



**2017 NATIONAL POSTAL FORUM**  
MAY 21-24, 2017 | BALTIMORE, MARYLAND



# 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

Boot Camp:  
United States Postal Service Organization

Boot Camp  
United States Postal Service

- State of the USPS
- Legislation Update
- PMG Brennan
- Sarbanes-Oxley
- Who Do You Call?

## 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 2016: \$5.6 Billion loss  
(includes \$5.8 Billion prefunding)

## USPS: Legislation Update – 115<sup>th</sup> Congress

- 39 Bills or Resolutions focused on USPS  
(as of 4/15/17)
  - 15 Naming post offices
  - 10 Stamp related
  - 14 USPS reform or operational changes (D & R)
- Rep. Chaffetz retains chair of the House Oversight & Reform Committee
- Sen. Johnson retains chair of the Senate Homeland Security and Governmental Affairs Committee
- Restart process for POTUS to name USPS Board of Governors nominees (9 vacancies)

## USPS: HR 756 – Postal Reform Act of 2017

- Addresses U.S. Postal Service (“USPS”) retiree health benefits funding by automatic enrollment in Medicare Part A and B.
- Cancels the unpaid obligations for future retiree health benefits as required under the Postal Accountability and Enhancement Act of 2006.
- Requires recalculation of USPS payments into the federal retirement funds, and reimburses the USPS for any overpayments into the fund (over 30 years).
- Reduces the Board of Governors from 9 members to 5 members.
- Requires business to move to centralized (e.g., cluster box) delivery and the “voluntary” conversion of residential addresses to centralized delivery if 40% of residents consent to the plan.
- Restores half of the Exigent Rate Case increase (2.15%), making it the new base rate for future increases.
- Directs the Postal Regulatory Commission (“PRC”) to study the rate making system.
- Authorizes the USPS to provide services (including facilities) to federal, state, local and tribal government agencies.
- Reduces the review period on post office closings from 120 days to 60 days.

## USPS: HR 756 – Postal Reform Act of 2017

- Positive
  - Bi-partisan bill  
(Chaffetz, Meadows, Ross, Cummings, Connolly, Lynch)
  - Resolves funding issues, frees up investments dollars
- Negative
  - Medicare is the lynchpin
  - Rank and file from both parties may not support

## USPS: PMG Brennan Era

- Infrastructure
  - Consolidations on hold
  - Union contract negotiations
  - Packages lead the way
- Technology Changes
  - New delivery vehicles (Long Life Vehicles – LLVs)
  - New carrier scanners (“live” updates)
  - Small Package Sorting Systems (SPSS) testing
- Business Mail
  - Mailer Scorecard
  - IMpb requirements

## 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: 2017 Rate Case

- Rates effective - January 22, 2017
- Shipping Services
- Market Dominant Products
- What Can You Do With An Extra Ounce?

### USPS Rates:

#### What Can You Do With An Extra Ounce?

\* Actually 1.5 ounces!

- Additional inserts
- Redesign flats to 6 x 9
- Redesign statements
  - Color (heavier substrates)
  - Pertinent, useful information

## 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)
- 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)
- PE Explorer - <http://pe.usps.com>
- PostalPro – <https://postalpro.usps.com>
- Business Customer Gateway - <https://gateway.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)
  - 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<sup>Link</sup>® (National Change of Address)
  - LACS<sup>Link</sup> (Locatable Address Conversion System)
  - ACS (Address Change Service)
  - AEC (Address Element Correction)
  - UAA (Undeliverable As Addressed)
  - MID (Mailer ID)
  - CRIS (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**

Where do you find that?

## 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, XPLOR.
- 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. \_\_\_\_\_

## 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.



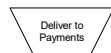
This shape means a decision point.



This shape means a process.



This shape means a preparation.

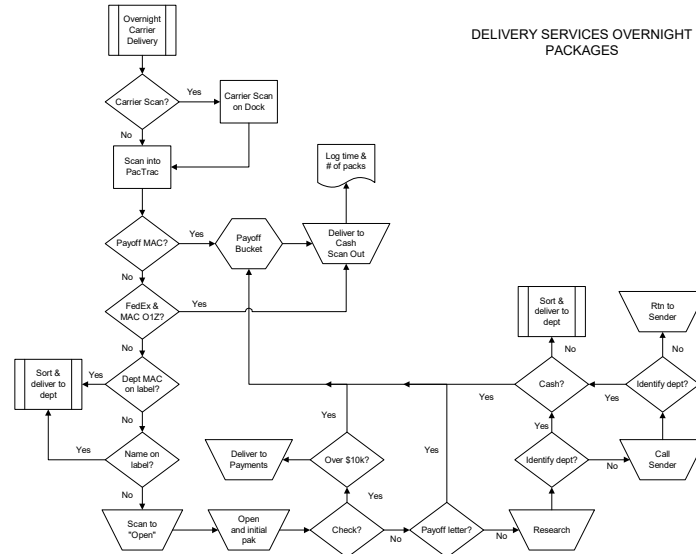


This shape means a manual operation.



This shape means a document.

## Examples



## Mail Center Design Resources

- American with Disability Act (ADA)  
[www.ian.wvu.edu/links/adalinks.htm](http://www.ian.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)

MAKE  
**INFORMED**  
CONNECTIONS  
INNOVATION > OPPORTUNITY > SUCCESS



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## Questions?

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