

**From:** James Killackey  
**Sent:** Saturday, March 26, 2016 8:47 PM  
**To:**  
**Subject:** Candidate Information

Executive Board Members,

As we get closer to this years' national convention, I want to take this opportunity to communicate with each of you about the objectives I will be focusing on with you as we lead this organization starting right after our 2016 national convention. These objectives have been developed from my experiences serving in NAPS as a board member and resident officer for sixteen years and as a NAPS member and local and state officer for a grand total of thirty-four years.

**Teamwork/Collaboration:**

Working with a twenty-four member board provides the president with virtually hundreds of years of varied experience in most every function in the Postal Service. A good leader must be able to utilize the experience of the executive board to evaluate situations that present themselves to the organization whether it involves facility closures, staffing cuts or legislative matters. An effective president must use the executive board to receive valuable counsel from our own subject matter experts. In doing so, we can then come up with the best strategies to counter postal plans to change working conditions for our members.

I have worked with members of the executive board in the development, postal approval and implementation of the last two SWC changes that benefitted members who work in Customer Services. As a member of a Maintenance workteam comprised of a board member and subject matter experts from the field, we were able to stop a planned restructuring of Maintenance that had not considered input from NAPS during the restructuring process.

I will recommend that the Postal Service reinstate the use of work teams to tackle operational and morale issues that will include selected NAPS subject matter experts to work on resolving service and work environment issues. Together, NAPS and the USPS can get results in these areas.

**Leadership:** The president of NAPS must be uniquely qualified through years of practical experience both in his/her primary position as a supervisor, manager or postmaster and through years of experience at a variety of levels in NAPS. A majority of our members work in Customer Services and Processing & Distribution so experience in these areas is critical when representing members at the national level, fending off staffing changes in processing facilities or working with SWC in Customer Services.

I have held senior positions in both Customer Services and Processing and Distribution, including Tour Superintendent and MDO positions. I have also been and Manager of large Customer Services operations. My last delivery assignment was as manager of an EAS-24 office with 168 mounted city delivery routes with over 200 vehicles and distribution for ten large delivery zones just outside of Boston. The experience gained in these critical assignments will be an asset in leading this organization.

**Accountability:** A president must always be accountable to the executive board for his/her decisions on behalf of the organization. There have been instances where executive board members learned of NAPS' actions from postal officials or members in the field. In a recent instance, when NAPS requested a 1% increase for FY 2016 it was disclosed that an offer had been made to NAPS and the management associations to change PFP in early 2015, a fact was not disclosed to the executive board until the request was made for the 1% increase at the end of calendar year 2016. A president needs to keep the entire executive board in the loop when important discussions are held that should include feedback to the present and resident officers from the executive board.

As a resident officer I created the Board Memo process that is still in use today to provide board members with vital information as soon as it becomes available and initiated the first use of executive board teleconferences. During my campaign in 2014, I recommended the concept of the use of committees for the executive board to provide closer oversight of all facets of NAPS operations and increased accountability to the members a process you are using that needs to be redesigned to maximize the potential of these committees.

**Managing Finances:** Since a healthy NAPS organization relies on sound financial decisions, a president should have a strong background on how NAPS finances work from ensuring that dues revenue is received in a timely and efficient manner and also be able to find other sources of revenue to benefit the organization.

As Secretary/Treasurer, I reviewed the relationship that we had with our former investment managers and sought to bid out the management of our investment portfolio to determine where savings could be made. The result of this research found our current investment managers who were able to reduce our fees by over 50% from our former advisors. I also worked with Shared Services to streamline the process of processing new members' applications that increased revenue by reducing the amount of time it took to initiate payroll deduction. I also changed the NAPS payroll system from a complex and costly process that reduced payroll costs by 80%.

**Vision and Foresight:** A president must have vision to look ahead, over the horizon for issues that will ultimately impact our members and to prepare actions that can mitigate the harm that members will experience when a problem ultimately manifests itself to NAPS.

While I served as Executive Vice President, the Postal Service sent one of their many informational letters advising us of proposed changes to ELM450, the Debt Collection Act. After I scrutinized the changes they were proposing it was found that there were no provisions to protect members who had already retired from having their pensions garnished if they were found to have an identified indebtedness after retirement.

After conducting research with the assistance of Scialla and Associates, NAPS countered the proposed ELM450 changes pointing out that the new proposal must have the same notification procedures and appeal protections for retirees that are afforded to active employees. After considerable wrangling with USPS attorneys, NAPS prevailed and we prevented retirees from being denied appeal rights under ELM450 and prohibited the Postal Service from going around the appeal process and directing OPM to garnish retirees' pensions.

**Decision Making:** A president must be able to make sound decisions for the organization, and for the best interests of our members. Decisions should not be made due to personal preferences or as a result of difficulties encountered in a business relationship. The welfare of our members must always be our primary consideration.

While serving as the Secretary/Treasurer in 2008, a decision was made by the president to move the Legislative Training Seminar from the Marriott Hotel to the Omni-Shoreham. This decision was made when it was learned that NAPUS had received a more favorable room rate for their legislative training held one week after our LTS had concluded. Keep in mind that room rates change from week-to-week and year to year. Our conference planner, Martin Communications was directed to find another venue for the LTS. We let our contract with the Marriott lapse and signed a three year contract with the Omni-Shoreham.

It would be an understatement to say that we learned after our first LTS at the Omni-Shoreham that our membership was not happy with NAPS' decision to relocate the LTS to the Omni-Shoreham. In 2010 after being elected as Executive Vice President, I worked with our new meeting consultant, Conference Direct to negotiate a buy-out of our contract with the Omni-Shoreham and return the Legislative Training Seminar back to the Marriott where we are today.

**Perseverance:** A president must have tenacity and endurance to stave off attacks by the Postal Service that reduce service, close facilities and otherwise harm our members' way of life. When the Postal Service makes decisions that are not in the best interest of our members the president and the entire executive board must work together to meet the challenges of the Postal Service.

Following the close of Fiscal Year 2009, the Postmaster General learned that PFP payouts for field employees would be higher than those individuals who worked at USPS headquarters. This resulted from the failure of the USPS to achieve corporate goals while unit and personal goals were achieved in the field. We learned much later that the PMG actually directed field leadership to change the final ratings of our members in the field so they would receive no payout. This impacted thousands and thousands of our members across the country.

As Secretary/Treasurer I developed a plan to respond to the actions of the PMG and presented the plan to the other resident officers and the executive board. The comprehensive plan included clear instructions in a national mailing that were sent to every NAPS member outlining how to file eRecourse and appeal their rating. Members feared retaliation for filing eRecourse so the number of appeals was far less than it should have been.

Each of the nearly 900 appeals that were received at NAPS headquarters was individually reviewed and rated and an appeal was prepared and presented to the Postal Service. At the same time, I prepared information from the eRecourse appeals and prepared a thorough case file that the resident officers presented to the Office of Inspector General. The OIG issued a report that confirmed each of the allegations that NAPS made in their case file.

Each and every member who filed an eRecourse appeal received a compensation settlement from the Postal Service. This process took nearly a year-long battle with the Postal Service and hundreds of hours of research and collaboration with the impacted members.

**Representation of Board Members:** Board members who are still actively serving in management positions can sometimes be subjected to disciplinary actions by the Postal Service. Discipline issued to a board member can occur because of the amount of time that must be dedicated to association business resulting in operational problems in their management positions or for reasons that all of our members have to deal with, not enough resources to meet operational objectives. Whatever the reason, board members need to know that NAPS has their backs in instances of discipline. I believe that all NAPS board members should be represented by a resident officer in disciplinary actions.

During my tenure as a resident officer, there were instances where I learned that board members, including regional vice presidents, were issued suspensions or other actions and were being represented by local branch officers. I expressed my belief to the president that I believed it appropriate that an executive board member of NAPS have representation from an experienced representative at the national level because of the impacts that could occur if a board member could no longer serve in his/her board position.

I have been assigned the responsibility to represent several board members in discipline, including suspensions, downgrades and removals. In these situations I relied on my operational experience and the influence of my resident officer position to represent and resolve disciplinary matters involving board members.

In the examples outlined above, I hope I have illustrated the skills, behaviors and attributes I believe will be necessary for our next national president to possess. I also have given examples of efforts and actions that were collaboratively taken by us while I served as a resident officer.

As a group, you know all too well the problems that our organization is currently facing and the absolute necessity for an effective leader to face the challenges we will have in providing our members with proper financial recognition for their work, to improve working conditions and morale and make the job of a supervisor as source of personal pride once again.

Should you agree with the opinions I have presented in this summary, I would appreciate your support to become our next president. Together we can make our organization stronger, more responsive and more relevant in dealing with the myriad of issues the Postal Service is presenting to our members.

Best regards,

Jay Killackey  
Candidate for National President - NAPS