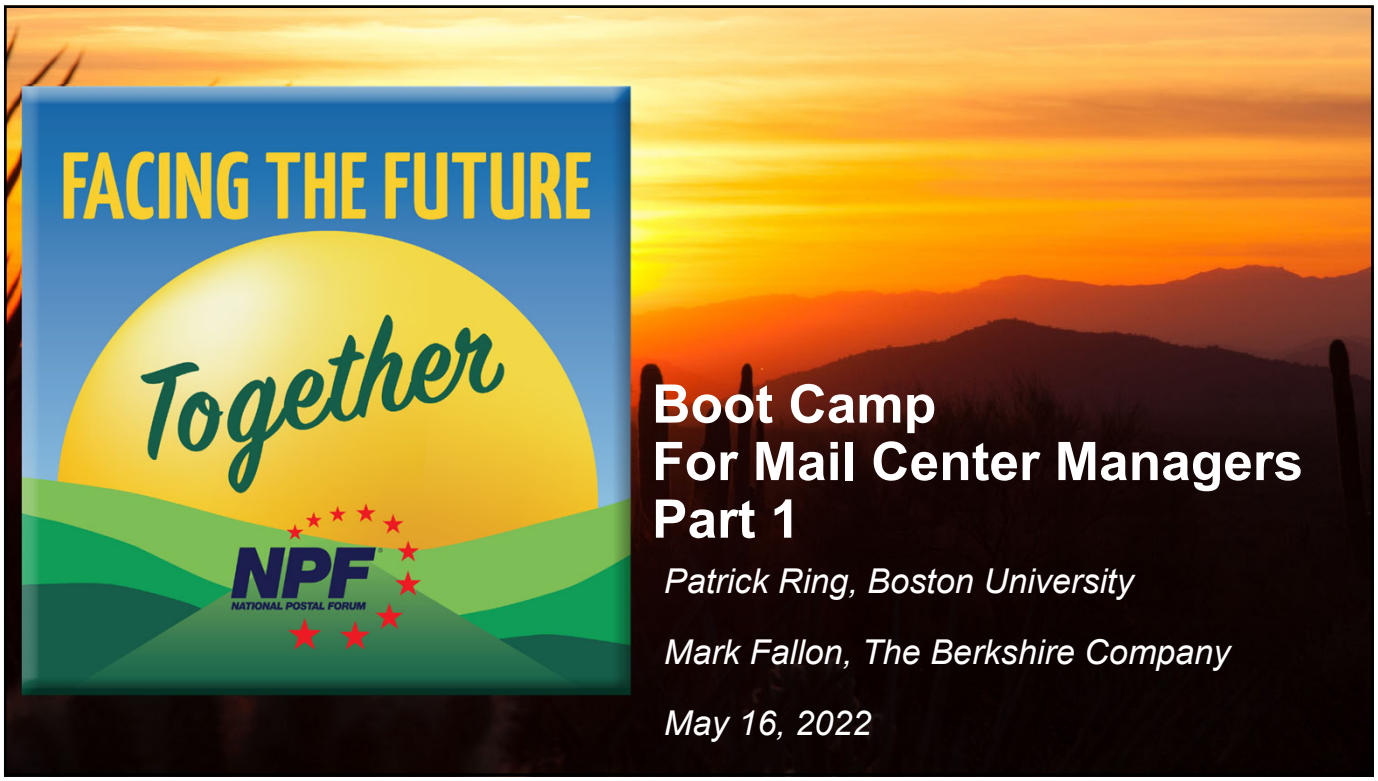



1

## Overview

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



2

## *Boot Camp: United States Postal Service Organization*



3

## *Boot Camp United States Postal Service*

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



4

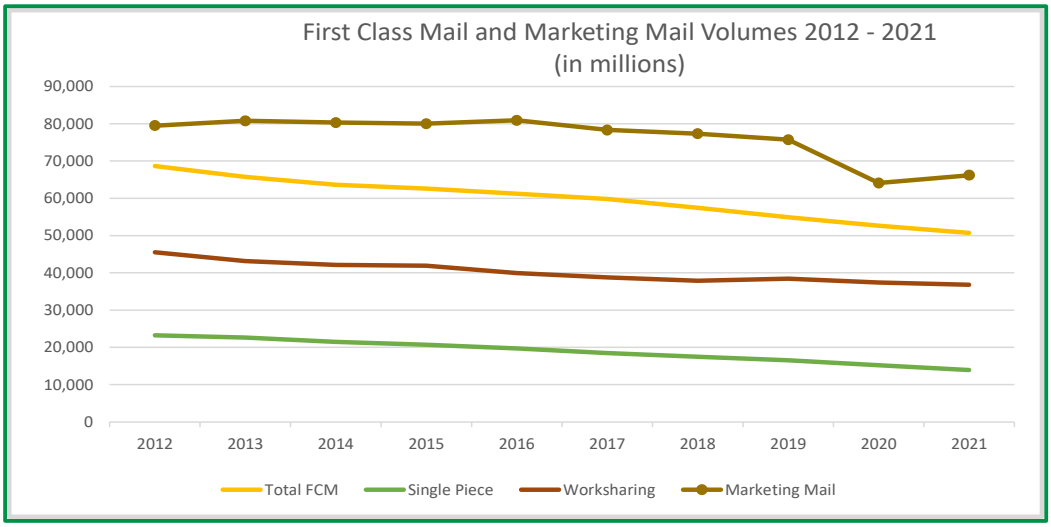
# State of the USPS

- 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 2021: $6.9 billion loss
  ($2.4 billion in controllable losses)



5

# Physical Mail Remains Relevant

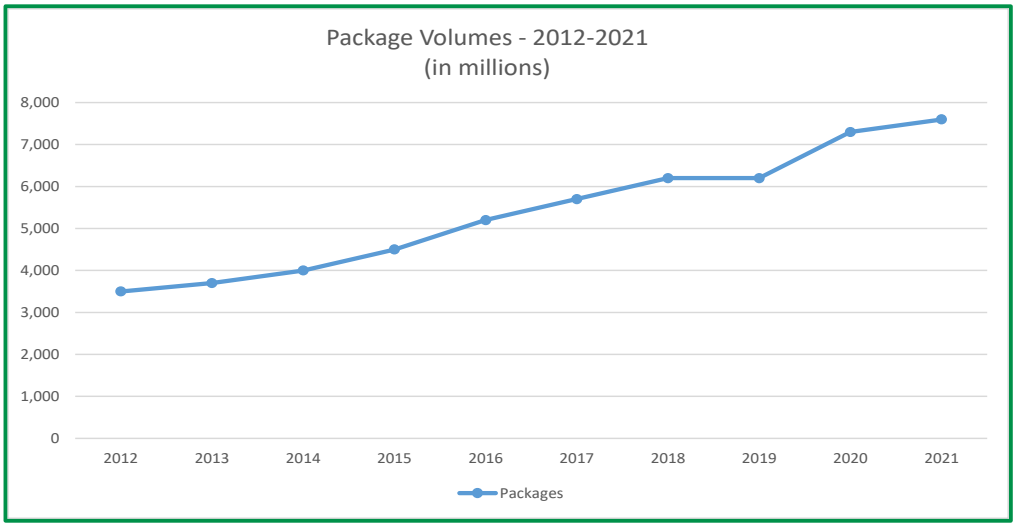



Source: https://facts.usps.com/table-facts/



6

# Packages




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



7

# 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



8

# USPS: PMG DeJoy – 10 Year Plan

- 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.



9

# USPS: PMG DeJoy Era

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



10

## 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.



11

## 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



12

## *USPS Rates: Success – Today & Tomorrow*

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



13

## *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?



14

## *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



15

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



16

# 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



17

# 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



18

# 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



19

# 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$^{Link}$ ® (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)



20

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

# *ISS Manual*



21

## *Boot Camp: Networking and Industry Organizations*



22

## Boot Camp: Networking Basics

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



23

## What Is Networking?

- Dictionary.com
- Harvey Mackay
- Mark Fallon



24

## *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.



25

## *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**.



26

## *Where Do You Network?*

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



27

## *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!



28

## 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).
- DMA, IPMA, NAPM.
- Local mailing organizations.



29

## 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!



30

## How Do You Network?

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



31

## 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. _____



32

## *Boot Camp: Mail Center Management*



33

## *Boot Camp: Mail Center Management*

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



34

## Boot Camp: Mail Center Design

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



35

## Mail Center Design Principles and Concepts

- Workflow
- Ergonomics
- Safety
- Security



36

## *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



37

## *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)



38

## *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



39

## *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



40

## *Principles and Concepts Safety*

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



41

## *Principles and Concepts Security*

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



42

# 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)



43

# 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.

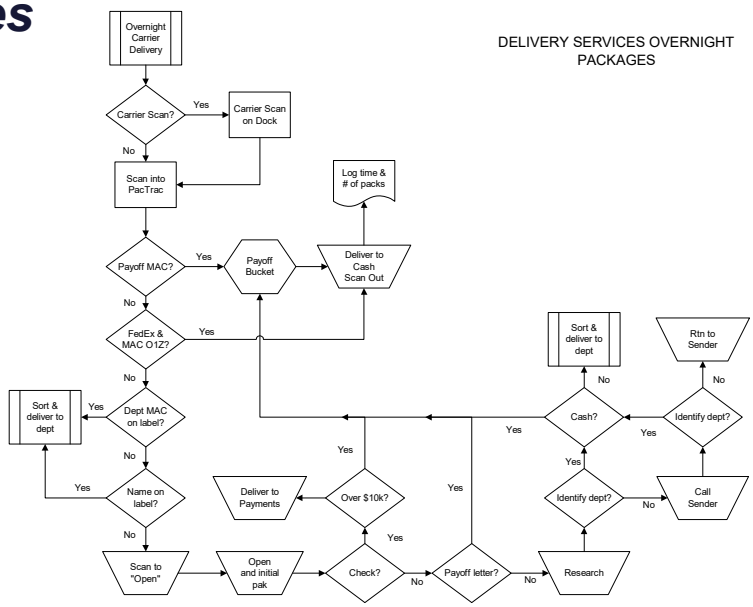
This shape means a manual operation.

This shape means a document.



44

# Examples






45

# 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



46

## *Boot Camp: Standard Operating Procedures*

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



47

## *Why have a Standard Operating Procedure?*

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



48

## What's in it?

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



49

## Who Should Review?

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



50

## Periodic Review

- Daily
- Monthly
- Quarterly
- Annual



51

## Boot Camp: Security

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



52

## 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.



53

## 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.



54

## *Identify threats*

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



55

## *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



56

## 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.



57

## 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.



58

## 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.



59

## 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".



60

## 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.



61

## 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



62

## *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



63

## *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



64

## *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



65

## *If you find a suspicious package:*

**Put it down and walk away.**



66

## 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.



67

## 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.



68

## 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



69

## Questions?

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70