



Boot Camp for Mail Center Managers Part 1

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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

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Boot Camp: United States Postal Service Organization

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Boot Camp United States Postal Service

- State of the USPS
- PMG DeJoy
- Legislation Update
- Who Do You Call?

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State of the USPS

- Mix of mail continues to change
 - Declining FCM volumes
 - Leveling of USPS Marketing Mail volumes
 - Significant growth in parcels
- Network Rationalization
 - Facilities and equipment
 - Routes
 - Employees
- FY 2022: \$56 billion profit (PSRA 2022 Credit of \$57 billion) (\$0.5 billion in controllable losses)

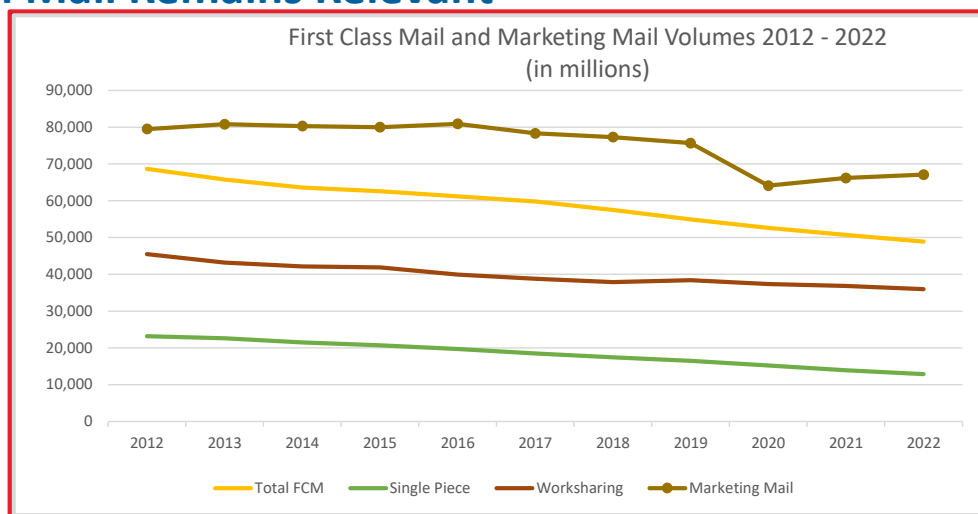
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Physical Mail Remains Relevant



Source:
<https://facts.usps.com/table-facts/>

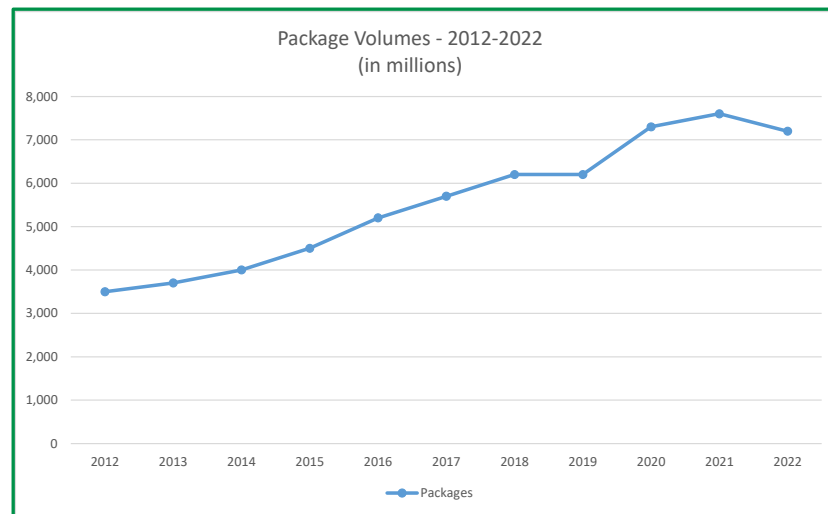
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Packages



Source: <https://facts.usps.com/table-facts/>

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USPS: PMG DeJoy

- Term began June 15, 2020
- Long career in logistics (former USPS supplier)
- Ten-Year Plan – March 23, 2021
 - Legislative reform
 - Service Standards
 - Improve efficiencies

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USPS: PMG DeJoy – Delivering for America

- A strengthened public service mission including 6 and 7 days of mail and package delivery.
- Service standards that foster service excellence - 95 percent on time reliability.
- A bold approach to growth, innovation and continued relevance - \$24 billion of new revenue.
- With congressional support, electric delivery fleet by no later than 2035.
- Best-in-class mail and package processing and delivery operations.
- A modern, transformed network of Post Offices designed as go-to destinations.
- A fully optimized surface and air transportation network.
- A stable and empowered workforce including reducing non-career workforce turnover by 50%.
- An organization structured to support effectiveness.
- A supportive legislative and administrative framework.
- A more rational pricing approach including the judicious implementation of new and existing pricing authority.

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USPS: PMG DeJoy Era

- Infrastructure
 - New leadership structure
 - New Areas for Operations and Marketing
 - Consolidations of Districts
 - Sorting & Delivery Centers (S&DC)
- Delivery Standards
 - Transfer mail volumes from aircraft to surface
 - New delivery standards for most products

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USPS: Postal Reform Act of 2022

- Eliminates the prepayment of future retiree health benefits.
- Requires future retirees to enroll in Medicare.
- Allows the USPS to provide non-postal products and services for government agencies – from federal to state to tribal to local.
- Requires an integrated package and mail services network, deliveries 6 days a week.
- Mandates greater transparency on performance, including website.
- Increases the number of copies a rural newspaper can send to nonsubscribers from 10 percent to 50 percent.
- Requires a study and reform of flats processing.
- Adjusts language around selecting transportation methods.
- Includes the Postal Regulatory Commission (PRC) in the appointment of the USPS Inspector General.

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USPS: Postage Rates

- Postal Regulatory Commission – new rate system (11/30/20)
 - CPI + mail density + retirement amortization
- August 29, 2021 – first increase under new rules
- September 15, 2021 – new USPS rate schedule
 - No increase January 2022
 - July 2022 - CPI + mail density + retirement amortization
 - Beginning January 2023
 - January and July Increases
 - January = CPI + unused authority
 - July = CPI + mail density + retirement amortization

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USPS Rates: Success – Today & Tomorrow

- Know Your Mail
 - Content
 - Characteristics
 - Categories and quantity
- Continuous review
 - Weekly
 - Monthly
 - Quarterly
- USPS – Use your local resources

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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?

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USPS Contacts: Who You Gonna Call?

- Local post office (Postmaster)
- Business Service Network
- Business Mail Entry
- Mailing & Shipping Solutions Center (MSSC):
 - 1-877-676-0007
 - MSSC@usps.gov
- Mailpiece Design Analysts:
 - 1-855-593-6093
 - mda@usps.gov

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Boot Camp: United States Postal Service Regulations and Publications

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USPS Regulations: Resources

- Postal Explorer (DMM & IMM): <http://pe.usps.gov/>
- Glossary of Postal Terms (Pub 32): <https://about.usps.com/publications/pub32/welcome.htm>
- Designing Letter and Reply Mail (Pub 25): <https://about.usps.com/publications/pub25.pdf>
- Recommendations for Designing Flat-Size Mail (Pub 178): <https://about.usps.com/publications/pub178/welcome.htm>
- Nonprofit Standard Mail Eligibility (Pub 417): <https://pe.usps.com/text/pub417/welcome.htm>
- Customer Support Rulings: <https://pe.usps.com/CustomerSupportRuling/Index>
- Rate Fold: <https://pe.usps.com/text/dmm300/Notice123.htm>
- Templates:
 - Notice 67 Cards & Letters Template
 - Notice 124 Automation Flats Template
 - Notice 3A Letter-Size Mail Dimensional Standards Template

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Physical Mail: Online Resources

- USPS website - www.usps.com
- PE Explorer - <http://pe.usps.com>
- PostalPro – <https://postalpro.usps.com>
- Business Customer Gateway - <https://gateway.usps.com>
- Mailing & Shipping Solution Center - MSSC@usps.gov

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Documentation and Payments

- Enterprise Payment System - <https://postalpro.usps.com/EPS/>
- PostalOne! and Manifest Mailings - <http://www.usps.com/postalone/welcome.htm>
- Business Customer Gateway - <https://gateway.usps.com>

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Commonly Used Acronyms

- Postal Facilities
 - S&DC (Sorting & Delivery Center)
 - 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)
 - DMU (Detached Mail Unit)
- 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)
 - NCOALink® (National Change of Address)
 - LACSlink (Locatable Address Conversion System)
 - ACS (Address Change Service)
 - AEC (Address Element Correction)
 - UAA (Undeliverable As Addressed)
 - MID (Mailer ID)
 - CRID (Customer Registration ID)
- Others
 - DMM (Domestic Mail Manual)
 - 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)
 - 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)

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**The Most Common but
Least Valuable Manual In Existence:**

ISS Manual

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Boot Camp: Networking and Industry Organizations

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Boot Camp: Networking Basics

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

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What Is Networking?

- Dictionary.com
- Harvey Mackay
- Mark Fallon

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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.

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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**.

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Where Do You Network?

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

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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!

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Professional Associations

- Take advantage of the experience of others.
- There's nothing new under the sun.
- Postal Customer Council (PCC).
- National Association of College & University Mail Services (NACUMS).
 - ACUMS
 - ARMCUMS
 - CUMSA
 - MARCUMS
- DMA, IPMA, NAPM.
- Local mailing organizations.

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Online Networking

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

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How Do You Network?

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

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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. _____

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Boot Camp: Mail Center Management

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Boot Camp: Mail Center Management

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

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Boot Camp: Mail Center Design

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

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Mail Center Design Principles and Concepts

- Workflow
- Ergonomics
- Safety
- Security

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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

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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)

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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

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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

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Principles and Concepts Safety

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

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Principles and Concepts Security

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

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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)

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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.

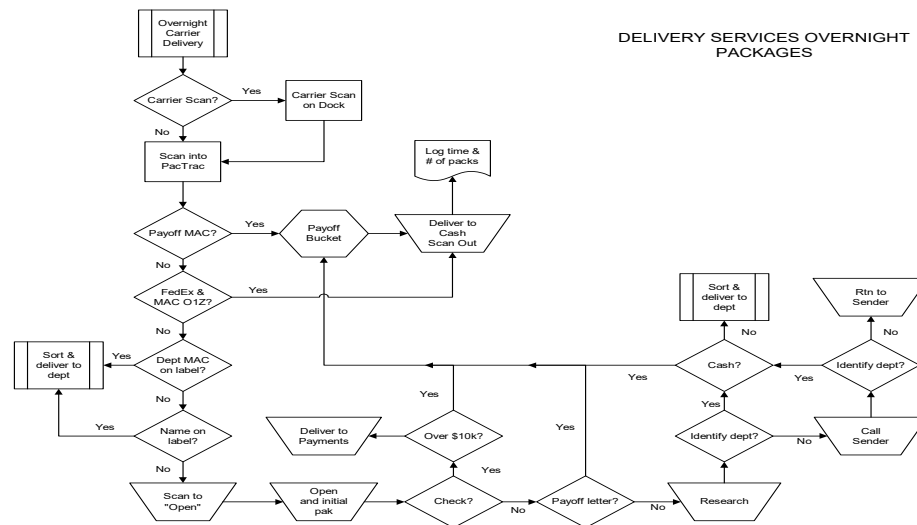
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Examples



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Mail Center Design Resources

- American with Disability Act (ADA)
<https://www.dol.gov/general/topic/disability/ada>
- Ergonomics
www.ergonomics.org
- National Institute for Occupational Safety & Health (NIOSH)
www.cdc.gov/niosh/homepage.html
- Occupational Safety & Health Administration (OSHA)
<https://www.osha.gov/ergonomics>

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Boot Camp: Standard Operating Procedures

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

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Why have a Standard Operating Procedure?

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

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What's in it?

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

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Who Should Review?

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

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Periodic Review

- Daily
- Monthly
- Quarterly
- Annual

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Boot Camp: Security

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

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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.

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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.

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Identify threats

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

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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

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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.

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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

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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

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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

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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

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**If you find a suspicious
package:**

Put it down and walk away.

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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, Firearms and Explosives (ATF) <https://www.atf.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

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Questions?

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