



JAMES D. HENRY, A CONCERNED LETTER CARRIER (CLC)

Getting the NALC back on Track

MISSION

City Letter Carriers deserve to be industry leaders in pay, benefits and working conditions. One Union, one pay scale.

DONATIONS

Please consider donating to support the CLC with the financial burden of the campaign.



Donations can be made through Zelle by using the QR Code or by sending to 619-366-4842. Checks or money orders can be mailed to:
**Concerned Letter Carriers
C/O Ricardo Guzman
PO Box 262279
San Diego, California 92196**

BACKGROUND:

James D. Henry of Garden Grove, CA Branch 1100 was elected to the office of vice president by acclamation in 2022 at the 72nd Biennial Convention in Chicago.

A Los Angeles native, Henry began his postal career as a letter carrier in Pomona, CA, in 1988. His path to becoming an NALC activist began the same year he was unjustly disciplined and his branch came to his aid, resolving the case in his favor.

“Thereafter, I knew I couldn’t stand by and see letter carriers treated unfairly,” Henry said. “I became a shop steward, and my calling of representing letter carriers began.” His appointment as a steward came only six months after he joined the Postal Service.

In 1991, he was appointed as an area steward, and after completing advocate training in 1995, he became an arbitration advocate for Region 1. In 1998, Henry was appointed to serve as one of NALC’s first Step B representatives for the Step B pilot program and again when the program was made permanent. He was elected vice president of Branch 1100 in 1999 and senior vice president in 2008.

President Rolando appointed Henry as a regional administrative assistant (RAA) for Region 1 in 2011. As an RAA, he oversaw six dispute resolution teams, conducted dozens of interventions, represented carriers during multiple unemployment hearings, negotiated thousands of pre-arbitration settlements, and presented more than 150 cases in arbitration. He also negotiated hundreds of local contracts. In 2015, then-Vice President Lew Drass selected him as a facilitator/instructor for the Advanced Formal A and Beyond and arbitration advocate trainings.

Henry is a 22-year Marine Corps Veteran.

“My guiding philosophy is ‘the best ability is dependability,’” Henry said. “Sometimes we must have the courage to do the right thing, even if it is unpopular or difficult. I strive to live up to that in my work for letter carriers.”

QUALIFICATIONS:

Graduate Huntington Park High School

Attended Wayland Baptist University

Youth Director of Antioch Missionary Baptist Church

Retired Gunnery Sgt. USMC(R)

- USMC Non-Commissioned Officer's Leadership School
- USMC Senior Non-Commissioned Officer's Leadership Academy

Shop Steward Pomona CA.

Arbitration Advocate

Area Steward Branch 1100

Santa Ana District Letter Carrier Safety Specialist

Original NALC Step B Representative

Branch 1100 Executive Board Member

Chairman of Executive Board Branch 1100

Vice President Branch 1100

Senior Vice President Branch 1100

Regional Administrative Assistant Region 1

National Instructor of Arbitration Advocacy

National Instructor of Formal A and Beyond

NALC National Vice President

Candidate NALC President

NOTE FROM JAMES D. HENRY ON ENDORSEMENTS:

See endorsements (updated on a regular basis) on our CLC Website as follows:

ConcernedLetterCarriers.com



Please access this website to sign up as a CLC Endorser (to be published on the website), or you can opt to be an unpublished CLC Supporter to receive information.

NALC HEADQUARTERS REFORMS:

- **Main Table Bargaining Committee**, made up of the President, and at a minimum of two other Executive Council members. This creates a redundancy system if one component of the bargaining committee goes down, there's two others who don't have to start from scratch.
 - That the committee be required to give frequent detailed reports to the Executive Council of meetings, when they took place, who was met with and what was discussed.

- Will direct the Executive Council to establish an attendance control policy requiring all officers to request leave for absences and authorization for travel.
 - That the policy addresses how all officers request FMLA and if necessary, reasonable accommodation for work.
- Will direct the Executive Council to establish a sexual harassment policy that applies to all National Officers of the NALC.
- Will direct the Executive Council to establish a NALC driving privilege policy requiring all officers to have a valid driver's license and insurance to drive. That the policy applies to NALC owned vehicles, rented vehicles or if reimbursement is requested for business travel.
- Transparency, being the key ingredient for reform. I will lift the veil of secrecy that surrounds National Headquarters. I will ensure that Executive Council minutes and financial reports will be published in the Postal Record.

BUILD A FIGHTING UNION:

- **Reestablish a Director of Education**
 - We will launch a Steward's Academy, offering a comprehensive on-line learning platform on a diverse range of subjects. The NALC Advocate and Arbitration Advocate will resume publication. It's going to take well-educated stewards and officers to face the challenges of today and in the future. By developing a well-trained and talented pool we'll create opportunities for Rank-and-File members to become Shop Stewards, Arbitration Advocates, NALC Step B Representatives, GRA's, RAA's and leaders of the future.
- **Establish A Dispute Resolution Task Force**
 - We must have a credible Dispute Resolution Process that is just and swift. Currently there are over 15,000 grievances backlogged at Step B and 5,000 cases pending arbitration. This did not happen overnight. Obviously the 59 teams currently in place are inadequate to deal with the backlog and new cases coming in, more Teams are needed and that will happen. However, the NALC responsibilities for the DRT process are not specific to the STEP B and Arbitration

process. The 15,000 backlogged grievances at Step B are just the tip of the iceberg, there are thousands of grievances backlogged at Steps A and Informal A. My experience as a Branch Officer and as Chief Instructor for the NALC's Formal A and Beyond training tells me that we have a vast reservoir of talent and sophistication within the rank and file with that said, we can develop a force of aggressive advocates breaking the backlog, protecting the rights of Letter Carriers, and improving working conditions. We will always be mindful that "Justice delayed is Justice denied".

- **Hostile Work Environment Abatement**

- The use of electronic supervision has caused a significant decline in our working conditions and has given management tools to covertly conduct street observations. It's not that our current leadership doesn't recognize the daily torment caused by electronic supervision, it's that they chose to ignore it and view it as a mere inconvenience. We will establish firm contract provisions with forbid the use of any kind of electronic device to supervise, conduct observations, or use for discipline.
- We will create task forces of well-trained and aggressive Advocates to intervene in those work sites with hostile environments in order to eliminate the harassment, bullying, intimidation, and manipulating of Letter Carriers. The initial focus of these task forces will be to address environmental issues with every resource in the book. We will spread the net of responsibility as far and as wide as needed to uproot the enablers who permit abusive managers to remain on the workroom floor. Once that process is under way, we will focus on training local Shop Stewards and Officers to aggressively engage every level of management until City Letter Carriers are treated with dignity and respect.

- **Establish an Organizing Director**

- We will create a structure that taps into the positive public perception of Letter Carriers and seeks their support for our cause. We will provide training for local organizers and support direction

action where the rank and file are a part of the bargaining process. Both National and Regional Organizers will work with Branches to motivate involvement and drive turn out. They will also have responsibility to work with Branches in making the community aware of the issues facing City Letter Carriers.

- **Making Letter Carrier Safety a Priority**

- Letter Carriers are being robbed and assaulted in record numbers. Speeches and marches have done little to stem the ever-increasing number of crimes committed on Letter Carriers. It's time for full court press, our legislative department needs to be involved with local officials to increase the police presence and quicker response times. And legislation needs to be passed to provide for substantial rewards for information leading to the arrest of those who rob and assault Letter Carriers. Our Director of Safety will work with the USPS to develop training for Letter Carriers and managers. An emergency device feature on the scanner needs to be added that can notify local police immediately of a robbery or assault and location. We need access to trauma counselors if necessary. If necessary, organize a continual direction action campaign to spur local officials to lend greater support, community awareness and demand that the USPS curtail delivery in high crime areas.

PRINCIPLED CONTRACT NEGOTIATIONS:

To Understand the possibilities, you need to understand where we are. The U.S. Postal Service reported a record high in revenue last year of 72 billion dollars, it also reported a loss of 6 billion. A very dramatic shift has taken place within the Postal Service which has caused the role of City Letter Carriers to evolve with social change. Mr. & Mrs. Jones on ELM Street in Anytown USA are paying their bills online, communicating with family and friends on social media and are shopping online. Unfortunately, this has caused first class letter mail volume to drop 50% over what it was just a few years ago. However, we have become the shipper of

choice for the almost 6 trillion-dollar E-commerce industry. Expectations are for industry growth for years to come...which means City Letter Carriers will play an essential role in this new segment of the economy thereby providing job security. You must look no further than the Sunday work schedule to see the impact the E-commerce industry has had on City Letter Carriers.

Nobody saw this coming back in the 1990's when doom and gloom predictions permeated throughout the USPS and the NALC. This mind set caused contract concessions and interest arbitration losses during some very difficult economic times over the past few years. In 1990 you hired in as a career City Letter Carrier, today you must endure being a CCA for two years on fast food workers' wages and few benefits before career status. In 1984 it took eight years to reach top salary and today it takes almost 13 ½ years. In 1990 non-career casual employees were restricted to 5 percent of the work force and only two 90-day terms. Today non-career CCAs make up 15% per district, plus another 8,000 nationwide. The employer has gone from paying 76% of the cost of health care to 72%, passing that cost onto the backs of Letter Carriers. Regardless of how these and other losses took place, it's time to take them back. City Letter Carriers deserve to be industry leaders in pay, benefits and working conditions. We will start by correcting the injustices inflicted on this generation of City Letter Carriers by the two-tier pay structure. We will work tirelessly to close the wage disparity and reduce the time it takes to reach top salary. One Union, one pay structure!

Contract negotiations cannot be about giving something up in one area to gain in another, simple logic dictates that there is only so much you can give back before there's nothing left. *Therefore, I will refrain from modifying our contract by memos and advocate for new contract language when necessary. Furthermore, I will never ever agree to any program or process that is non-grievable.* Contract negotiations must be about the value of our labor. As an example, the Teamsters recognized UPS role in this new economy and achieved a significant victory by placing a value on the value of their labor.

- **TIAREAP:** TIAREAP is perhaps the most controversial change suggested for the National Agreement. We cannot allow ourselves to be caught between two false choices, TIAREAP or Chapter 2 of the M-39 ...there's an obvious third option of going back to the drawing board. TIAREAP contains too many give backs and lacks sufficient protections for the rank-and-file Letter Carrier. Chapter 2 of the M-39 is from a bygone era when letter volume was twice of what it is today. The USPS's need to modernize the route evaluation process puts the NALC in the driver's seat. It is possible to negotiate a process that doesn't require us to give up our Article 15 rights to file a grievance, or our right to special route inspections. We don't need an electronic leash that holds us accountable for every minute of the day to have a fair adjustment process. Current NALC leadership seems to be so blinded by their ambition to create a new process that they are intentionally deaf to management applying their so-called parameters as standards for loading time and street functions --which is leading to a deterioration of working conditions. And discipline for stationary events is on the rise, which relies on circumstantial evidence gathered by covert electronic means. The Union cannot be the facilitators of management's mayhem. We are opposed to any inference of a street standard for Letter Carriers. I am very confident that the NALC can come to an agreement that properly adjusts a Letter Carrier's assignment to as close to eight hours as possible without giving away the store.
- **Escalating Remedies for contract violations:** Escalating remedies isn't a bad thing...repeated and continual contract violations is a bad thing. The current administration has a genuine lack of empathy for the level of frustration within the rank-and-file caused by management's continual violation of work

rules including distribution of overtime, number of hours worked, and inappropriate & sometimes cruel behavior of management. The calculus is simple --stop violating the contract or face ever increasing remedies until upper management can find someone to run a station without violating the contract. If we are to improve working conditions, we need the tools in the contract that facilitate holding management accountable.

- **City Letter Carrier Uniform Allowance:** City Letter Carrier uniforms shouldn't cost as much as designer clothing. It is also true that whatever amount a City

Letter Carrier receives for their uniforms the cost will rise concurrently. It's time to get off the hamster wheel. With corporate mergers and buy-outs the number of uniform companies has been reduced to a point where there is no competition and they can charge whatever they want, leaving City Letter Carriers with worn out shoes/uniforms and nothing to protect them from the elements. Each Letter Carrier gets \$499 per year in uniform allowance, with over 280,000 active City Letter Carrier that equates to approximately \$139,000,000.00 per year in bargaining power. It stands to reason that an exclusive contract that specifies uniform cost would reduce margins for such a potential revenue stream. Another area that deserves attention is the initial allotment. Consideration should be given to provide the first set of uniforms as no cost, where each City Carrier is issued all the uniform items necessary with special consideration for areas with adverse weather conditions.

- **Staffing and Excessive Work Hours:** After years of mutual understanding that the 12/60 work hours limit was supposed to be a hard stop maximum work hour limit, management has "Flipped the Script". Today Letter Carriers are being forced to work beyond the maximum limits as much as 16 hours per day --more in some cases-- because of improper staffing. It's not even a shared sacrifice because management will take Letter Carriers off the floor as 204-B's and make them closing supervisors so management can maintain their eight-hour day. In other cases, management will detail carriers from one office to another which causes forced overtime issues in the losing station. It's obvious that management is being willfully negligent...forced overtime being a strategy. Rather than taking up the fight over proper staffing, the

previous and now current administration signed a memorandum of understanding (M-01968) which facilitates management's understaffing strategy. Rather, than taking up the fight in support of escalating remedies for overtime violations, the current administration sees them as punitive and a bigger problem than the violation itself. Now the Renfroe administration has floated the idea of removing the overtime caps to allow you a right you already have, not to work beyond 12/60. The current administration approach is typical of weak "hat in hand" give back negotiations. As your President, I will ensure the enabling memo M-01968 is withdrawn post-haste. I will direct the Executive Council to submit three resolutions to be brought before the convention delegates seeking contract language requiring carrier

delivery units to be properly staffed, giving Letter Carriers the right to refuse to work beyond 12 hours and “cease and desist” language with escalating remedies be included in the National Agreement. Our collective experience with Postal Service has taught us that if the Union is not a lion...carriers are prey.

The four items mentioned are not inclusive, but they do give you some insight into a solution-based approach for some very difficult and complex problems faced by Letter Carriers. The NALC has a unique process which enables the rank-and-file member to submit contract resolutions to the convention for consideration. At times in the past the Executive Council has taken a rather heavy hand in their approach to many of these resolutions. To the extent possible we should strive to moderate that response and work diligently to incorporate these items into our bargaining position. In addition to publishing the NALC bargaining position during negotiations, I will ensure frequent bulletins, and provide updated podcasts outlining the Union activities on your behalf. I will call on the membership for a demonstration of solidarity and support for our bargaining objectives. In short, whether or not the Open Bargaining resolution passes, we can follow its intent and spirit to the extent circumstances will allow.

FINAL THOUGHTS:

The Marine Corps defines Leadership as “The sum of those qualities of intellect, human understanding, and moral character that allows a person to inspire a group of Marines”. Those who know me will tell you that the leadership principles

acquired in the Marine Corps have been the guiding principles I have applied throughout my 36 years as a Union advocate and leader. I have trained and practiced being technically, tactically proficient and seek self-improvement on an ongoing basis. I’m committed to looking out for the welfare of Letter Carriers and keeping them informed. Foremost I am committed to setting an example as Letter Carriers instinctively look to their President as a barometer of the Union’s standing. There is a lot of work to do to repair the damage done to the NALC’s reputation, and mend damaged relationships caused by the fallout from the current administration’s leadership failure.

As a Letter Carrier I know what it is like to sit out on unjust charges. As a Steward I recognize the challenges and frustration of a broken dispute resolution process. As a Full-time Officer from a large diverse Branch, I understand the daily battles for defending City Letter Carriers. I know these things because I still have a well-worn set of blues in the closet at home...I will not forget where I came from.

In Solidarity

James D. Henry

NALC Vice President, A Concerned Letter Carrier