



maintenance management order

SUBJECT: Maintenance Staffing Guide for All Mechanized Offices

DATE: July 10, 1991

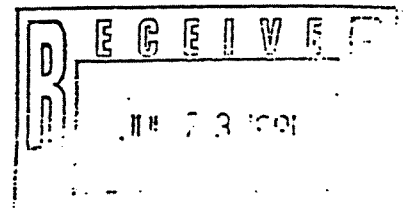
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- TO:**
1. Divisional Field Directors,
Operations support
 2. Manager, Maintenance/Engineering Operations
 3. Manager, Engineering Technical Unit
 4. Director, City Operations
 5. Director, Plant Maintenance, BMC
 6. Maintenance Capable Offices
Manager, Plant and Equipment Engineering
or
Senior Maintenance Official
 7. Maintenance Overhaul and Technical Service Centers

*Area Response
Mgr. PETE*



This Maintenance Management Order (MMO) supersedes MMO-19-77, dated March 18, 1977. Some items and figures from MMO-19-77 are used, but are clarified and updated. This MMO also provides a Maintenance Staffing Guide (see attachment) to be used to estimate workhours and to determine the number of positions in each functional area. Guidelines contained herein are current as of May 3, 1991 and are derived from existing handbooks, MMOs, other source documents, and established historical data bases.

All mechanized offices must estimate maintenance staffing by using the attached guide. The Senior Maintenance Official (SMO) must be personally aware and involved in applying this guide. The SMO is also responsible for maintaining this document so that it reflects all changes in guidelines distributed in subsequent issues of MMOs and MS handbooks. Copies of the completed maintenance staffing package must be available for review during maintenance surveys conducted by Divisional Maintenance/Engineering Operations the Maintenance Technical Support Center (MTSC), Maintenance Overhaul and Technical Service Center (MOTSC), or the Inspection Service.

Bulk Mail Centers (BMCs) should continue to be staffed using Interim Bulk Mail Center Maintenance Staffing Guidelines and Criteria, dated August 16, 1979. These BMC guidelines address fixed mechanization and additions to MS-1, *Operation and Maintenance of Real Property*, and MS-47, *Housekeeping Postal Facilities*, criteria. BMCs will apply MS-1, MS-47, and other appropriate sections of this guide to determine their total staffing.

	Nec Act	Rpt/ Rspns	Copy
Spt. M (MPE)	_____	_____	_____
Spt. M (BEM)	_____	_____	_____
Spt. BS	_____	_____	_____
Sec MC	_____	_____	_____
Spt. MDU	_____	_____	_____
<i>11-555</i>	_____	_____	<i>(3) 7/2/91</i>

*CC. Spt Bom
Supt MPE
Spt. BS
SMDU 7/2/91*

Changes to and clarifications to MMO-19-77 are as follows:

1. Operational maintenance guidelines are defined by specific equipment type and local operating conditions.
2. Current maintenance guidelines are identified and summarized.
3. Guidelines for staffing supervisory positions are included.
4. Equipment inventories are updated to include Phase I and II Automation, customer services CFS equipment, and all other equipment that has been added and supported nationally.
5. This guide is based on twenty-one tour scheduling of personnel to provide necessary coverage of maintenance and operating-tour requirements.

At all locations, estimated maintenance workhours developed from MMO-19-77 shall be revised according to the above changes. Information and assistance in applying and interpreting this guide can be obtained from your divisional Manager, Maintenance/Engineering Operations.

The SMO at the mechanized office is responsible for reviewing the maintenance staffing package annually. If the total number of positions identified to support a given function varies from the previous study by more than one, either positive or negative, the study or affected portion(s) thereof should be revised, updated, and submitted to the reviewing/approving authority.

A computerized version of this staffing guide is being developed and will be distributed to all mechanized offices in the near future.

Questions or comments should be directed to the MOTSC supporting your geographical area.



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Field Director
Maintenance Technical Support Center
Office of Maintenance Management

Attachment: Maintenance Staffing Guide

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MAINTENANCE STAFFING GUIDE METHODOLOGY

INTRODUCTION

This document is a seven-section package that contains or identifies the forms and instructions necessary to determine the workhour requirements for maintenance support at a mechanized mail facility. Sections 2-6 develop the workhours necessary to perform a particular aspect of the maintenance function. Section 7 assists in assigning positions to an appropriate tour based upon maintenance requirements. Section 1 contains the Workhour Summary Data from Sections 2-6 and the Position Summary forms.

The Maintenance Staffing Guide is assembled in sections to allow for its completion and submission by parts as a complete package. Any section (2-6), when accompanied by Sections 1 and 7, may be submitted for review and approval as a stand-alone package. The determination of the need for complete or partial submission is based upon changes from previously identified and approved inventory or criteria. Such changes must significantly affect the total workhours/positions for a particular section before a revision is required to the package. For purposes of this bulletin, the words "guidelines" and "criteria" are used interchangeably.

This Maintenance Staffing Guide does not address the requirement for Superintendent and Manager positions within the Maintenance organization. These positions, by title and level, are a function of the classification of an office and are identified in the standard organizational structures. If changes to this portion of the Maintenance organization are considered, consult with your local Human Resources Manager.

GENERAL INSTRUCTIONS AND GUIDELINES

- Step 1. Prepare Accurate Inventories. Use previous staffing packages, maintenance control records, and physical inventories to determine functional area inventories.
- Step 2. Apply Annual Workhours Per Unit. Eliminate the following from initial consideration:
 - a. Areas for cleaning or policing that are not occupied on a tour or weekends (i.e., office space or carrier section).
 - b. Building equipment work of an occasional nature that can be more economically contracted out.
 - c. All equipment supported under local/national maintenance contracts.

Step 3. Apply Deviations Separately.

- a. Identify and substantiate each recommended deviation from the criteria included herein. These changes may include altered frequency of performance, higher or lower workhour allowance per unit, or the selected ratio of operational maintenance. Operational maintenance must be evaluated and authorized locally, considering the number, age, and general condition of the machines; the distance between machines; the intensity of usage by mail processing; the length of maintenance window; the effectiveness of the preventive maintenance program; the experience level of mechanics and technicians; and the historical experience of the site.

It is essential that the office provide a rationale and justification for any departure from time values indicated herein.

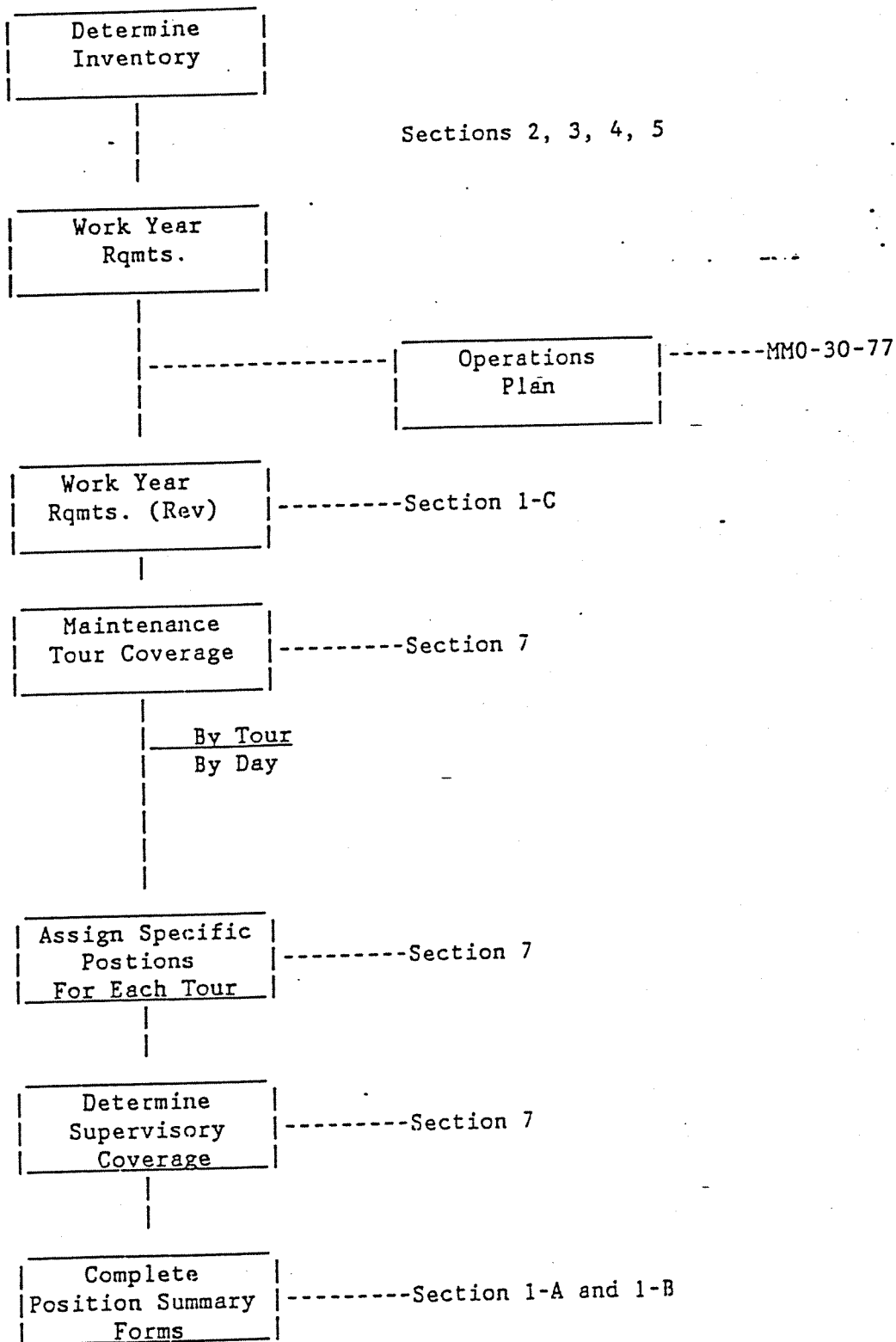
- b. Determine cost or savings of each deviation in terms of annual workhours and dollars.
- c. Provide benefits and possible alternatives.

Step 4. Consider the following (to be done by the Senior Maintenance Official):

- a. Should automatic allowances be made because of excessive leave (AWOL, LWOP), or can the basic problem be remedied?
- b. Is lowered performance the result of physical limitations in a section, or are they due to inadequate (numbers) or poor (quality) supervision? How much supervisor time is spent on the floor? How much at a desk?
- c. Are increased frequencies made necessary in building cleaning because of the personal habits of occupants?
- d. Is the appropriate number of personnel assigned to a task? Does crew size ensure safe task performance, considering size, bulk, awkwardness, and weight?
- e. Can operation maintenance (previously area assurance) time be spread over a greater number of pieces of equipment (LSMs, Mark II's, etc.)? What are the consequences of simultaneous breakdowns? How frequently do they occur?
- f. Is the HVAC control board monitored constantly? (Note: Continuous attendance of HVAC control boards is not authorized. See MS-1, Appendix 13-C).

- g. Is there a large deviation from the frequencies for routine preventive maintenance routes? Why?
- h. Are prescribed methods and equipment being used in each task for which a deviation is recommended?
- i. Has an elevator utilization study been made to enable determination of need for each operator?
- j. Is the proper service code (light, moderate, severe) assigned to mail processing equipment?

Step 5. Following is a flowchart identifying steps for completing this Guide.



SECTION 5

CUSTODIAL STAFFING

1. Complete custodial staffing for the main office and all stations/branches supported by the main office in accordance with the latest revised version of HBK MS-47, Housekeeping - Postal Facilities. Utilize Forms 4869 (sample on page 65), 4839 (sample on page 66), and 4852 (sample on page 67).
2. Determine if the station/branch can be contracted by:
 - a. Determining the number of days per week service is to be provided to the facility by looking at Form 4839.
 - b. Dividing line D from Form 4852 by 52 to determine weekly workhours.

If Weekly Workhours are twenty-four (24) hours per week or less, (see National Agreement), this facility's custodial work should be contracted provided the provisions of ASM, paragraph 535.261, are met.

3. If the station/branch custodial work cannot be contracted, it should be staffed with any combination of part-time regular (PTR) and/or full-time regular (FTR) positions necessary to provide the weekly workhours indicated on line J, Form 4852 (see HBK MS-47, Section 243.u - Use 1760 hours per year).
4. If the Main Office will be required to provide coverage for extended absences, give leave allowances for applicable stations and branches to the Main Office.

Absences not covered by relief from the main office will be covered by the following:

- a. In offices with multiple custodial positions, the staff that is present can work additional hours, either extra hours for PTRs or overtime for FTRs.
 - b. In offices with single custodial positions, custodial duties may be performed by noncustodial personnel: Mechanics, PT Flexible Clerks, PT Carriers, etc. This is also the procedure to be used in associate offices to compensate for custodial absences.
5. Custodial positions should be allocated based upon task requirements and Position Descriptions.
 6. Make entries in the appropriate columns on the Custodial Position Summary form, page 68, as follows:
 - a. Enter the names of the facilities where the main office is responsible for custodial services (Main Office, VMF, Station or Branch). Do not include associate offices.

- b. Enter the weekly workhours indicated on Line J of the Form 4852 for that facility.
 - c. Under "Full-Time Regular Positions," enter the number of each type of position recommended for that facility.
 - d. Under "Part-Time Regular Positions," enter the number of each type of position recommended and the weekly workhours for each position.
 - e. If the facility is to have a contract cleaner, enter the weekly workhours for which the facility should be contracted.
 - f. Total the number of positions at the bottom of the form.
7. Staffing determined by this section should be summarized in Section 1.