** boxes is blank.

A **Check** should be placed in the **No Call Received** box if the employee has not reported to work as scheduled AND has not called to request an unscheduled absence.

- A Date and Time entry will not be permitted in the **Submitted Date and Time** boxes when the **No Call Received** box is checked.
- If the **No Call Received** box is checked, "No Call **Received**" will be added to the Comments field on the PS 3971
- <u>When the **No Call Received** box is not checked, the **Submitted Date and Time** are mandatory boxes.</u>
- **The actual Date and Time of the employee's Request for Leave must be entered in these boxes.**

If the **Submitted Date and Time** boxes are blank and the **No Call Received** check box is not checked, the Leave Entry cannot be saved. The Date and Time must be entered in the correct format.

(example: 10/01/2006 07:30)

Pop-up messages will appear when Date or Time is not in the correct format. There are no restrictions to a Date which can be entered in the **Submitted Date** box.

Approved FMLA Leave

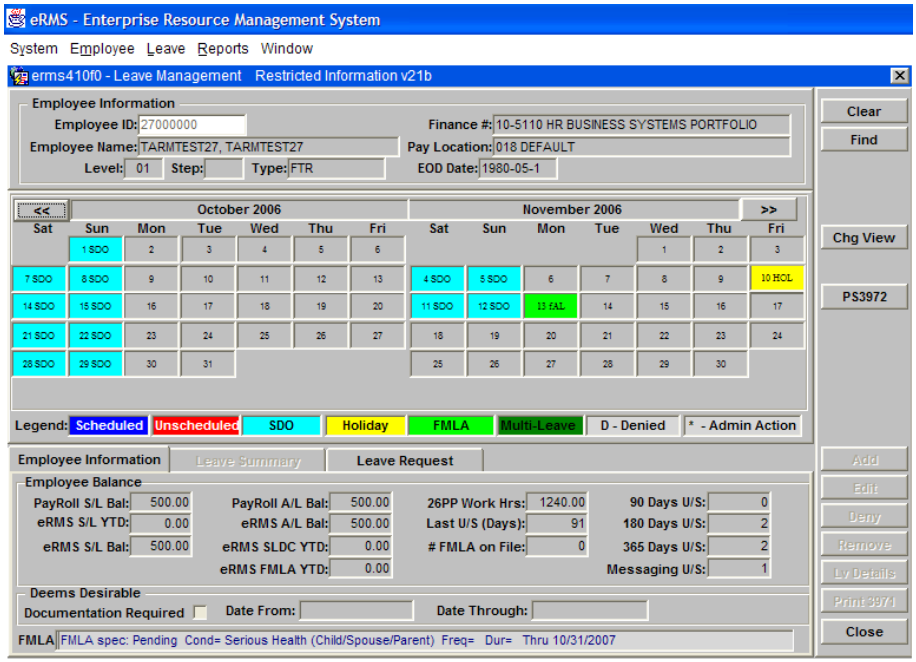


Figure 26 – Approved FMLA Leave

Approved FMLA leave associated with an Approved FMLA case will always be displayed as green on the electronic leave calendar. Even if the leave request is considered unscheduled.

Reports

Employee Reports

Single and Multiple Employee Reports; Employee Leave, PS 3971, PS 3972, Employee Key Indicator, Unscheduled Occurrences, Schedules and Ready to Review

Employee Key Indicator and PS 3972 Reports

Employee Key Indicator and PS 3972 Reports may be generated for multiple employees simultaneously.

- The system will allow you to select information for **one employee or an entire pay location.**
- To generate multiple reports, enter the appropriate **Finance Number**, **Pay Locations**, and **From** and **Through Dates**
- Multiple reports may also be generated by selecting a **SubGroup**

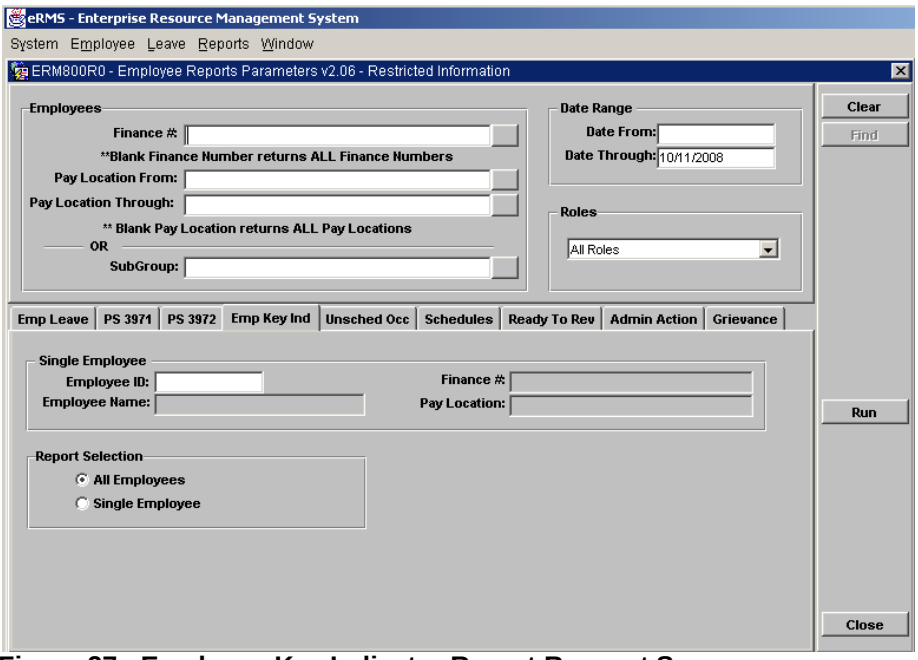


Figure 27 - Employee Key Indicator Report Request Screen

To generate multiple **PS 3972** reports, enter the appropriate **Finance Number, Pay Locations,** and **Leave Year**

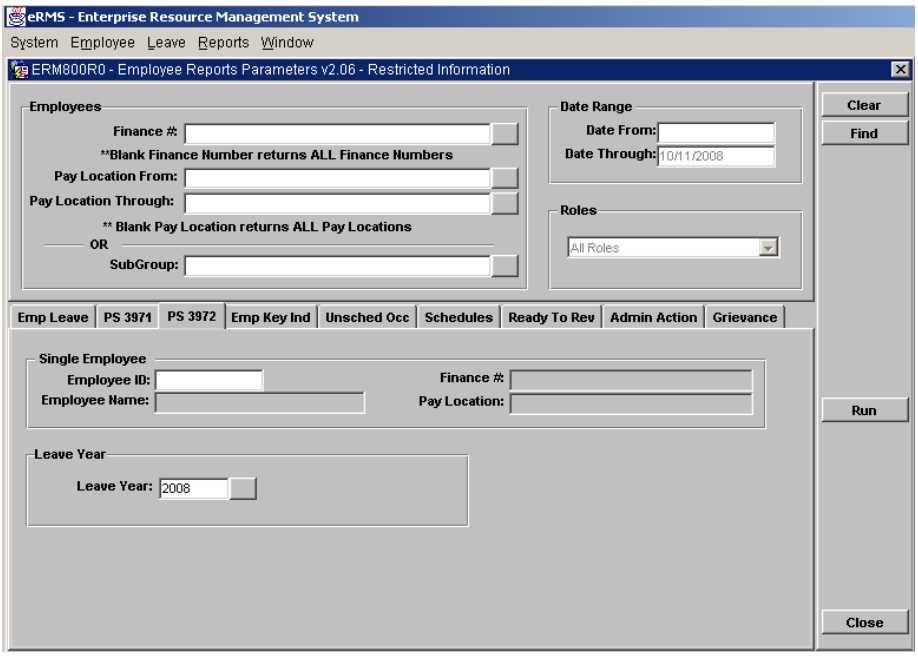


Figure 28 - PS 3972 Report Request Screen

Administrative Action Report Screen

Labor Relations professionals may review Administrative Actions Reports in the audit process and in support of those managers responsible for leave management.

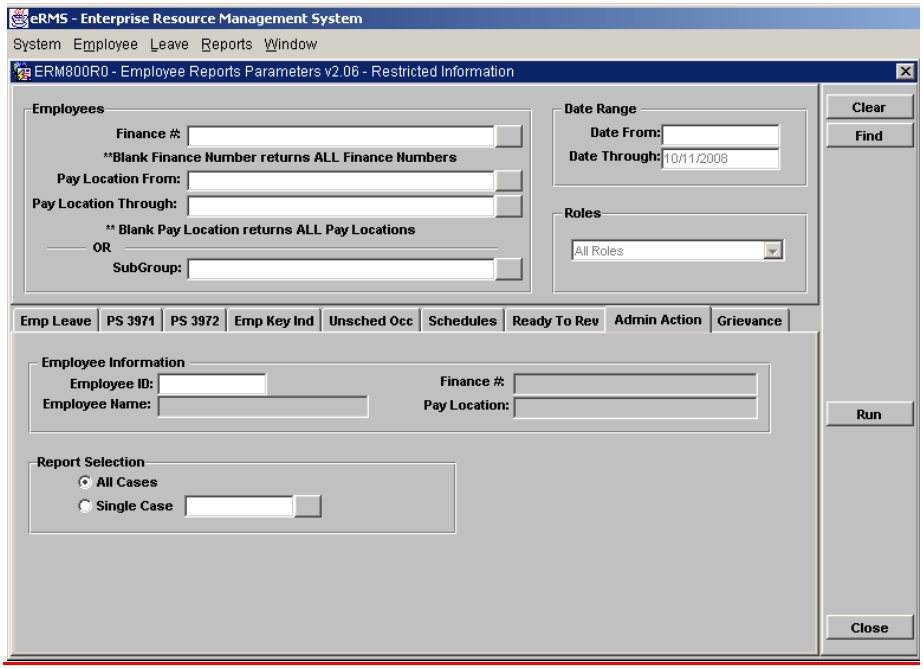


Figure 29 – Admin Action Report Request Screen

As a **labor relations professional** you may need access to employee information throughout the Area/District. To ensure you have the proper access, contact your local eRMS Administrator.

Grievance Report Screen

Labor Relations professionals should review Grievance Reports for accuracy of status of administrative actions at all steps of the grievance procedure.

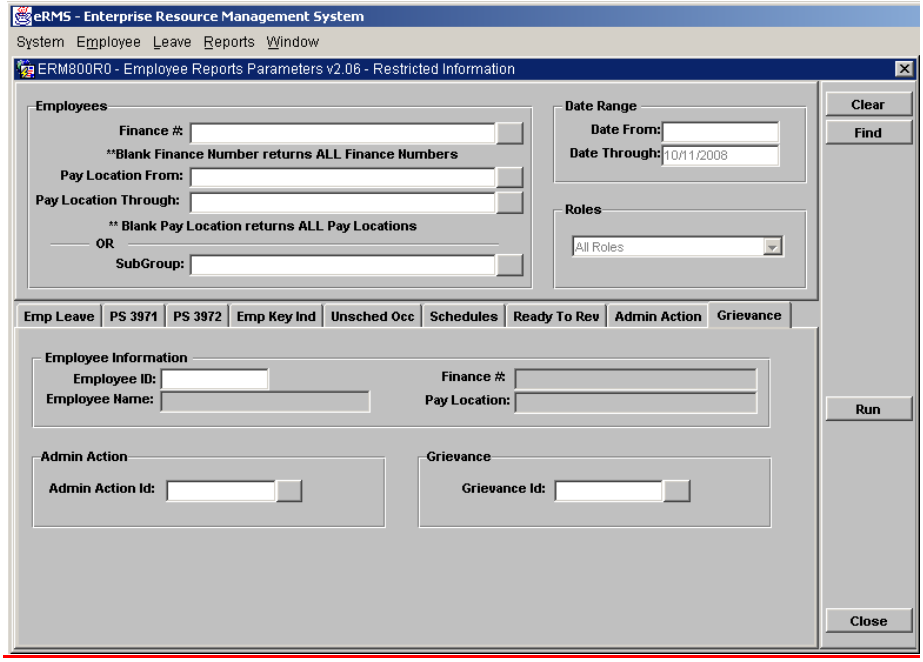


Figure 30 - Grievence Report Request Screen

Call-in Log Reports

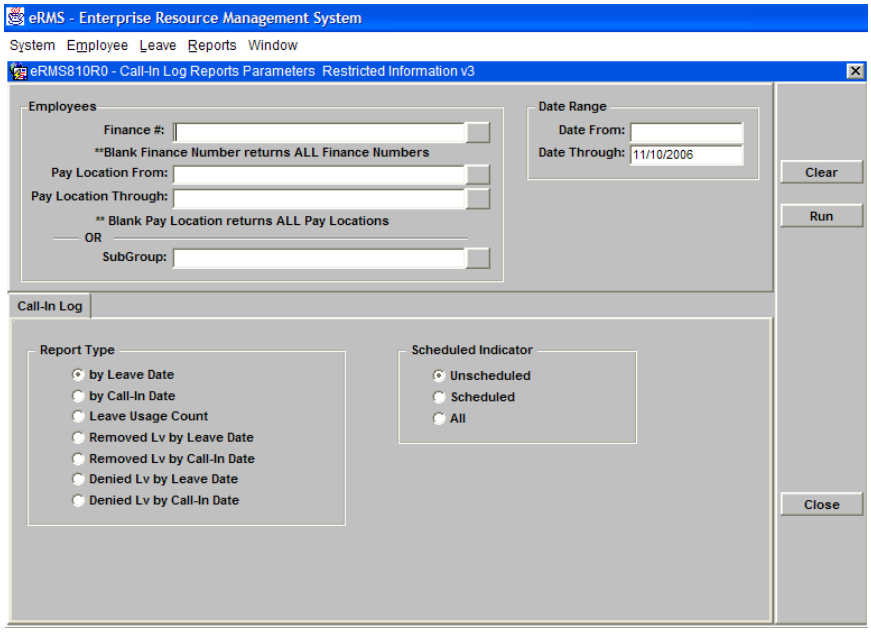


Figure 31 - Call-Log Reports

Call-In Log, Leave Usage Count, Removed Leave, and Denied Leave Reports

All reports may be generated by **Finance Number, Pay Locations,** or **SubGroup** for the indicated date range. The reports may also be filtered for **Scheduled** or **Unscheduled** leave.

Leave Summary Reports

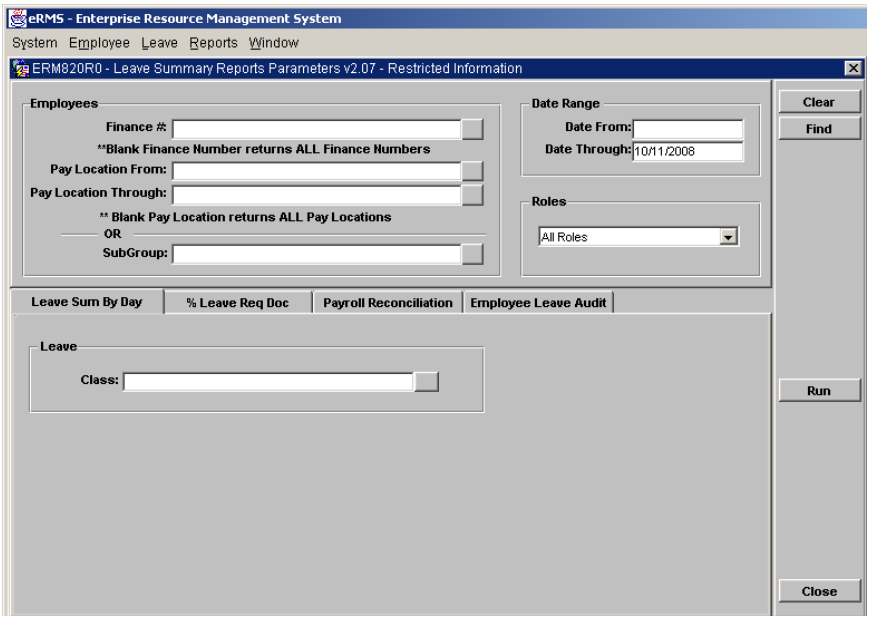


Figure 32 - Leave Summary Reports

Leave Summary by Day, % Leave Req Doc, and Payroll Reconciliation, Employee Leave Audit
Leave Summary reports may be generated by **Finance Number**, **Pay Locations**, or **SubGroup** for the indicated date range.

Employee Leave Audit Reports

Use Employee Leave Audit Reports to identify leave usage trends. Audit reports may be used to identify best practices in leave management.

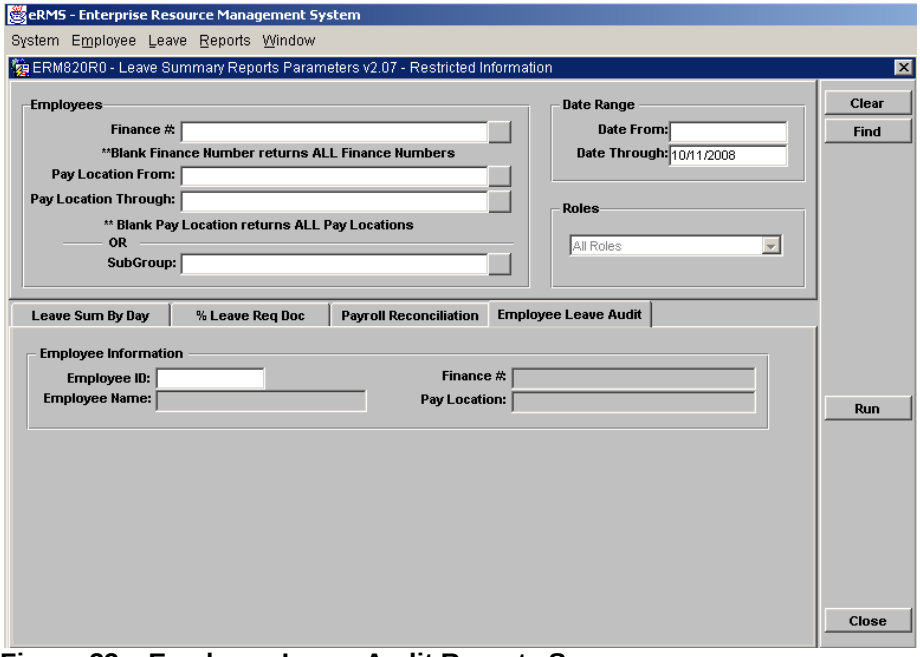


Figure 33 – Employee Leave Audit Reports Screen

FMLA Data Reports

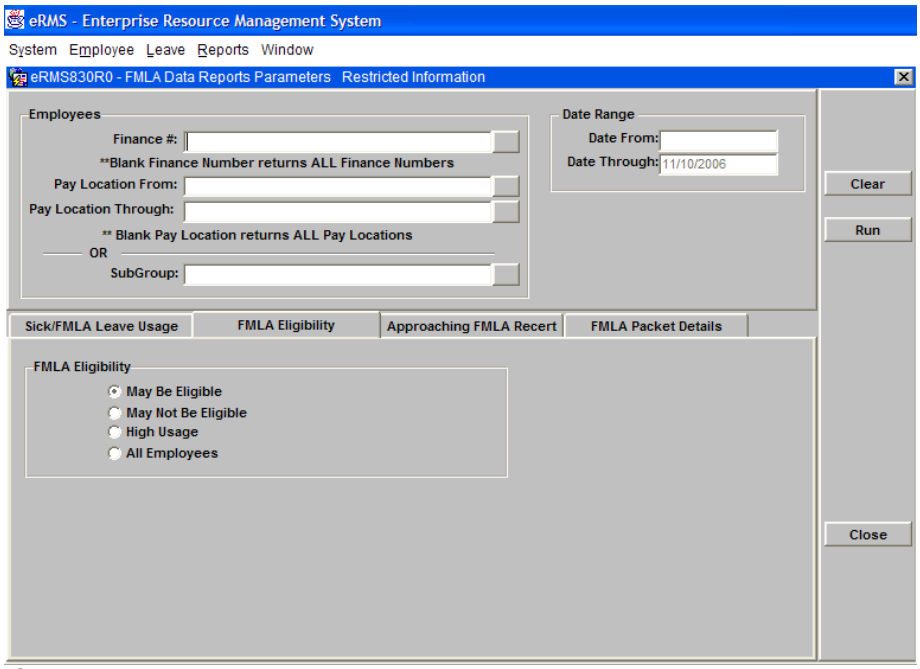


Figure 34 - FMLA Data Reports

Sick/FMLA Leave Usage, **FMLA Eligibility**, **Approaching FMLA Certification**, and **FMLA Packet Details.** **FMLA** Data reports may be generated by **Finance Number**, **Pay Locations**, or **SubGroup** for the indicated date range.

Message and Role Assignment

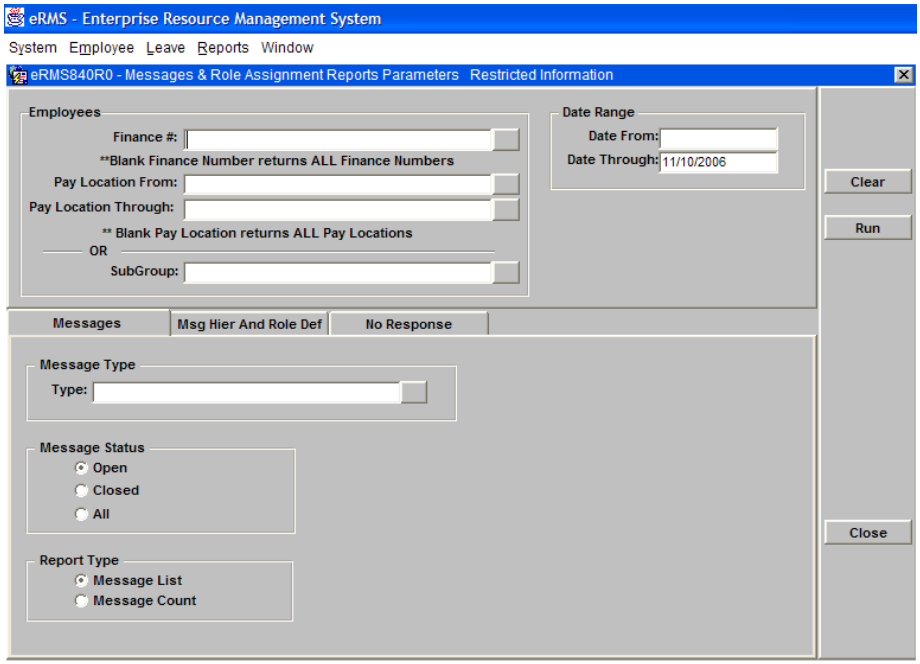


Figure 35 - Messages and Role Assignments Reports

Reports provide information relating to System Generated Messages by type for Open or Closed messages. **Message Role Hierarchy**, **Pay Location Cross Reference**, and **Unassigned Mandatory Roles Reports** may be generated by **Finance Number, Pay Locations,** or **SubGroup**.**Message** Reports may be generated by **Finance Number**, **Pay Locations,** or **SubGroup** for the indicated date range. They may also be generated by **Message type**, **Open messages**, or **Closed messages.**

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.

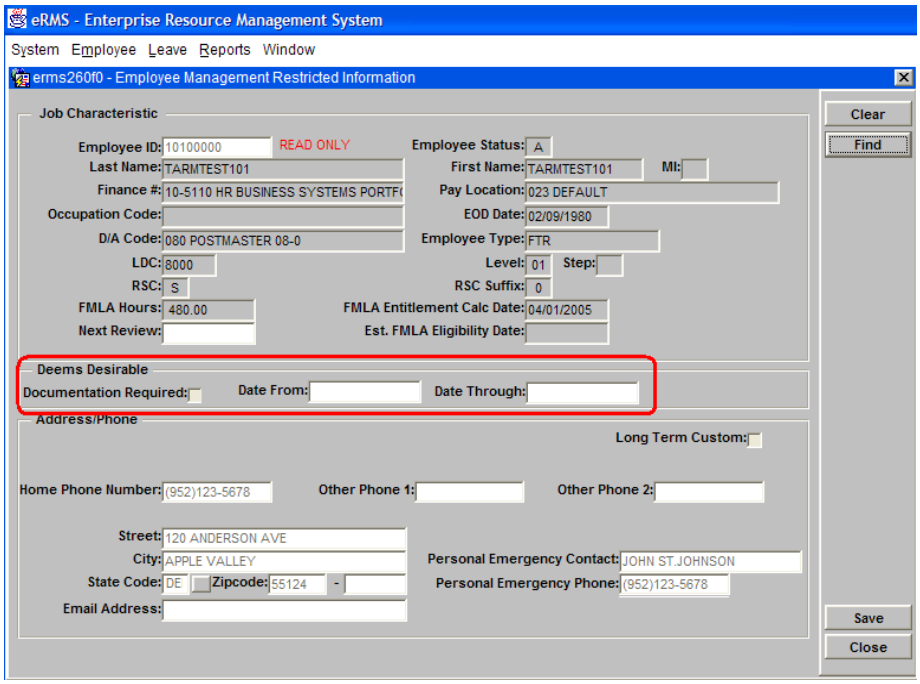


Figure 36 - Employee Management Deem Desirable option

Approved FMLA Leave

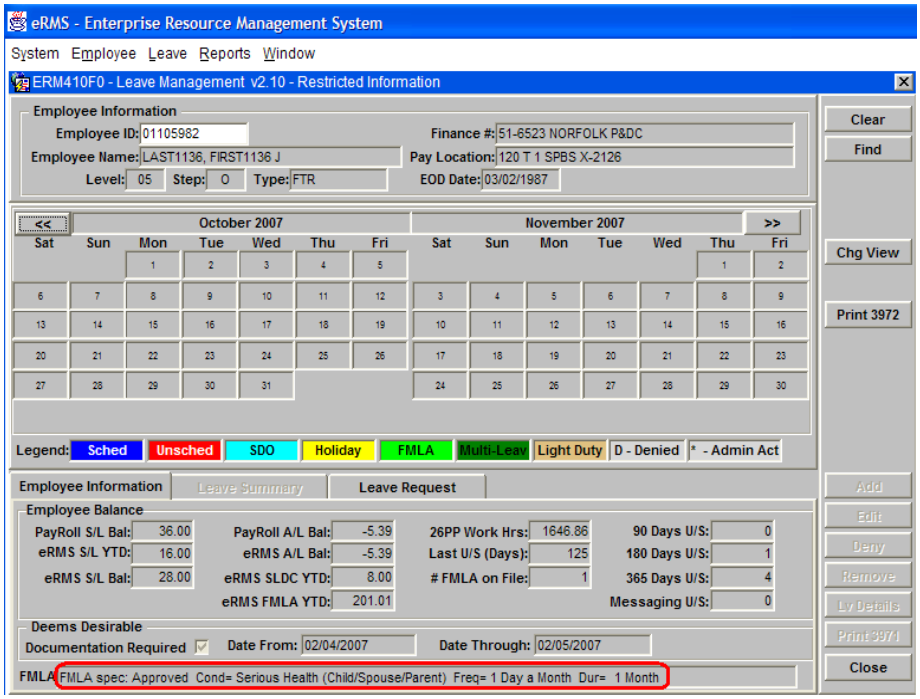


Figure 37 – Employee Management FMLA Information

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.
These offices employ other methods for managing attendance. While all finance numbers are available for use within the eRMS system, local management has opted not to utilize the application. Employees assigned to these Non-eRMS offices must contact the local facility to request unscheduled leave.

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 also 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.

Chapter 2 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

513.332 Unexpected Illness or Injury

[Revise 513.332 to read as follows:]

An exception to the advance approval requirement is made for unexpected illness or injuries; however, in this situation the employee must notify appropriate postal authorities of his or her illness or injury and expected duration of the absence as soon as possible.

When sufficient information is provided to determine that the absence may be covered by the Family and Medical Leave Act (FMLA), a Department of Labor Form WH 380, a PS Publication 71 (*Notice for Employees Requesting Leave for Conditions Covered by Family and Medical Leave Policies*), and a return envelope will be mailed to the employee's address of record. A PS Form 3971 will be provided to the employee upon their return to duty. When sufficient information to determine that the absence is covered by FMLA is not provided in advance of the absence, the employee must submit a PS 3971 and applicable medical or other certification upon returning to duty and explain the reason for the absence. 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 employees (as indicated in 513.12), care for a family member (as defined in 515.2).	Up to 80 hours of accrued sick 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:

- Charging the sick leave against the sick leave earned by the employee as it is earned upon return to duty.
- 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 3 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.

Role of the Labor Relations Professional in the Absence Review Process

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.

The Labor Relations professional's role in the absence review process is to provide guidance and direction in the application of postal rules and regulations concerning attendance. The Labor Relations professional may help identify patterns of leave abuse, advise when and the type of administrative action which may be appropriate.

If a dispute cannot be settled at Step 1 / Informal A, the Labor Relations professional will meet with a union representative on attendance related grievances appealed to Step 2 / B. It is critical all supporting documentation is available for grievance meetings. Prior to meeting with the union, the Labor Relations professional will review the grievance case file to ensure management's position is developed and supported to the greatest extent possible.

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 related information in a safe and secure location.

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

Labor relations professionals may be responsible for reviewing requests for medical information submitted by an authorized Union representative.

The Employer will make available for inspection by the Union all relevant information necessary for collective bargaining or the enforcement, administration or interpretation of the National Agreement, including information necessary to determine whether to file or to continue the processing of a grievance under the National Agreement.

Requests for information relating to purely local matters should be submitted by the local Union representative to the installation head or his designee. (**Article 31.3, Information, in part).**

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?

Discipline for failure to maintain a satisfactory attendance record or for excessive absenteeism must be determined on a case-by-case basis in light of all the relevant evidence and circumstances. Any rule setting a fixed amount or percentage of sick leave usage after which discipline is automatically issued is inconsistent with the National Agreement and applicable handbooks and manuals.

When warranted, Labor Relations professionals may assist in the development of corrective action related to employees who fail to meet attendance requirements. When reviewing the Employee's Form 3972, Labor Relations professionals and 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. **Prior to such decision, a Pre-Disciplinary Interview should be held to afford the employee the opportunity to address the alleged poor 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

Labor professionals have an important role in ensuring the enforcement of consistent and effective management of all leave types. Ensuring consistency in managing leave is an important element in successful attendance administration.

- Examples of consistent procedures applied by the leadership team 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,

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
Area/District Labor Relations Professionals
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).

Labor relations professionals 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 Field Council Representative to review leave performance trends and discuss options for compliance.

Conducting the Audit/Attendance review

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

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 recent requests for FMLA records and research records (eRMS and hard copy files). 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 recent requests for FMLA records and research records (eRMS and hard copy files).	eRMS Sick/FMLA Leave Usage Report (eRMS). Review FMLA Message Report for outstanding messages; Review Over 15 day report for outstanding cases, TACS/Data keeper FMLA Usage Reports, work hour reports, leave categories reports. FMLA Coordinators and supervisors must communicate to manage employee leave. Sick/FMLA Leave Usage Report (eRMS). Review FMLA Message Report for outstanding messages; Review Over 15 day report for outstanding cases; TACS/Data keeper FMLA Usage Reports, work hour reports, leave categories 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.

B. 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
Review Deems Desirable procedures (ELM, 513.36).	Employees directed to notify their supervisor in the event IVR is offline or the employee is unable to complete the call.
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 patterns, irregularity of attendance with employee.	PS Form 3972
Is action taken to correct attendance deficiencies?	Consult District Labor Relations Office.
Leave Without Pay	Data Resource
Review LWOP reports Reconcile LWOP status	eRMS, Data keeper Consult with District Health and Resource Management.
Absence Without Official Leave (AWOL)	Consult District Labor Relations Office.

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 Ensure attendance rules are conveyed to employees Attendance Review Corrective Action Recognition of Good Performance. **Labor Relations** Labor Relations Professionals are responsible for facilitating leave management training, participation in attendance reviews (audits).	**Recommended** **Recognize and Reward** good attendance performance. **Communicate** Postal Rules, Regulations and federal law concerning leave to all employees. **Emphasize** the importance of regular attendance through service talks, audio/ visual presentation, employee coaching, etc. **Speak** with each employee for every absence, quarterly review. **Conduct** pre-disciplinary interview where attendance is not improving.
Administrative Action Is corrective action taken when appropriate? Are actions settled or upheld? **Labor Relations** Labor Relations Professionals should review administrative action for accuracy and appropriateness prior to issuing. LR Professionals and designees are responsible for representation at Step 2 (A), Step 3 (B), pre-arbitration and arbitration.	**Recommended** 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
Senior & Mid-Level Mgrs. What are the business rules as defined by senior management?	**Recommended** Develop a facility standard operating plan for leave management.

Are Coordinators involved in planning meetings? 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.	Consult LR and Finance for training. Consult eRMS Administrator to assign supervisor pay locations. Review Daily Call-in Log, Leave Request Message Log, Data keeper leave hours reports. Review Grievance database (eRMS)
How is senior management holding all levels of management accountable in established leave management procedures?	Conduct periodic meetings to discuss and resolve problems, goals, follow SOP
Consult administrative personnel available to resolve leave management problems.	Mid-Level managers are critical to ensure supervisors follow leave management SOP.

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.

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 provided by the employee and enters it in the Leave Request Application (LRA). The prompts used by LRA mirror the IVR scripting process. It transmits the data collected to eRMS where the supervisor will respond to the employee's leave request. Supervisors receive both a Microsoft Outlook (eMail) notification of the absence and an eRMS Leave Request 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 previous version of eRMS named Resource Management 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 RMD was expanded to 90 sites totaling more than 500,000 employees. In Phase 3 the application was renamed eRMS and transitioned to a national web-based system, which provided greater connectivity and enhancements that have been applied in other USPS systems 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 Roles

Role	Description	Push Reports
National Admin	**Ability to view employee information; except FMLA information and Admin Action History. Ability to edit user access, user email addresses, and can enter emergency contact information.**	**Push Reports not provided**
Local Admin	**Ability to assign user roles, finance numbers, and pay locations. Ability to add/edit/remove/approve/deny leave for assigned finance numbers**	**Push Reports not provided**
Site Administrator	**Ability to view employee information for assigned finance numbers**	**Push Reports not provided**
Supervisor	**Ability to add/edit/remove/approve/deny leave for assigned finance numbers; Ability to enter Admin Action**	**Light Duty Messages, Leave Request Messages**
Attendance Control Supervisor	**Ability to add/edit/remove/approve/deny leave for assigned finance numbers**	**Push Reports not provided**
Manager	**Ability to view employee information for assigned finance numbers**	**AFD, ERMS900R1, Outlook Attendance Review Notification, Light Duty Messages (if designated)**
Senior Manager	**Ability to view employee information for assigned finance numbers**	**AFD, ERMS900R1, Light Duty Messages (if designated)**
Field Council Representative	**Ability to view employee information for assigned finance numbers; Ability to assign roles, finance numbers, and pay locations**	**Push Reports not provided**
Labor Representative	**Ability to view employee information for assigned finance numbers and enter concurring remarks related to Administrative Actions**	**Push Reports not provided**
District Manager	**Ability to view employee information for assigned finance numbers**	**AFD, ERMS900R1, ERMS900R3**
PM (Plant Manager, Post Master, MPOO)	**Ability to view employee information for assigned finance numbers**	**AFD, ERMS900R1**
Occupational Health	**Limited ability to view employee information for assigned finance numbers, ability to enter Light Duty information**	**Light Duty Messages, Light Duty Report (pending enhancement)**
Leave Request Agent	**Assigned to Call Center Agents**	**Push Reports not provided**
Interactive Voice Response	**Assigned to Call Center Agents**	**Push Reports not provided**
Reporting Only	**Ability to view employee information for assigned finance numbers**	**Push Reports not provided**
Human Resources	**Ability to view employee information for assigned finance numbers**	**Push Reports not provided**
National RM	**Limited ability to view employee information for all finance numbers**	**Light Duty Report (pending enhancement)**

FMLA Coordinator	**Ability to view employee information for assigned finance numbers; ability to enter FMLA information**	**Push Reports not provided**

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 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

eRMS/TACS Integration Overview http://blue.usps.gov/hrisp/hrm/documents/erms_tacs_overview.ppt

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 eRMS Staff 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 Reasonable Accommodation Awareness, Understanding Privacy Rights.

"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 Council Representatives (Area)

Last Name	First Name	Phone	Title
Aman	Michael	(303)313-5733	Western Area, Finance Systems Analyst, FCR
Angerer	Cathy	(630)539-4809	Great Lakes Area, HR Analyst, FCR
Benson	Vicki	(860)285-7297	Northeast Area, Labor Relations Specialist, FCR
Clayton-Mack	Brenda	(901)521-2428	Southeast Area, FMLA Coordinator, FCR
Day	Timothy	(414)270-2410	Great Lakes Area, Customer Services Analyst, FCR
Germer	Douglas	(303)313-5740	Western Area, Manager, Accounting (Area), FCR
Joyce	Marty	(412)494-2568	Eastern Area, HR Analyst, FCR
Muckensturm	Cindy	(972)393-6718	Southwest Area, Labor Relation Specialist (co-FCR)
Peets	Sandra	(646)473-3809	NY Metro Area Labor Relation Specialist (co-FCR)
Roberts	George	(214)819-8663	Southwest Area, HR Analyst (co-FCR)
Shelton	Mary	(301)548-2840	Capital Metro Area, HR Analyst, FCR
Shumate	Linda	(626)855-6446	Pacific Area Manager Human Resources (District)/FCR

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