



Boot Camp for Mail Center Managers Part I

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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



About The Berkshire Company

An independent management consulting firm, The Berkshire Company specializes in improving your business process, including analyzing your operation, developing and selecting solutions, and providing project management.

The Berkshire Company has helped more than 50 organizations improve their operations with:

- Process Evaluations & Improvements
- Strategy Development
- Project Management
- Outsource vs. Insource
- Mail Center Security
- New Technology

Learn more at: www.berkshire-company.com

www.markfallon.com

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
 - Significant growth in parcels
- Network Rationalization
 - Facilities and equipment
 - Routes
 - Employees
- FY 2014: \$5.5B loss
(includes \$5.7 B prefunding)

USPS: Legislation Update

- 45 Bills or Resolutions focused on USPS
(as of 4/24/15)
 - 24 Naming post offices
 - 10 Stamp related
 - 11 USPS reform or operational changes
- No comprehensive reform bills proposed as of April 24, 2015
- No Senate hearings scheduled for USPS Board of Governors nominees (6 vacancies)
- No consensus among "print-mail industry"

USPS: PMG Brennan Era Begins

- Transportation infrastructure – changes to schedule
 - Network Rationalization (RIBBS)
 - Clerk/ Mailhandler reductions
- Technology Changes
 - New delivery vehicles (Long Life Vehicles – LLVs)
 - Small Package Sorting Systems (SPSS) testing
- Business Mail
 - Mailer Scorecard
 - ?????

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 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
- Website: 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/Pu625/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
- 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>

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^{Link}® (National Change of Address)
 - LACS^{Link} (Locatable Address Conversion System)
 - ACS (Address Change Service)
 - FAST^{forward}®
 - 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, 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.



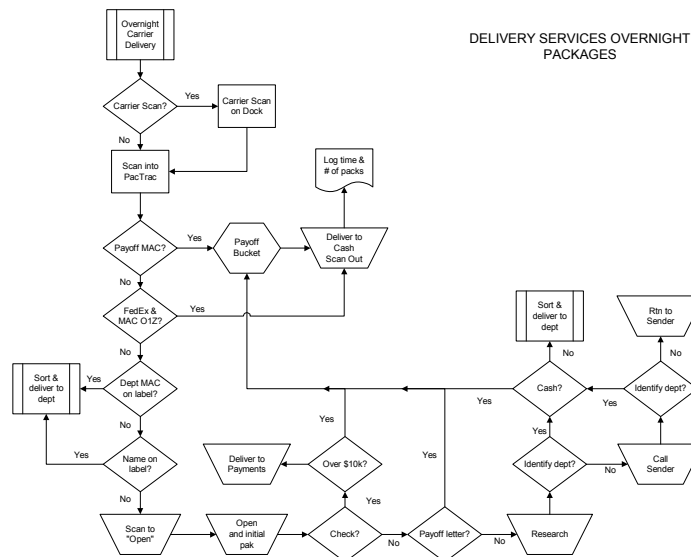
This shape means a manual operation.



This shape means a document.

Examples

DELIVERY SERVICES OVERNIGHT
PACKAGES



Mail Center Design Resources

- American with Disability Act (ADA)
www.jan.wvu.edu/links/adalinks.htm
- Ergonomics
www.ergonomics.org
- National Institute for Occupational Safety & Health (NIOSH)
www.cdc.gov/niosh/homepage.html
- Occupational Safety & Health Administration (OSHA)
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
- Centers for Disease Control (CDC) www.cdc.gov
- Federal Bureau of Investigation (FBI) www.fbi.gov
- Federal Emergency Management Agency (FEMA) www.fema.gov
- General Services Administration (GSA)
www.gsa.gov/mailpolicy
- Occupational Safety and Health Administration (OSHA)
www.osha.gov
- U.S. Postal Service www.usps.com
- The Berkshire Company www.berkshire-company.com
- Chaco Canyon Consulting 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.



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GROWING|TOGETHER

Questions?

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