



STATEMENT OF
ARIZONA-NEW MEXICO DISTRICT MANAGER
JOHN S. MORGAN
before the
Senate Homeland Security and Government Affairs Subcommittee on
Government Operations and Border Management Hearing:
“Dangerous Heat: The Effects of Hot Vehicles on USPS Operations in Arizona”
July 15, 2022

Good morning, Chair Sinema. Thank you for calling this important hearing and providing the opportunity to discuss the Postal Service's established, proactive, and robust approach to mitigate the environmental impacts of heat on our operations. I also look forward to discussing how environmental factors influence our vehicle fleet strategy, with particular attention to the improved safety and comfort features planned for our Next Generation Delivery Vehicles (NGDVs), including air conditioning.

My name is John Morgan, and since August of 2020, I have been the District Manager for the Arizona-New Mexico District. In this role I oversee the retail and delivery operations in Arizona and New Mexico. Nearly 10,000 proud employees provide service to more than 2.9 million delivery points in Arizona at least six-days per week. Our delivery operations in the state include 3,658 carrier routes that are subject to the outdoor environment. The health and safety of our employees is one of my top priorities because a safe and healthy workplace protects our employees and ensures Arizonans receive consistent and reliable mail delivery.

I have over 27 years of postal experience, and 35 years of combined federal service. I started my postal career as a letter carrier right here in Arizona. So, I know first-hand what mail delivery in our great state entails. Since then, I have held a variety of leadership positions in the Western, Pacific, and Central Areas. Before my current position, I served as the District Manager for the former Mid-America District. I also served as the Postmaster for Kansas City, MO and St. Paul, MN. Additionally, I served in various management roles in Phoenix, AZ, Tucson, AZ, and Las Vegas, NV. I am also a U.S. Army veteran, proudly serving our country from 1983 through 1991.

My wide variety of postal experiences have prepared me for the leadership position that I now hold. I am familiar with the unique opportunities and challenges this organization experiences—including the potential environmental impact heat can have on our operations.

Serving the American Public in a Self-Sustaining Manner

As part of our Universal Service Obligation (USO), the Postal Service delivers to 163 million addresses nationwide, in all climates and topographies, at least six days per week. Congress has directed that we must do so in a financially self-sufficient manner. We generally do not receive tax dollars to fund our operations and rely instead on the sale of postal products and services. This self-financed universal delivery mission is an impressive daily accomplishment that serves the American people in an important and unique way. We bind the nation together with mail delivery and are an essential service that is part of our nation's critical infrastructure. This became even more evident as our employees were on the frontline to ensure that vital services were provided to the nation during the COVID-19 pandemic. Our reach and responsibility are unmatched as we deliver nearly half of global mail volume.

Because of this USO, we have over two centuries of experience delivering mail to all parts of the country. We deliver in urban areas such as Phoenix, which is the fifth largest city in the country, and we provide an equal level of delivery service in rural communities, where our service is especially valued. In addition to the geographic scope of our USO, we also experience a variety of environmental challenges such as high heat and extreme cold. Despite these challenges, we are not deterred in our mail delivery operations. Climate variations cannot discourage us from our operational mission.

To carry out the USO, the Postal Service uses a vast network of people and technologies to collect, process, transport, and accurately deliver the nation's mail. This network relies on the timely integration of schedules on a national scale, which includes coordinated collection, processing, and transportation timelines across state lines and within each state. Furthermore, this system is designed to account for, respond to, and mitigate the variety of normal climates challenges that we expect and face across the country each day. Carriers in Arizona begin their day when mail arrives at their Post Office following this national coordinated effort and are ready to deliver the mail in a healthy and safe manner, under the conditions that we routinely face in Arizona.

A Commitment to Employee Safety

Because the scale and importance of our statutory delivery mission is unparalleled, and because we rely on the over 650,000 men and women of the Postal Service to carry it out, let me first and foremost describe the actions we take to protect the safety and health of our employees before turning to any discussion of our delivery vehicles. Our commitment to safety is manifested in all the locations, vehicles, and facilities in which our workforce carries out their duties.

At the national level, we have a Headquarters Occupational Safety and Health function that supports and sustains a work environment where employees and managers are empowered to affect safety and health and to help us to remain accident and injury free. Through the development of policies, programs, and initiatives, this department leads efforts to ensure that all employees are provided with the tools needed for long, healthy, happy, and successful careers.

Ensuring employee safety and health, however, is not just a Headquarters function. It is an organization-wide endeavor, supported by dedicated safety and health specialists in our regional, area, and district offices.

There is no doubt that Arizona experiences above-average high temperatures. However, heat is but one of the many environmental factors the Postal Service faces when delivering the nation's mail. While we may not be able to control the weather, we are able to control our organization's response to it to ensure our employees are safe and healthy.

The Heat Illness Prevention Program (HIPP) Protects Our Employees and Delivery Mission

To combat the potential negative impacts of heat on our operations, the Postal Service created the Heat Illness Prevention Program (HIPP)—a tailored, proactive, and comprehensive educational and operational initiative comprised of several elements. While elements of the program will be detailed throughout this testimony, the HIPP guidance document is attached as an addendum.

The HIPP is triggered annually during the period of April 1 through October 31. However, the HIPP is also triggered when any employee, in any facility, is exposed, or reasonably anticipated to be exposed to, a heat index temperature exceeding 80 degrees Fahrenheit during a workday or work shift. It is also a component of orientation for all new Postal Service employees.

The HIPP Creates a Culture of Oversight and Responsibility

To create compliance and accountability for the HIPP, the Postal Service's Chief Human Resources Officer oversees the HIPP at a Headquarters level. Furthermore, each Area/Regional Vice President designates an Area/Regional coordinator who is responsible for ensuring the implementation and management of the HIPP in his or her Area/Region as well as certifying compliance with the HIPP for his or her Area/Region. The Area/Regional coordinator is trained in the risks, physiological responses to, and controls for heat. This oversight ensures compliance with the HIPP at all levels of the organization and demonstrates our commitment to successfully implementing the program for the benefit of our employees.

The HIPP Educates Employees to Recognize the Signs and Symptoms of Heat-Related Stress and Illness

The HIPP contains a variety of specific, educational materials for employees to recognize and respond to the signs and symptoms of heat-related stress and illness. Under the provisions of the HIPP, carriers are reminded to ensure they're hydrated, wear appropriate clothing, take advantage of shade whenever possible, and to take enough water and ice with them out on their routes to ensure they are sufficiently hydrated. They are provided regular breaks and are also encouraged to take additional breaks in the shade or an air-conditioned building if needed. The HIPP also includes posters, heat safety reminder cards for identification lanyards, and vehicle stickers.

The HIPP further advises our employees that when they are working away from a Postal Service facility, they should immediately call 911 and then their supervisor, if able, when they experience signs or symptoms of heat stress. Finally, during high heat events, supervisors will include heat safety conversations with employees, particularly with newly hired employees and employees who have recently returned from leave.

We require all employees to take a yearly training on heat stress that discusses the effects of heat on the body, outlines the risk factors for heat-related illness, and describes the associated treatments for each.

This training also explains several control measure techniques and safe work practices that can be used to prevent heat-related illness. This required training for all employees was completed by April 1, 2022 and is replicated each year.

From April 1 through October 31, messages related to heat exposure and the prevention of heat-related illness are automatically broadcast to carriers via their Mobile Delivery Device (MDD). In addition, all supervisors deliver weekly safety talks addressing issues related to heat exposure and prevention of heat-related illness.

Furthermore, all employees are encouraged to take immediate action if another employee exhibits signs or symptoms of heat-related illness. Employees are reminded to always err on the side of caution and immediately call 911.

The HIPP also provides engineering and administrative controls – controls that include the use of informative vehicle stickers, laminated badges, postcards, ensuring potable water in all facilities, ensuring vehicle fans are kept in service, special attention to newly hired employees and employees who have been on extended leave, and an escalation process that prioritizes all requests for HVAC building repairs.

In addition to the implementation of the national HIPP, as district manager, I have implemented specific street strategies and supervision initiatives that create a culture of proactive mitigation by my management and supervisory team. These initiatives ensure that carriers have additional materials and tools to help prevent heat-related stress and illness.

Specifically in Arizona, employees are also provided cooling towels to help mitigate the impact of heat on the body temperature of our employees. Furthermore, most delivery units have ice machines, and employees are provided with insulated, half-gallon water jugs. Even though employees are encouraged to bring their own water, as an additional precaution, we make bottled water accessible to all our employees. From July 1, 2021, to June 30, 2022, we made available more than 89,000 bottles of water to our employees. This is just a sample of the local initiatives I encourage to promote the safety and health of our employees.

The HIPP Keeps All of Our Employees Safe Above and Beyond Air Conditioning

The HIPP is a specific, robust, and standardized program that efficiently and effectively informs our employees on how to identify and respond to heat-related stress and illness. It is a flexible program that is consistently evaluated and modified to respond to changes in technology and the needs of our employees. Furthermore, it is a team effort. We recognize the interdependency of our workforce and encourage management and fellow employees to notice signs and symptoms in others.

We understand that the environmental impacts of heat cannot be solved by air conditioning alone but requires a more comprehensive approach. While air conditioning may keep an employee cool in normal circumstances, it does not replace the known strategies to prevent the underlying causes or symptoms of heat-related stress or illness unique to the work of our employees.

Given the complexities of our operations and the fact the combatting heat stress is a multi-faceted problem, the Postal Service cannot rely on just one mitigation effort, such as air conditioning or climate-controlled environments, to keep our employees safe. The nature of our vehicle operations—frequent window and door openings and closings for mail delivery—may not significantly reduce or alleviate the onset of heat-related stress or illness through cool air alone. The initiative that keeps all our employees safe is the HIPP no matter if they are walking a route, processing mail in a plant, or delivering mail in a vehicle.

The HIPP Helps Maintain Our Operations

Our employees are some of the most dedicated in country. Their dedication, coupled with the educational materials in the HIPP, put the Postal Service in position to mitigate any potential negative impacts heat may have on our operations while putting employees in a position to avoid the harms of excess heat.

The extensive oversight I discussed earlier ensures that all levels of the organization are compliant with the HIPP. In addition, the comprehensive and proactive educational materials arm our carriers with knowledge that will enable them to recognize the signs and symptoms of heat-related stress and illness and to take corrective measures before it becomes a serious medical issue for an employee and a potential impact to our operations. Education, including the information contained in the HIPP, also encourages our carriers take proactive measures, such as drinking adequate amounts of water, taking breaks, finding shade, and wearing appropriate clothing, to avoid the triggers of heat-related stress and illness entirely.

Despite above-average high temperatures, Arizona service performance remains reliably steady and among the best in the nation. Moreover, employee availability remains strong and unplanned absences are low. While we would prefer that no heat-related incidents occur among our employees, due to several factors—including potential underlying health issues of individual employees—exceptions do occur. However, claims of heat-related stress and illness are on the decline year after year. Notably, most heat event claims are minor – as they don't require medical attention or employees having to be off from work. A safe and healthy workforce is important in its own right, and also gives Arizonans the reliable and predictable mail service they deserve and have come to expect over the years. I attribute the proactive and mitigating HIPP initiatives as a crucial factor in ensuring that our carriers are safe and that they are prepared to deliver the mail six and sometimes seven days per week under the conditions that we routinely face in Arizona.

Overview of Current Fleet and Vehicle Strategy

The Postal Service owns and operates a delivery fleet of approximately 212,000 active vehicles, consisting of both purpose-built and commercial off-the-shelf (COTS) vehicles. Our purpose-built vehicles, known as long-life vehicles (LLVs) were manufactured specifically for the purpose of delivering mail. COTS vehicles are publicly available and purchased directly from the vehicle manufacturer with minor modifications.

The Postal Service has an urgent and immediate need to replace our aging LLVs with vehicles that are more fuel efficient, produce fewer emissions, and provide our employees and the communities they service with advanced safety and comfort features that are now the norm. Furthermore, maintenance and the associated costs for the LLVs, which in some instances have been on the road for 25 years or more, puts additional pressure on our finances and operations.

Since 2003, all COTS have been equipped with air conditioning, and the Postal Service operates approximately 951 air-conditioned COTS vehicles in Arizona, with 583 used to complete delivery operations. The state of Arizona is also currently slated to receive 86 additional air-conditioned COTS delivery vehicles over the next year.

NGDV Procurement and Key Features

To address the issues and concerns that I identified with our aging fleet, it will be necessary that we also move forward with our Next Generation Delivery Vehicle (NGDV) procurement and other vehicle purchases related to our mixed delivery vehicle fleet. All of the NGDVs and any other delivery vehicles we will purchase will be equipped with air conditioning, in addition to other comfort and safety features. Delivery of the first NGDVs is expected to begin in October 2023,

The safety of the men and women of the Postal Service is our number one priority within the context of our universal delivery mission, and we are moving as quickly as possible to deploy these vehicles. Our intention is to provide our carriers and the communities we serve with vehicles that are safer and have the ergonomic features that are standard in modern commercial vehicles to fulfill our USO to deliver to 163 million addresses in all climates and topographies six and sometimes seven days per-week. And we must continue to move forward. Delay in the NGDV procurement, for any reason, is not in the best interest of the organization, our employees, or our customers.

The NGDV procurement program formally began in January 2015. After several years of industry outreach, study, evaluation, and prototyping, the Postal Service conducted a robust competitive production competition and awarded Oshkosh Defense an infinite delivery/infinite quantity (IDIQ) contract to manufacture our NGDV in February 2021. The IDIQ contract provides the Postal Service the ongoing

ability to purchase between 50,000 and 165,000 NGDVs over the 10-year contract period. The vehicles will be equipped with either fuel-efficient ICE or BEV powertrains.

Under that contract, on March 24, 2022, the Postal Service placed an order for 50,000 NGDVs to be delivered between 2023-2027. The NGDV is just one part of our mixed delivery fleet strategy, and we will continue to purchase the types of vehicles that best align with our routes, operational needs, and financial circumstances. We will make ongoing assessments of the mixed delivery fleet strategy and prevailing circumstances to determine whether additional NGDVs will be purchased under the Oshkosh Defense contract beyond the 50,000.

The search for replacement vehicles for our delivery fleet resulted in the purpose-built, right-hand drive NGDVs that will deliver AC and heating, improved ergonomics, and some of the most advanced vehicle and safety technology – including 360-degree cameras, advanced braking and traction control, a front- and rear-collision avoidance system that includes visual, audio warning, and automatic braking. The vehicles will also have increased cargo capacity to maximize efficiency and better accommodate the changing mail mix between mail and packages.

NGDV Key Features



The NGDV serves as an important cornerstone for a future-ready mixed delivery fleet that will address varying service requirements, shifting consumer demands, improved safety and comfort, and accelerated

integration and adoption of emerging technologies over time. It will provide carriers with advanced safety features, while providing the expanded cargo capacity needed to support today's changing mail mix and package volumes.

As mentioned previously, the Postal Service is also procuring COTS vehicles to meet our mixed fleet needs, including the replacement of end-of-life delivery vehicles such as the LLV. Our mixed fleet strategy involves the deployment of Left-Hand and Right-Hand drive delivery vehicles that are also equipped with modern safety and ergonomic features. While we currently have an additional 86 COTS delivery vehicles that will be deployed over the next year in Arizona, we continue to pursue additional vehicle purchases to help us accelerate the modernization of our fleet.

Conclusion

Despite the environmental impacts of heat, postal operational performance remains strong in Arizona, while severe heat-related incidents remain low. This is a direct result of the Postal Service's established, proactive, and robust initiatives to mitigate the impacts of heat on our operations. Our mission is to deliver the mail, and we do so in an efficient, safe, and healthy manner every day in Arizona.

Through the HIPP, our employees are educated to recognize the signs and symptoms of heat-related stress and illness before there is any negative impact to them or on operations. We have fostered a climate of employee safety and health and it remains a top priority for the organization. The HIPP has a demonstrated history of success throughout the country in educating our employees and reducing the impacts and incidents of heat-related stress and illness.

Furthermore, our vehicle fleet strategy will further mitigate the negative impacts heat may have on delivery operations through additional safety and comfort features such as air conditioning. While air-conditioned vehicles alone cannot solve all heat-related emergencies, they will help.

We remain committed to the safety of our employees, our universal service mission and to binding the nation as we are obligated to do in a cost-effective manner. The HIPP and NGDV procurement are but two examples of our commitment to the health and safety of our employees. It is only with a safe and healthy workforce that we are able to deliver for the American people.

In closing, I would like to thank you Chair Sinema for your ongoing support of the Postal Service, specifically your early support of the recently enacted Postal Service Reform Act and the need to move forward with our NGDV procurement. I also thank you for holding this important hearing and I look forward to your questions.

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Testimony Attachments

ARIZONA-NEW MEXICO DISTRICT MANAGER

JOHN S. MORGAN

Senate Homeland Security and Government Affairs Subcommittee on

Government Operations and Border Management Hearing:

“Dangerous Heat: The Effects of Hot Vehicles on

Appendix One

HEAT ILLNESS PREVENTION PROGRAM CERTIFICATION Postings (HIPP and Heat Illness Poster) and Safety Talk

For Supervisors

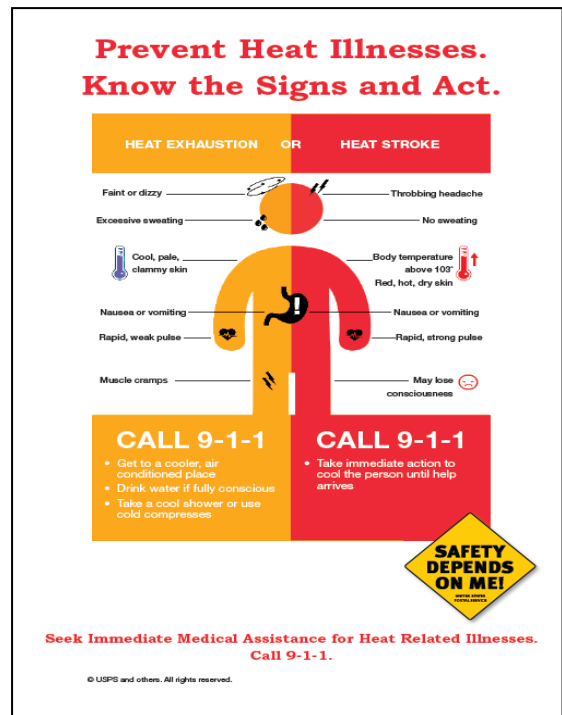
The United States Postal Service (Postal Service) implemented the Heat Illness Prevention Program (HIPP) to protect employees from heat related illnesses and to educate them on how to stay safe during hot weather. Included in this HIPP Safety Talk (“HIPP Safety Talk” or “Safety Talk”) is the HIPP document and the Safety Talk that is to be given to all employees. The Heat Illness Poster, which must be posted in all facilities, has been mailed to all Level 18 and above facilities. The Heat Illness Poster can be printed from the Safety Resource Tools ([A-Z OSH Topics– Heat Illness Prevention](#)) for all other facilities. Additional collateral material can be ordered from the Topeka NDC.

This Safety Talk serves as the HIPP Certification for your facility.

By certifying this Safety Talk you are verifying that the following tasks have been completed:

1. The HIPP is posted in the facility in a conspicuous location.
2. The Heat Illness poster is posted in the facility in a conspicuous location.
3. The HIPP Safety Talk has been given to all employees.
4. Employees have been provided with Heat Illness Prevention badge cards.
5. Heat Illness Prevention stickers have been placed in all owned and leased Postal Service vehicles.

You should not certify this Safety Talk unless and until each of the five tasks identified above have been completed.



Attachments:

- Heat Illness Prevention Program (HIPP) document
- HIPP Safety Talk
- Copy of Heat Illness Poster

HEAT ILLNESS PREVENTION PROGRAM

Facility Name:

Date:

Developed By:

This written program documents the procedure we take to comply with the required elements of the Postal Service's Heat Illness Prevention Program (HIPP). This document will be reviewed annually to ensure effectiveness and compliance. Copies of this document are available to employees upon request.

The HIPP is triggered during the period of April 1 through October 31 and at any other time when weather reports issued by the National Weather Service (NWS)¹ for a particular work location indicate that the outdoor heat index temperatures are expected to exceed 80 degrees Fahrenheit during the course of a workday or work shift.

Methods of Compliance

Oversight

The installation head at all local Postal Service owned or operated facilities will be responsible for the implementation of this HIPP for their employees, provided the facility meets the heat exposure criteria outlined above.

The Postal Service's Chief Human Resources Officer, or his or her designee, will oversee the HIPP from a universal perspective.

Each Area/ Regional Vice President will designate an Area/Regional coordinator who will be responsible for ensuring the implementation and management of the HIPP in his or her Area/Region as well as certifying compliance with the HIPP for his or her Area/Region (See Appendix One). The Area/Regional coordinator will be trained in the risks, physiological responses to, and controls for heat index temperatures exceeding 80 degrees Fahrenheit, and will have the following knowledge and skills:

- An understanding of the signs and symptoms of heat-related disorders, pre-disposing conditions, likely causes, prevention, and first-aid, in order to provide guidance and training to Area/Regional employees.
- An understanding of the causes of heat stress.
- An understanding of the general controls for heat stress that include training, work practices, and surveillance.
- The ability to audit compliance with the HIPP.

¹ NWS weather reports can be obtained at <https://www.weather.gov/>

Training and Mobile Delivery Device Messaging

Training

The Postal Service will require annual completion of a HERO training course on heat stress by all employees in every facility, regardless of exposure assessment findings. This course will discuss the effects of heat on the body, outline the risk factors for heat-related illness, and describe the associated treatments for each. This training will also explain several control measure techniques and safe work practices that can be used to prevent heat-related illness, as outlined in this document.

It is the responsibility of each installation head to ensure that employees complete the above-referenced HERO course. Employees must complete this training prior to April 1 each year. Employees who are absent when the training is provided are required to be provided with the training prior to returning to street duties², during the period April 1 through October 31.

Mobile Delivery Device Messaging

From April 1 through October 31, Mobile Delivery Device (MDD) messaging will be disseminated from the National level addressing issues related to heat exposure and the prevention of heat-related illness, with a focus on matters such as proper attire, sufficient hydration, effects of personal medical conditions or medications, how to recognize signs and symptoms of heat-related illness, other weather related concerns and guidance on how to respond in an emergency.

Each week, the supervisor will give a safety talk addressing issues related to heat exposure and prevention of heat-related illness. These talks will be documented in HERO with certification of completion for all employees.

Monitoring for Signs and Symptoms

All employees will be provided the below visual aids (Figure 2 and 3) containing the various symptoms of heat-related illness. These visual aids may be used to assist in identifying common signs of heat-related illness and provide appropriate actions to help guide decisions by employees and supervisors to seek medical attention.

The following Figure is intended to provide specific first aid measures for each condition and should not be implied to reflect any progression in severity. Employees working away from a Postal Service facility should immediately call 911 and then their supervisor, if able, when they experience signs or symptoms of heat stress, as referenced in Figure 2 below. Proper hydration and seeking prompt medical attention should be ensured at any time the below referenced symptoms arise during the course of a workday.

When in doubt, do not hesitate to call 911. Employees and supervisors may use personal cell phones and other mobile electronic devices to communicate or to contact 911. As a reminder, for safety reasons, cell phones and other mobile electronic devices should never be used by an employee while driving or operating postal vehicles or equipment.

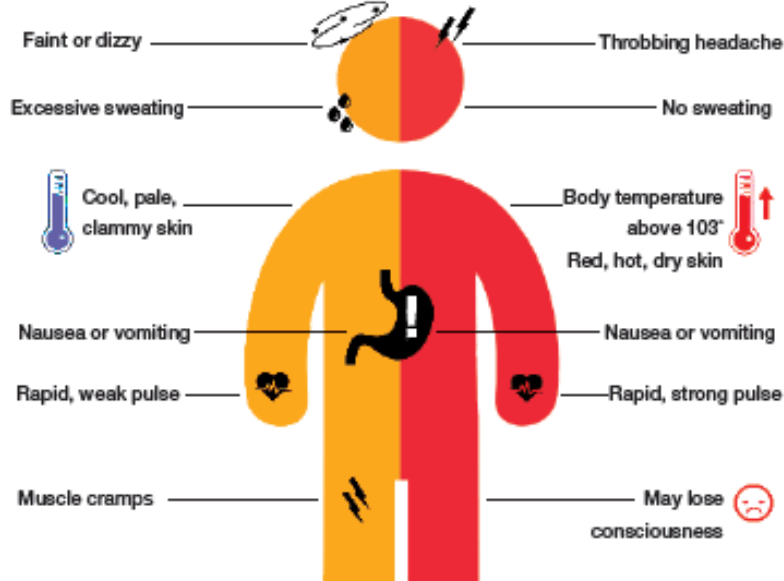
² Returning employees will be provided the time necessary for them to complete the HERO training course, prior to returning to their street duties.

Figure 2

	Symptoms	First Aid*
Heat Stroke	<ul style="list-style-type: none"> • Confusion • Fainting • Seizures • Excessive sweating or red, hot, dry skin • Very high body temperature 	<p>Call 911</p> <p>While waiting for help:</p> <ul style="list-style-type: none"> • Worker should rest in a shady, cool area • Loosen clothing, remove outer clothing • Use a fan and place cold packs in armpits, if available • Wet worker with cool water, apply ice packs, cool compresses, or ice, if available • Drink fluids (preferably water) as soon as possible • Stay with worker until help arrives
Heat Exhaustion	<ul style="list-style-type: none"> • Cool, moist skin • Heavy sweating • Headache • Nausea or vomiting • Dizziness • Light headedness • Weakness • Thirst • Irritability • Fast heartbeat 	<p>Call 911</p> <p>While waiting for help:</p> <ul style="list-style-type: none"> • Sit or lie down in a cool, shady area • Drink plenty of water or other cool beverages • Use cool compresses or ice packs, if available • Do not return to work that day
Heat Cramps	<ul style="list-style-type: none"> • Muscle spasms • Pain • Usually in abdomen arms or legs 	<ul style="list-style-type: none"> • Have worker rest in shady, cool area • Worker should drink water or other cool beverages • Wait a few hours before allowing worker to return to strenuous work • Have worker seek medical attention if cramps don't go away
Heat Rash	<ul style="list-style-type: none"> • Clusters of red bumps on skin • Often appears on neck, upper chest, folds of skin 	<ul style="list-style-type: none"> • Try to work in a cooler, less humid environment when possible • Keep the affected area dry
<p>*Remember, if you are not a medical professional, use this information as a guide only to help workers in need. **Before an employee who has been absent due to heat-related illness may return to work, management may request medical documentation clearing the employee to work. ELM §§ 865.1 and 865.3.</p>		

Figure 3

Prevent Heat Illnesses. Know the Signs and Act.

HEAT EXHAUSTION	OR	HEAT STROKE
Faint or dizzy		Throbbing headache
Excessive sweating		No sweating
Cool, pale, clammy skin		Body temperature above 103° Red, hot, dry skin
Nausea or vomiting		Nausea or vomiting
Rapid, weak pulse		Rapid, strong pulse
Muscle cramps		May lose consciousness
CALL 9-1-1		CALL 9-1-1
<ul style="list-style-type: none">• Get to a cooler, air conditioned place• Drink water if fully conscious• Take a cool shower or use cold compresses		<ul style="list-style-type: none">• Take immediate action to cool the person until help arrives

SAFETY DEPENDS ON ME!

**Seek Immediate Medical Assistance for Heat Related Illnesses.
Call 9-1-1.**

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Emergency Planning and Response

All employees are encouraged to take immediate action if they observe another employee exhibiting signs or symptoms of heat-related illness. Employees should err on the side of caution and immediately call 911 whenever an employee complains of or is observed exhibiting signs of heat-related illness and it is determined medical intervention may be necessary. Other emergency planning and response procedures will include, but are not limited to, the following actions:

- Employees will be trained to recognize symptoms of heat-related illness and taught basic first aid measures related to heat stress as described in the Training section above.
- Employees observed by management exhibiting signs or symptoms of a heat-related illness will be monitored and shall not be left alone or sent home without being provided with emergency medical service.

Engineering and Administrative Controls

The Postal Service will implement procedures to ensure that:

- Potable water sources are available in all facilities and are monitored during regular safety inspections.
- A postcard promoting heat stress awareness is mailed annually to all employees.
- Stickers are installed in every vehicle identifying the signs and symptoms of heat-related illness.
- Laminated cards containing information identifying the signs and symptoms of heat-related illness are provided to all carriers and supervisors for attachment to identification badges.
- An escalation process is put in place to prioritize all requests for HVAC repairs and temporary abatement efforts in postal facilities.
- Postal vehicle fans are included in all preventive maintenance inspections and any necessary repairs are made.
- When the HIPP is in effect, supervisors, while performing required street observations, will include HIPP related conversations with employees paying attention to those who are newly hired³ or returning from extended absence of seven or more consecutive days, if known.

³Employees who are hired and who start employment with the Postal Service during the effective dates of the 2022 HIPP.



Heat Illness Prevention Program

Safety Talk | HIPP #2068

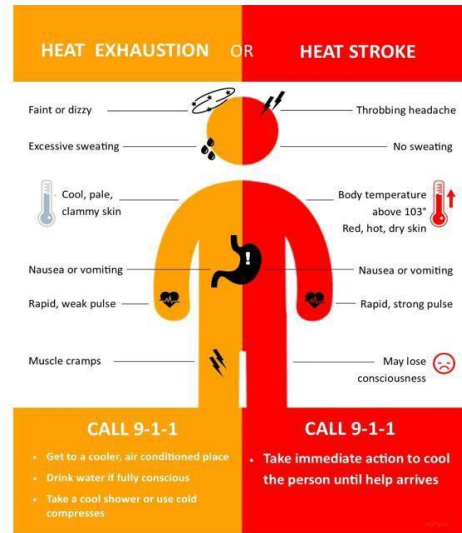
The purpose of the Postal Service's **Heat Illness Prevention Program (HIPP)**, is to protect our employees against heat-related illnesses. A copy of the HIPP and HIPP Poster will be posted in a conspicuous place in every Postal Service facility and will be available for review by all employees. The HIPP Poster can be printed from the Safety Resource Tools- A-Z OSH Topics and additional posters, vehicle stickers and badge cards can be ordered from the Topeka NDC.

The HIPP is triggered during the period of April 1 through October 31 and at any other time when weather reports issued by the National Weather Service (NWS) for a particular work location indicate that the outdoor heat index temperatures are expected to exceed 80 degrees Fahrenheit during the course of a workday or work shift.

To assist in recognizing the signs and symptoms of heat-related illness, all employees will be provided the below visual aids illustrating the various symptoms of, and proper first aid responses to, heat-related illness. These visual aids may be used to assist in identifying common signs of heat-related illness and provide appropriate actions to help guide decisions to seek medical attention.

	Symptoms	First Aid*
Heat Stroke	<ul style="list-style-type: none"> Confusion Fainting Seizures Excessive sweating or red, hot, dry skin Very high body temperature 	Call 911 While waiting for help: <ul style="list-style-type: none"> Worker should rest in a shady, cool area Loosen clothing, remove outer clothing Use a fan and place cold packs in armpits, if available Wet worker with cool water, apply ice packs, cool compresses, or ice, if available Drink fluids (preferably water) as soon as possible Stay with worker until help arrives
Heat Exhaustion	<ul style="list-style-type: none"> Cool, moist skin Heavy sweating Headache Nausea or vomiting Dizziness Light-headedness Weakness Thirst Irritability Fast heartbeat 	Call 911 While waiting for help: <ul style="list-style-type: none"> Sit or lie down in a cool, shady area Drink plenty of water or other cool beverages Use cool compresses or ice packs, if available Do not return to work that day
Heat Cramps	<ul style="list-style-type: none"> Muscle spasms Pain Usually in abdomen, arms or legs 	<ul style="list-style-type: none"> Have worker rest in shady, cool area Worker should drink water or other cool beverages Wait a few hours before allowing worker to return to strenuous work Have worker seek medical attention if cramps don't go away
Heat Rash	<ul style="list-style-type: none"> Clusters of red bumps on skin Often appears on neck, upper chest, folds of skin 	<ul style="list-style-type: none"> Try to work in a cooler, less humid environment when possible Keep the affected area dry

*Remember, if you are not a medical professional, use this information as a guide only to help worker's in need.
 **Before an employee who has been absent due to heat-related illness may return to work, management may request medical documentation clearing the employee to work. ELM §§ 865.1 and 865.3.



Seek Immediate Medical Assistance for Heat Related Illnesses. Call 9-1-1.

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Employees should report any signs or symptoms of heat-related illness to their supervisor, who should then call 9-1-1 immediately if it is determined that medical attention is necessary. However, if the employee determines that medical attention may be necessary prior to calling the supervisor, the employee should not hesitate to call 9-1-1 first.

Always Remember: Safety Depends on Me!










Prevent Heat Illnesses. Know the Signs and Act.

HEAT EXHAUSTION	OR	HEAT STROKE
Faint or dizzy		Throbbing headache
Excessive sweating		No sweating
Cool, pale, clammy skin		Body temperature above 103° Red, hot, dry skin
Nausea or vomiting		Nausea or vomiting
Rapid, weak pulse		Rapid, strong pulse
Muscle cramps		May lose consciousness
<h2>CALL 9-1-1</h2> <ul style="list-style-type: none"> • Get to a cooler, airconditioned place • Drink water if fully conscious • Take a cool shower or use cold compresses 		<h2>CALL 9-1-1</h2> <ul style="list-style-type: none"> • Take immediate action to cool the person until help arrives



**Seek Immediate Medical Assistance for Heat Related Illnesses.
Call 9-1-1.**

Prevent Heat Illnesses. Know the Signs and Act.

HEAT EXHAUSTION	OR	HEAT STROKE
Faint or dizzy		Throbbing headache
Excessive sweating		No sweating
 Cool, pale, clammy skin		Body temperature above 103° Red, hot, dry skin 
Nausea or vomiting		Nausea or vomiting
Rapid, weak pulse		Rapid, strong pulse
Muscle cramps		May lose consciousness 
CALL 9-1-1		CALL 9-1-1
<ul style="list-style-type: none">• Get to a cooler, air conditioned place• Drink water if fully conscious• Take a cool shower or use cold compresses		<ul style="list-style-type: none">• Take immediate action to cool the person until help arrives

SAFETY DEPENDS ON ME!

Seek Immediate Medical Assistance for Heat Related Illnesses. Call 9-1-1.

	Symptoms	First Aid*
Heat Stroke	<ul style="list-style-type: none"> • Confusion • Fainting • Seizures • Excessive sweating or red, hot, dry skin • Very high body temperature 	<p>Call 911</p> <p>While waiting for help:</p> <ul style="list-style-type: none"> • Worker should rest in a shady, cool area • Loosen clothing, remove outer clothing • Use a fan and place cold packs in armpits, if available • Wet worker with cool water, apply ice packs, cool compresses, or ice, if available • Drink fluids (preferably water) as soon as possible • Stay with worker until help arrives
Heat Exhaustion	<ul style="list-style-type: none"> • Cool, moist skin • Heavysweating • Headache • Nausea or vomiting • Dizziness • Light headedness • Weakness • Thirst • Irritability • Fast heartbeat 	<p>Call 911</p> <p>While waiting for help:</p> <ul style="list-style-type: none"> • Sit or lie down in a cool, shady area • Drink plenty of water or other cool beverages • Use cool compresses or ice packs, if available • Do not return to work that day
Heat Cramps	<ul style="list-style-type: none"> • Muscle spasms • Pain • Usually in abdomen arms or legs 	<ul style="list-style-type: none"> • Have worker rest in shady, cool area • Worker should drink water or other cool beverages • Wait a few hours before allowing worker to return to strenuous work • Have worker seek medical attention if cramps don't go away
Heat Rash	<ul style="list-style-type: none"> • Clusters of red bumps on skin • Often appears on neck, upper chest, folds of skin 	<ul style="list-style-type: none"> • Try to work in a cooler, less humid environment when possible • Keep the affected area dry

*Remember, if you are not a medical professional, use this information as a guide only to help worker s in need.

**Before an employee who has been absent due to heat-related illness may return to work, management may request medical documentation clearing the employee to work. ELM §§ 865.1 and 865.3.

John Morgan

District Manager
Arizona-New Mexico District

John Morgan has served as the Arizona-New Mexico District Manager since August 2020.

He has 27 years of Postal Service experience and 35 years combined federal service. He has served in a variety of positions in the Postal Service's Western, Pacific, Central, and WestPac Areas, including: District Manager, Mid-America District; Postmaster St Paul, MN; Officer-In-Charge, Phoenix, AZ; Officer-In-Charge, Tucson, AZ; Postmaster Kansas City, MO; Manager, Operations Programs Support, Nevada Sierra District and Arizona-New Mexico Districts; Senior Manager, Post Office Operations, Las Vegas, NV and Kansas City, MO; and Manager, Customer Services, Henderson, NV.



Mr. Morgan's wide variety of postal positions have prepared him for the leadership position he currently holds. During his work in many different districts and areas, John has been mentored by and learned from many great leaders. This has uniquely prepared him for being successful in many different positions.

John is a graduate of the Postal Service's Executive Foundations and Advanced Leadership Programs. He is also Lean Six Sigma Green Belt certified and Black Belt trained.

In addition to the Postal Service, John served our country in the United States Army from 1983-1991.