

CONNECTING AT THE CROSSROADS



INNOVATION. EDUCATION. PARTNERSHIP. GROWTH.

DELIVERING FOR AMERICA® | JUNE 2-5, 2024, INDIANAPOLIS

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

Boot Camp: United States Postal Service Organization

Boot Camp

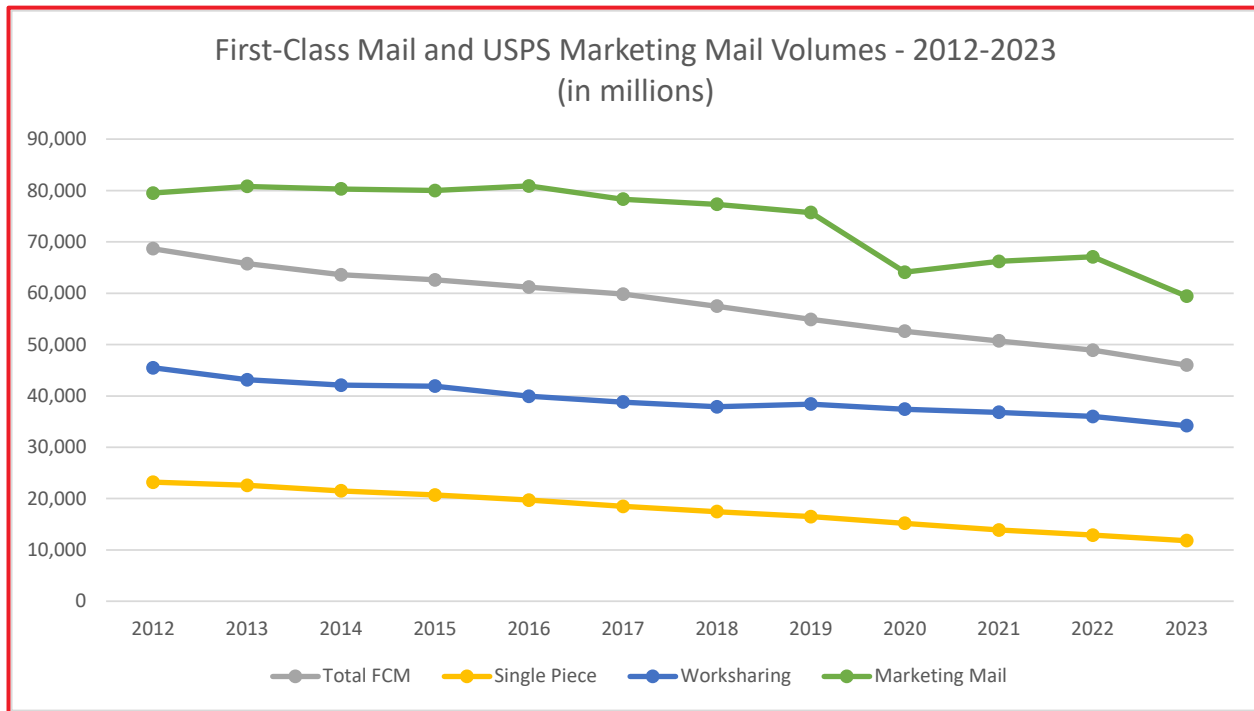
United States Postal Service

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

State of the USPS

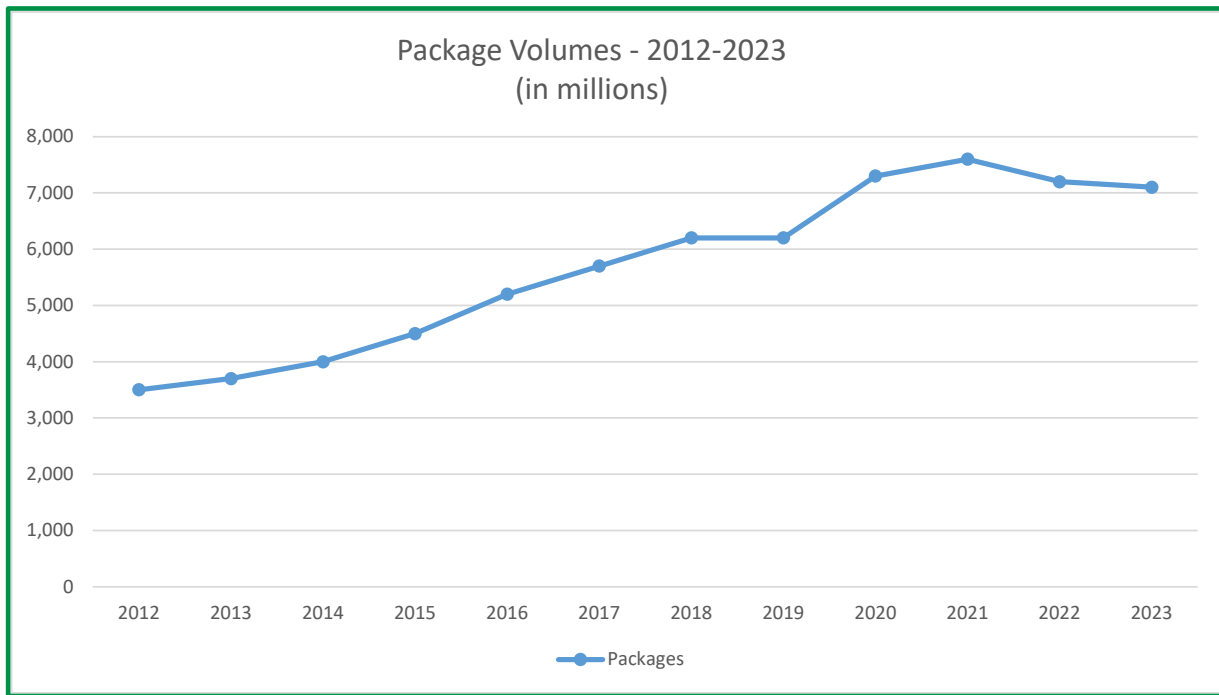
- Mix of mail continues to change
 - Declining FCM and USPS Marketing Mail
 - Slowdown in parcels
- Network Rationalization
 - Facilities and equipment
 - Routes
 - Employees
- FY 2022: \$6.4 billion loss

Physical Mail Remains Relevant



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

Packages



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

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

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.

USPS: PMG DeJoy Era

- Infrastructure
 - New leadership structure
 - New Areas for Operations and Marketing
 - Consolidations of Districts
 - Network Overhaul
- Delivery Standards
 - Transfer mail volumes from aircraft to surface
 - New delivery standards for most products

Future Network – Delivering for America (DFA)

Regional Processing and Distribution Center (RPDC)



- All outgoing operations
- Destinating Parcels to the 5 digit
- Cross dock destinating 3-digit letters and flats

Local Processing Center (LPC)



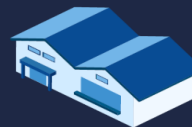
- Letters and Flats to DPS or carrier route
- Cross dock 5-digit parcels

Sorting and Delivery Center (S&DC)



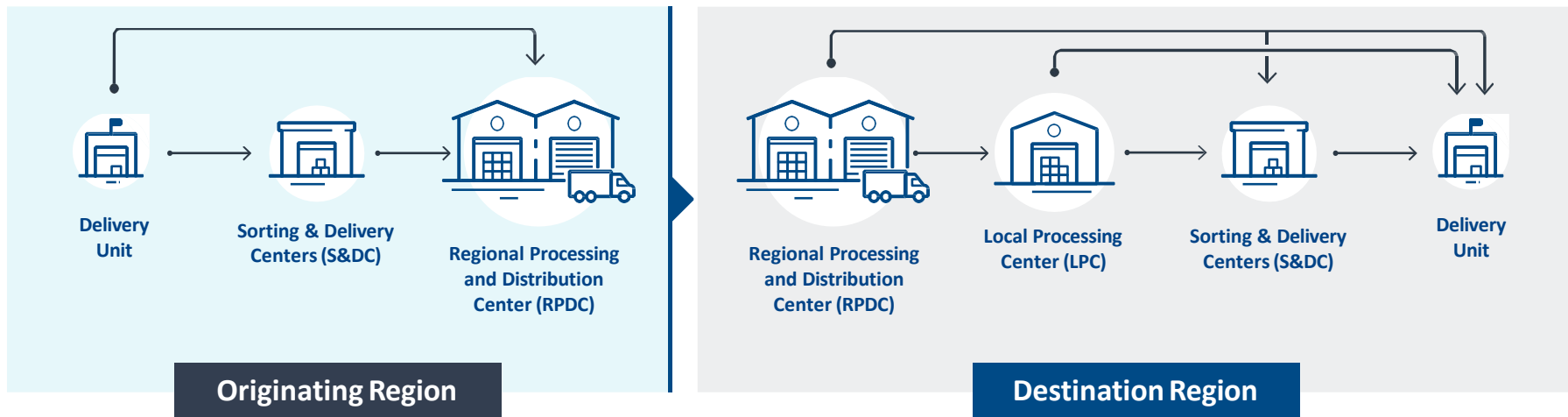
- Destinating Entry
- Carrier Routed Parcels
- Cross dock to and from DU

Delivery Unit (DU)



- Maintain Current Operations, including destination entry

The Future Network Flow: End-to-End Model



REDUCE COST • IMPROVE ON-TIME DELIVERY • RELIABLE SERVICE STANDARDS
OPTIMIZE RESOURCE & PROCESS YIELD • ENERGIZE EMPLOYEES • EXPAND USPS CONNECT REACH
ENHANCE PRODUCTS • ALIGN NETWORK TO GROUND ADVANTAGE • CAPTURE MORE PACKAGE MARKETSHARE

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.

USPS: Legislation Update – 118th Congress

- 197 Bills focused on or impacting the USPS (as of 04/06/24)
 - 89 Naming/Establishing post offices
 - 18 Election related
 - 8 Stamp related
 - 8 Opioid/Fentanyl
 - 8 ZIP Codes
 - 66 USPS reform, funding, recognition, operations

USPS: Legislation Update – 118th Congress

- USPS Board of Governors
 - Two Open Positions
 - Governors Hajjar in “holdover year”
 - Martin Walsh nominated Feb 29, 2024
- Postal Regulatory Commission
 - Commissioners Fisher and Poling – Terms expire Fall, 2024

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

USPS Rates: Success – Today & Tomorrow

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

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)
- 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

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): <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

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

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>

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)
 - NCOA^{Link}® (National Change of Address)
 - LACS^{link} (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)

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).
- National Association of College & University Mail Services (NACUMS).
 - ACUMS
 - ARMCUMS
 - CUMSA
 - MARCUMS
- DMA, IPMA, NAPM.
- Local mailing organizations.

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!

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. _____

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

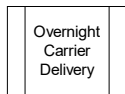
Principles and Concepts Security

- 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)

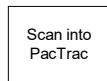
Examples - Definitions of Shapes



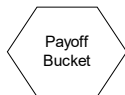
This shape means a predefined process.



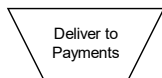
This shape means a decision point.



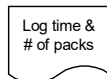
This shape means a process.



This shape means a preparation.

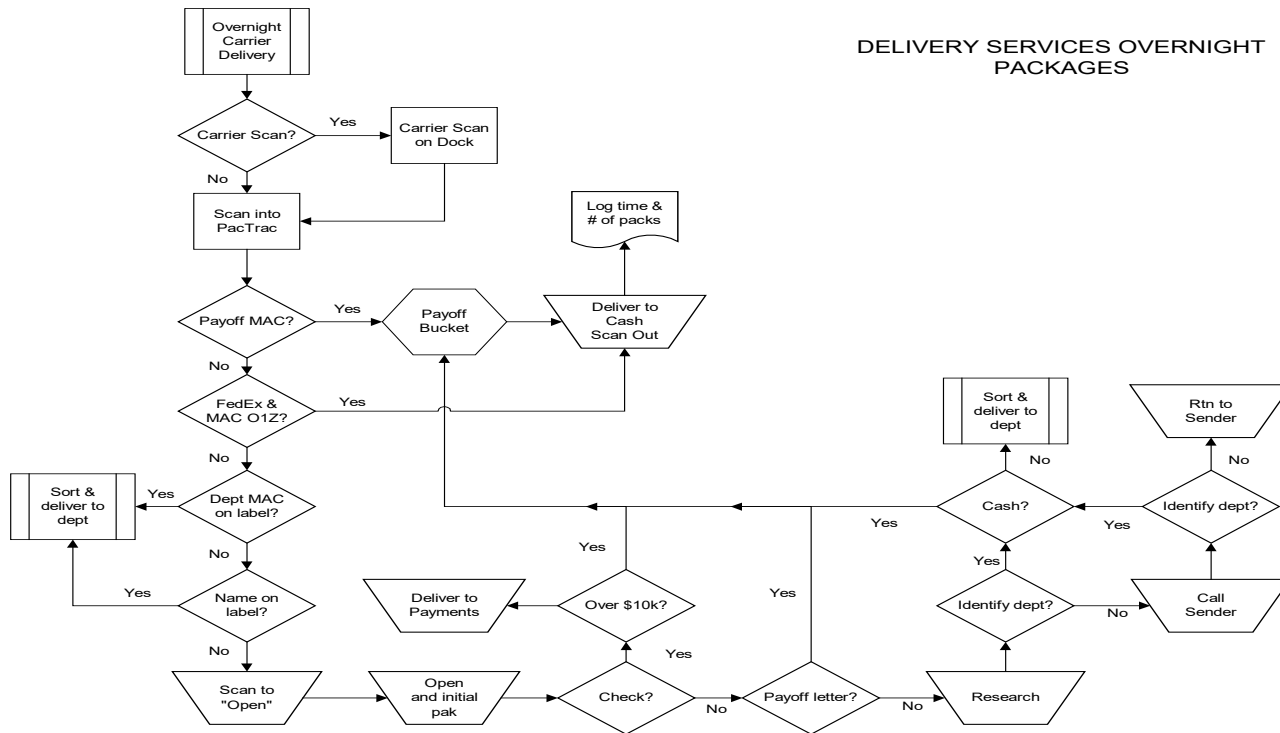


This shape means a manual operation.



This shape means a document.

Examples



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>

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

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, 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

Questions?

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