

# The 2014 National Postal Forum

Information. Innovation. Inspiration.



## ***Boot Camp for Mail Center Managers Part I***

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Washington DC

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## Overview

- Part I
  - USPS Organization
  - USPS Regulations
  - Networking & Industry Organizations
  - Mail Center Management
- Part II
  - Mail Center Management (Trends & Technology)
  - Management 101
  - Professional Development

## Boot Camp: United States Postal Service Organization

## Boot Camp: USPS Organization

- State of the USPS
- Legislation Update
- Sarbanes-Oxley
- Reorganization
- Rates and Reclassification

## USPS: State of the USPS

- Mix of mail continues to change
  - Declining FCM volumes
  - “Leveling” of Standard Mail volumes
  - Small growth in parcels
- System optimization (past)
  - Routes
  - Facilities and equipment
  - Employees
- FY 2012: \$15.9B loss

## USPS: Legislation Update

- 93 Bills or Resolutions impacting USPS (as of 2/20/14)
  - 45 Naming post offices
  - 16 Stamp related
  - 31 USPS reform or operational changes
- “Big Bills”
  - S. 316, S. 1486, H.R. 630, H.R. 961, H.R. 2748
  - S.1486 and H.R. 2748 passed committee level
  - Continuing Resolution on Spending – maintains 6-day delivery
- No consensus among “print-mail industry”

## USPS: Sarbanes-Oxley

- USPS and SOX
  - Requirement of PAEA of 2006
  - Certify internal controls on financial reporting
  - Identified and closed gaps in compliance
  - Annual certification
- USPS Customers and SOX
  - Tighter controls on mail prep and acceptance
  - Closer review of mailing statements
  - Push for IMb and electronic submission

## USPS: Reorganization (Donahoe era)

- Retail infrastructure
  - POSTPlan
  - Village Post Office program – Staples Partnership
- Management structure
  - Sales & Marketing Restructure
  - Changes in Senior Leadership Team
- Transportation infrastructure – Shrinking footprint
  - Clerk/ Mailhandler reductions
  - 5-Day delivery ???

## USPS Contacts: Who You Gonna Call?

- Factors to Consider
  - Where are you located?
    - ZIP Code
    - Point of mail entry
  - What are you trying to accomplish?
    - Mail Piece Design, Rates and Classification
    - Mail Entry
  - What size customer are you?

## USPS Contacts: Who You Gonna Call?

- Local post office (Postmaster)
- District Business Service Network
- District Business Mail Entry
- Mailpiece Design Analysts:
  - 1-855-593-6093
  - [mda@usps.gov](mailto:mda@usps.gov)
- Website: [www.usps.com](http://www.usps.com)

## Boot Camp: United States Postal Service Regulations and Publications

### USPS Regulations: Resources

- Postal Explorer (DMM & IMM): <http://pe.usps.gov/>
- Glossary of Postal Terms (Pub 32): <http://www.usps.com/cpim/ftp/pubs/pub32.pdf>
- Designing Letter and Reply Mail (Pub 25):  
<http://pe.usps.gov/cpim/ftp/pubs/Pub25/pub25.pdf>
- Recommendations for Designing Flat-Size Mail (Pub 178):  
<http://www.usps.com/cpim/ftp/pubs/pub178.pdf>
- Nonprofit Standard Mail Eligibility (Pub 417):  
<http://pe.usps.gov/cpim/ftp/pubs/Pub417/pub417.pdf>
- Customer Support Rulings: <http://pe.usps.com/text/CSR/csrtoc.asp>
- Rate Fold: <http://pe.usps.gov/cpim/ftp/manuals/dmm300/ratesandfees.pdf>
- Templates:
  - Notice 67 Cards & Letters Template
  - Notice 124 Automation Flats Template
  - Notice 3A Letter-Size Mail Dimensional Standards Template

## Physical Mail: Online Resources

- USPS website - [www.usps.com](http://www.usps.com)
- FAST – <https://fast.usps.com>
- PE Explorer - <http://pe.usps.com>
- RIBBS – <http://ribbs.usps.com>

## Documentation and Payments

- CAPS - <http://caps.usps.gov>
- PostalOne! and Manifest Mailings - <http://www.usps.com/postalone/welcome.htm>
- Postage Statement and Postal Wizard - <http://www.usps.com/forms/postagewizard.htm>

## Publications and Updates

- DMM Advisory – [dmmadvisory@usps.com](mailto:dmmadvisory@usps.com) (email alerts)
- MailPro – <http://usps.com/mailpro> (physical and online)
- Deliver Magazine – <http://www.delivermagazine.com> (physical and online)
- Postal Bulletin and Federal Register (physical and online)

## Commonly Used Acronyms

- Postal Facilities
  - NDC (Network Distribution Center)
  - ASF (Auxiliary Service Facility)
  - BMEU (Business Mail Entry Unit)
  - BSN (Business Services Network)
  - PDC (Processing & Distribution Center)
  - SCF (Sectional Center Facility)
  - ADC (Area Distribution Center)
  - AADC (Automated Area Distribution Center)
  - DDU (Destination Deliver Unit)
  - AMF (Air Mail Facility)
  - APO (Army Post Office)
  - FPO (Fleet Post Office)
  - MPO (Military Post Office)
- Equipment
  - AFSM 100 (Automated Flat Sorting Machine)
  - UFSM 1000 (Universal Flat Sorting Machine)
  - FSS (Flat Sequencing System)
  - BCS (Barcode Sorter)
  - OCR (Optical Character Reader)
  - MLOCR (Multiline Optical Character Reader)
  - MERLIN (Mail Evaluation Readability Lookup Instrument)
  - APPS (Automated Package Processing System)
  - SPBS (Small Parcel Bundle Sorter)
  - LPSS (Large Parcel Sort System)
  - PBCS (Parcel Barcode Sorting System)
- Address Management
  - CASS (Coding Accuracy Support System)
  - MASS (Multiline Accuracy Support System)
  - PAVE (Presort Accuracy Validation & Evaluation)
  - NCOA<sup>Link</sup>® (National Change of Address)
  - LACS<sup>Link</sup> (Locatable Address Conversion System)
  - ACS (Address Change Service)
  - FAST<sup>forward</sup>®
  - Move Update
  - UAA (Undeliverable As Addressed)
- Others
  - IBI (Information Based Indicia)
  - IMB (Intelligent Mail Barcode)
  - BPM (Bound Printed Matter)
  - BPRS (Bulk Parcel Return Service)
  - QBRM (Qualified Business Reply Mail)
  - BRM (Business Reply Mail)
  - CRM (Courtesy Reply Mail)
  - MRM (Meter Reply Mail)
  - FIM (Facing Identification Mark)
  - POSTNET Barcode (Postal Numeric Encoding Technique)
  - DPBC (Delivery Point Barcode)
  - OEL (Optional Endorsement Line)
  - PCSC (Pricing & Classification Service Center)
  - NCSC (National Customer Support Center)
  - CSR (Customer Support Rulings)
  - PVDS (Plant Verified Drop Shipment)
  - FAST (Facility Access & Shipment Tracking)
  - REC (Remote Encoding Center)



The Most Common  
but  
Least Valuable  
Manual In Existence:

**ISS Manual**

Boot Camp:  
Networking and  
Industry Organizations

## Boot Camp: Networking Basics

- What is networking?
- Why network?
- Who can network?
- Where do you network?
- How do you network?
- Resources

## What Is Networking?

- Dictionary.com
- Harvey Mackay
- Mark Fallon

## Why Network?

1. "Everyone lives by selling something."
2. Education, training & talent will only take you so far.
3. You don't know who knows who.
4. You don't know who's looking for you.
5. People are interesting – as people.

## Who Can Network?

- **Anyone** can network.
- **Absolutely** anyone can network.
- Networking is something that **anyone** and **everyone** can learn.
- Networking is something that anyone and everyone **must learn**.

## Where Do You Network?

- Work
- Conferences and trade shows
- Training
- Career fairs and job fairs
- Social situations – community events, recreational events, parties
- **Everywhere!**

## Professional Associations

- Joining isn't networking – **participation** is networking.
- Communicate often, through multiple channels (mail, email, website, telephone).
- Pair up veterans with new members.
- People like to be **asked**, so ask them!

## Professional Associations

- Take advantage of the experience of others.
- There's nothing new under the sun.
- Postal Customer Council (PCC).
- Mail Systems Management Association (MSMA).
- DMA, IPMA, MFSA, NACUMS, NAPM, TAWPI, XPLOR.
- Local mailing organizations.

## Online Networking

- Multiple channels – LinkedIn, Plaxo, Facebook.
- Groups, topic-specific sites (LinkedIn groups, Blogs, RunnersWorld).
- Joining isn't networking – **participation** is networking.
- Think before you post – the Internet is forever!

## How Do You Network?

- Positive Attitude
- Visual Contact
- Seek Common Ground
- Be Interested, Not Interesting
- Be Polite
- Follow-up

This is great, but I'm still  
too much an introvert...

1. Don't go it alone.
2. Practice.
3. Listening is good.
4. This is a survival skill – you have to network!
5. \_\_\_\_\_

## Resources

- ***Dig Your Well Before You're Thirsty***  
by Harvey Mackay
- ***The First Five Minutes***  
by Norman King
- ***The Networking Survival Guide***  
by Diane Darling

## Boot Camp: Mail Center Management

## Boot Camp: Mail Center Management

- Mail Center Design
- Standard Operating Procedures
- Security
- Trends and Technology

## Boot Camp: Mail Center Design

- Principles and Concepts
- Equipment
- Examples (workflows, photos)
- Resources



## Mail Center Design Principles and Concepts

- Workflow
- Ergonomics
- Safety
- Security

## Mail Center Design Principles and Concepts Workflow

- Clockwise, left to right
- Proximity to entrance and exit
- Separate areas for separate functions
  - Inbound / Outbound
  - Rough sort / Fine sort
  - Prep packages / Shipping and metering

## Principles and Concepts Ergonomics

- “Ergon” = work / “nomos” = rules
- Musculoskeletal Disorders (MSDs)  
Injury to the muscles, tendons, ligaments, peripheral nerves, structures, bones or associated vascular systems of the body.
- Ergonomic Risk Reduction Process (ERRP)

## Principles and Concepts Ten Principles of Ergonomics

1. Use neutral postures
2. Reduce unnecessary force
3. Keep everything in easy reach
4. Work at proper heights
5. Reduce repetitive motions

## Principles and Concepts Ten Principles of Ergonomics

6. Minimize strain and fatigue
7. Minimize contact stress
8. Provide clearance
9. Move, exercise and stretch
10. Pay attention to the environment

## Principles and Concepts Safety

- Clear paths, clean work areas
- Wipe up spills as soon as possible
- Risk assessment
  - Corporate Insurance
  - Corporate Security
  - Human Resources

## Principles and Concepts Security







- Limit access to mail center
- Posted emergency and evacuation plans
- Training
- Rehearsals

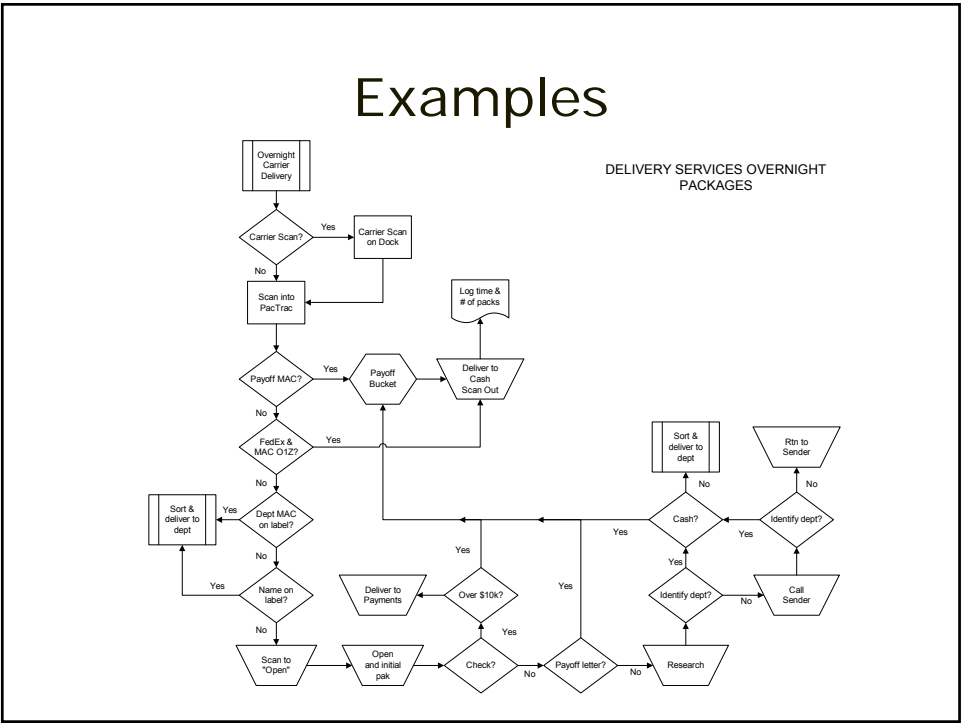
## Mail Center Design Equipment

- Design before you buy
  - Facilities management
  - Architect
  - Furniture sales company
- Why not wheels?
- Durability isn't always inexpensive
- Buy – don't borrow (USPS tubs are for mail)

# Examples

## Definitions of Shapes

	This shape means a predefined process.
	This shape means a decision point.
	This shape means a process.
	This shape means a preparation.
	This shape means a manual operation.
	This shape means a document.



## Mail Center Design Resources

- American with Disability Act (ADA)  
[www.jan.wvu.edu/links/adalinks.htm](http://www.jan.wvu.edu/links/adalinks.htm)
- Ergonomics  
[www.ergonomics.org](http://www.ergonomics.org)
- National Institute for Occupational Safety & Health (NIOSH)  
[www.cdc.gov/niosh/homepage.html](http://www.cdc.gov/niosh/homepage.html)
- Occupational Safety & Health Administration (OSHA)  
[www.osha-slc.gov/SLTC/ergonomics/](http://www.osha-slc.gov/SLTC/ergonomics/)

## Boot Camp: Standard Operating Procedures

- Why?
- What are they?
- Reviews – who and when?
- Samples

## Why have a Standard Operating Procedure?

- You can't always be present.
- Employees understand their role.
- Continuity.
- Disaster recovery.

## What's in it?

- Overview of what we do
- Operations Section
- Administrative Section
- Contact List Section
- Employee Resource Section

## Who Should Review?

- Senior Management
- Human Resources
- Legal Department
- Purchasing
- Customer Service

## Periodic Review

- Daily
- Monthly
- Quarterly
- Annual



## Boot Camp: Security

- Prepare
- Threats and Risks
- Policies and Procedures
- Plans
- Training

## What's next?

- No one knows.
- To be prepared, managers need to
  - move outside of their comfort zone.
- We don't know where the road will go,
  - but you don't have to go it alone.

## How do you prepare?

1. Identify threats.
2. Conduct a risk analysis.
3. Develop policies.
4. Draft procedures.
5. Prepare contingency and continuity plans.
6. Communicate and train.

## Identify threats

- International terrorists.
- Domestic hate groups.
- Disgruntled employees/workplace violence.
- Acts of nature (flood, fire, earthquake, flu).

## Risk Analysis

Your posture should reflect your company's mission.

Resources include:

- Company/agency security
- Local law enforcement
- Mail Center Security, USPS Inspection Service
- Workplace Risk Pyramid, OSHA

## Develop policies

- Policy – a plan or guiding principle.
- Address areas identified as priorities in risk assessment.
- Get support from upper management and key officials.
- Examples:
  - Access to mail center.
  - X-ray of packages.
  - Opening all mail.

## Draft procedures

- Procedure – series of steps taken to implement a policy.
- Be as specific as possible, and update as needed.
  - Employee safety.
  - Inbound mail.
  - Identifying suspicious packages.
  - Outbound mail.
- Post procedures in conspicuous locations.

## Necessary plans

- **Occupant Emergency Plan**
  - How you safely evacuate and assist people during an emergency.
- **Contingency Plan**
  - How you immediately relocate your operation and restore services.
- **Continuity Plan**
  - How you return services to normal operational levels.

## Occupant Emergency Plan

- How you safely evacuate and assist people during an emergency.
- Includes:
  - Declaration of an emergency.
  - Accounting for all employees and visitors.
  - Evacuation routes and rally points.
  - Assisting people who need help.
  - Securing facility.
  - "Go kit".

## Training

- What do people need to know to carry out policies and procedures?
- No one-time training and not one size fits all.
- Keep yourself informed.
- You can't just react, you and your staff must prepare for the unknown.
- Mail center employees must remain aware of their surroundings and the mail they handle.

## Training

- Education and awareness through training includes:
- Basic Security Procedures
- Recognizing and reporting suspicious packages
- Proper use of personal protection equipment
- Responding to biological/chemical threat
- Responding to a bomb threat

## What Constitutes a Suspicious Letter or Package?

- Typical characteristics include:
- Excessive postage, no postage, or non-cancelled postage
- No return address or obvious fictitious return address
- Packages that are unexpected or from someone unfamiliar to you
- Improper spelling of addressee names, titles or locations
- Packages that addressed to someone no longer with your organization or are otherwise outdated.
- Unexpected envelopes from foreign countries

## What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious or threatening messages written on packages
- Postmark showing different location than return address
- Distorted handwriting or cut and paste lettering
- Unprofessionally wrapped packages or excessive use of tape, strings, etc.
- Packages marked as "Fragile – Handle with Care", "Rush – Do Not Delay" or "Confidential"
- Rigid, uneven, irregular, or lopsided packages.

## What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious objects visible when the package is x-rayed
- Packages that are discolored, oily, or have an unusual odor or ticking sound
- Packages that have any powdery substance on the outside
- Packages with soft spots, bulges, or excessive weight
- Protruding wires or aluminum foil
- Visual distractions

If you find a suspicious  
package:

- **Put it down and walk away.**

## Review and Testing the Plan

- Plan should be reviewed and tested regularly.
- Responsibility for assessment should be assigned to a single person.
- Funds need to be allocated for support, testing and review.



## After Action Review (AAR)

- Includes:
  - What happened?
  - What do people think happened?
  - What worked well?
  - What didn't work well?
  - What are you going to change?
- Publish report and draft project to update Plan.

## Resources

- Bureau of Alcohol, Tobacco and Firearms (BATF) [www.atf.treas.gov](http://www.atf.treas.gov)
- Centers for Disease Control (CDC) [www.cdc.gov](http://www.cdc.gov)
- Federal Bureau of Investigation (FBI) [www.fbi.gov](http://www.fbi.gov)
- Federal Emergency Management Agency (FEMA) [www.fema.gov](http://www.fema.gov)
- General Services Administration (GSA)  
[www.gsa.gov/mailpolicy](http://www.gsa.gov/mailpolicy)
- Occupational Safety and Health Administration (OSHA)  
[www.osha.gov](http://www.osha.gov)
- U.S. Postal Service [www.usps.com](http://www.usps.com)
- The Berkshire Company [www.berkshire-company.com](http://www.berkshire-company.com)
- Chaco Canyon Consulting [www.chacocanyon.com](http://www.chacocanyon.com)  
(101 Tips for Preparing for Pandemic Flu)

“...preparedness is not a luxury; it is a cost of doing business in a post-9/11 world. It is ignored at a tremendous cost in lives, money, and national security.”

- *The 9/11 Commission Report*

**Recognizing threats is not the same as fear.**

## Questions?

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