UNITED STATES POSTAL SERVICE

Lead Sales and Services Associate (LSSA) Training

Participant Guide
Course 2019DLOP4190CC01
NSN 7610170005827
May 2021

Learning and Development

Lead Sales and Services Associate (LSSA) Training

Participant Guide

United States Postal Service
Learning and Development
475 L'Enfant Plaza SW
Washington, DC 20260-4215

Use of Training Materials

These training course materials are intended to be used for training purposes only. They have been prepared in conformance with existing USPS policies and standards and do not represent the establishment of new regulations or policies.

A Commitment to Diversity

The Postal Service is committed to fostering and achieving a work and learning environment that respects and values a diverse workforce. Valuing and managing diversity in the Postal Service means that we will build an inclusive environment that respects the uniqueness of every individual and encourages the contributions, experiences and perspectives of all people.

It is essential that our work and learning environments be free from discrimination and harassment on any basis.

In our classrooms, on the workroom floor, in casual conversation and in formal meetings, employees and faculty are asked to encourage an open learning environment that is supportive of everyone.

Course materials and lectures, classroom debates and casual conversation should always reflect the commitment to safety and freedom from discrimination, sexual harassment and harassment on any prohibited basis. Instructors and class participants are expected to support this commitment.

If you find course material that is presented in the classroom or in self-instructional format that does not follow these guidelines, please let an instructor know immediately.

If classroom discussions do not support these principles, please point that out to the instructor as well.

Diversity is a source of strength for our organization. Diversity promotes innovation, creativity, productivity and growth, and enables a broadening of existing concepts.

The Postal Service's policy is to value the diversity of our employees, customers and suppliers, and to do what is right for our employees and the communities we serve, thereby ensuring a competitive advantage in the global marketplace.

Table of Contents

Module 1: Introduction

Objectives:

Upon completion of this module, you will be able to:

- Explain the ground rules during training.
- Describe the course structure of the Lead Sales and Services Associate training program.

Time Allocated for Module:

- 1 hour

Instructional Methods:

- Lecture
- Activities

Participant Material Used:

- Participant guide

Media Required:

- Projector
- PowerPoint presentation
- ACE computer

Introduction

Welcome to the Lead Sales and Services Associate Training Course.

Icebreaker

The facilitator will ask you to stand. Then they will ask a question and prompt you to choose a side.

- To illustrate the importance of consistency by utilizing customer service standards and to instill an appreciation for having rules and an understanding of why they are important to follow, let's line everyone up on one side of the room.

- Our goal is to reach the other side of the room. To do so, you must meet certain criteria that you call out. For example, "take three steps forward if you are wearing red." Give about three instructions such as that one.

- Then, on the fourth round, select some of the people from the back and move them to the front.

  o Select someone from the front and move them back several steps.

  o Continue to play the game in this way until someone reaches the other side.

Course Overview

Lead Sales and Services Associate Training consists of three eLearning courses (RSS Back Office/Administration, mPOS, and SSK), 16 hours of classroom training and 16 hours of on-the-job training (OJT). Classroom instruction incorporates active learning experiences through role-play, presentations, demonstrations, discussions, and hands-on practice.

Upon completion of the classroom training, you will participate in 16 hours of one-on-one training with a retail coach specific to the tasks you perform as an LSSA during on-the-job training (OJT).

The classroom course consists of six modules:

- Introduction

- LSSA Role and Responsibilities

- Creating a World-Class Customer Experience

- Unit Operations

- Daily Unit Financial Report

- Leadership

The next two days of classroom instruction are designed to provide you with the knowledge and skills needed to perform the duties of an LSSA. Some topics may be familiar and some build upon your current knowledge. Certain procedures and information presented are best completed in the on-the-job portion of your training. Although some items may be introduced in the classroom, training for these items will take place during your OJT. This course is designed to increase your customer service and leadership skills and provide tools to help you lead your team as the captain at the counter line.

Summary

As you'll discover in your two days of training, an exceptional customer experience (at every level) is at the heart of the strategy for the Postal Service. Your dedication and leadership as an LSSA speak to the very fact that every interaction is a customer experience, whether you're dealing with customers or interacting with your SSAs.

While you can make things happen, you want more than that – you want the performance that only passion and engagement can produce. In this LSSA Training Program, you rise from authority-driven compliance to passion-driven commitment in yourselves and the SSAs you lead.

We hope that, no matter how brilliant your plan or how important your goal, nothing will happen until you follow through with consistent action. Our goal throughout this training program is to bring the practices that drive accountability and follow through, despite a whirlwind of competing priorities. Your "can do" attitude and offer to assist SSAs transforms YOU as the extraordinary, NOT just ORDINARY, leader.

Module 2: LSSA Role and Responsibilities

Objectives:

Upon completion of this module, you will be able to:

- Identify the duties and responsibilities of a Lead Sales and Services Associate.

- Locate and utilize directives such as the Domestic Mail Manual (DMM); International Mail Manual (IMM); Pub 52, *Hazardous, Restricted, and Perishable Mai;*, Handbook PO 209, *Retail Operations*, Handbook F-101, *Field Accounting Procedure;* Postal Bulletin, and Postal Explorer.

- Reference the Retail Digest, Retail website, Postal Merchandise Catalog, RSS memo messaging, posters, and translators.

- Define the responsibilities of a Lobby Assistant.

- Explain the types of transactions that can be conducted on the Self-Service Kiosk (SSK).

- Summarize eligible transactions using the Mobile Point-of-Sale (mPOS) device.

- Describe LSSA Function 4 responsibilities.

Time Allocated for Module:

- 3 hours

Instructional Methods:

- Lecture

- Roleplay

- Group discussion and activities

Participant Material Used:

- Participant Guide

- RIP chart

- Intranet

Media Required:

- Projector and PowerPoint presentation

- ACE computer

LSSA Role and Responsibilities

LSSA Position Description

Functional Purpose:

Performs a variety of sales and customer support services for products including: stamps, stamped paper, postal cards, philatelic products, and special promotional items with or without direct supervision. May work alone or as a working leader, providing administrative and technical guidance to one or more clerks assigned to retail and Post Office operations.

1. Performs any variety of sales and customer services at a retail window, such as maintaining sufficient inventory of and selling stamps, stamped paper, other retail products, passport acceptance (where applicable) and other retail services; may use a computerized system, accepting and delivering packages and accountable mail; issuing and cashing foreign and domestic postal money orders; accepting and responding to customer claims and inquiries, and providing information to the public regarding postal regulations. Rents Post Office Boxes, receives rental payments, conducts reference checks, and completes related forms. Performs lobby assistance that includes monitoring the retail line, directing customers to the self-service kiosk (SSK) (where applicable) and/or using Mobile Point of Service (mPOS) transactions (where applicable).

2. Communicates and provides administrative and technical guidance to retail and Post Office operations employees assigned to the unit, informing them of changes or clarifications in policies, procedures, operations, schedules, and regulations. Ensures that work is performed efficiently.

3. Forecasts and maintains a separate stamped inventory to fill requisitions submitted by other retail clerks assigned to the offices

4. Prepares a local bank deposit and/or a consolidated funds bank deposit. Prepares and maintains unit accounting records of retail activities.

5. Conducts or witnesses transfers of fixed credits between employees as required, assisting in the physical count of stock. Reviews fixed credits periodically and recommends adjustments if necessary. Examines and ensures the integrity of security containers assigned to employees for the storing of their fixed credit and reports lack of conformity with security regulations.

6. Conducts product inventories by counting items on hand, accounts for items on display, and verifies and records sales floor inventory and shrinkage. Brings inventory discrepancies and shrinkage reports to the attention of the appropriate supervisory presence. Maintains an adequate supply of materials required for the operation of a retail office.

7. Processes and/or accepts and verifies applications for redeemed stamps and stamped paper. Prepares and submits necessary stock for destruction.

8. Instructs and advises individual employees in correct financial and retail sales procedures.

9. In accordance with the directives of the supervisory presence, plans, directs, organizes, and monitors retail related programs/ projects and the work of people to meet unit goals, including coordinating and scheduling work-hours. Supplies leadership necessary to secure a customer friendly environment, encourages professional appearance and work habits to accomplish effective and pleasant customer relationships. Makes Supervisor approved entries to correct time and attendance records and retains required supporting documents.

10. Provides product and service information to customers, including informing customers regarding special offers and the layout of the store; refers customers to sales and promotional programs by promoting products based on customer needs. Answers customer inquiries.

11. Maintains appearance of store by setting, arranging, and replenishing displays and merchandise racks; ensures display and selling areas, work stations, and storage areas are presentable to customers. Checks and maintains Post Office Self-Service Kiosk.

12. Trains new employees to ensure quality service.

13. Maintains records, files and submits reports, as assigned.

14. May verify presort and bulk mailings of all classifications; computing and maintaining current basis mailers' credit balances.

15. May perform passport duties as assigned, including verification of identification and photograph, administering oath, reviewing application for completeness, affixing stamp or seal on application, and ensuring all documents are stored securely and mailed promptly.

16. May assign and clear accountable items and distribute mail as required.

17. Performs other duties as assigned.

Review the position description of an LSSA and record any differences you find between the duties and responsibilities of an LSSA compared to an SSA in the space provided.

_____

_____

_____

_____

_____

_____

_____

_____

Look at the first qualification to be an LSSA. Use your resources to maintain a comprehensive working knowledge of regulations ruling, policy, and procedures relating to all phases of retail services. And provide technical guidance to retail employees assigned to the unit, informing them of changes or clarifications in policies, procedures, operations, or regulations.

Using Resources

Essential Links

Postal Service directives are available online via the Blue page. The four directive links we will explore are Forms, PolicyNet, Postal Bulletin, and Postal Explorer.

You can access the Blue page by either typing blue.usps.gov into the address bar or clicking the home button on your web browser. You will click on "Essential Links" in the left-hand column to view all available links.

Blue United States Postal Service
You deliver for the country, we deliver for you.

| Home | My Work | My Life | Inside USPS |

All Departments/Functions
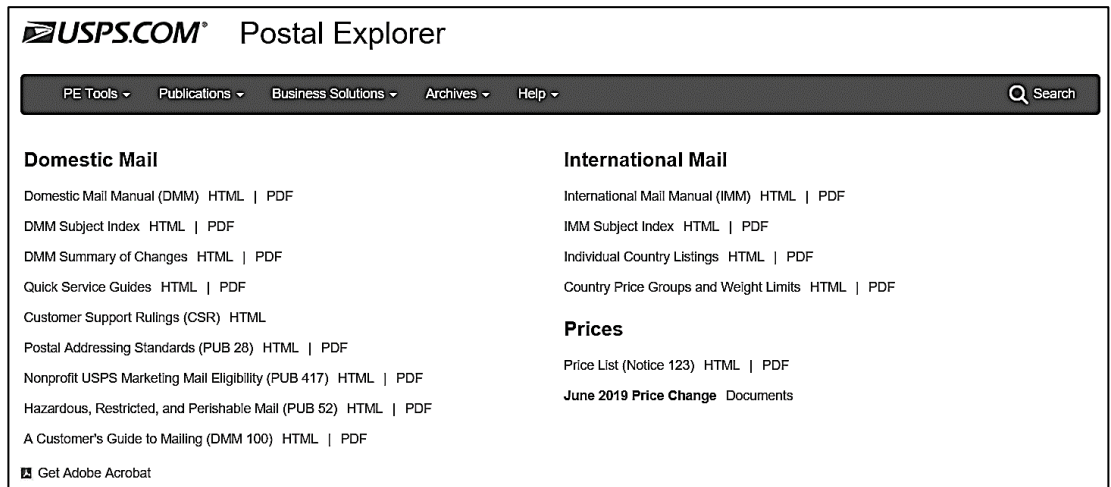
Essential Links ▲

Accounting
Board of Governors
Connecting with Customers
Continuous Improvement
Corporate Information Security Office
Corporate library
CSDC
eAccess
eAwards
eBuy/eBuy2
eCareer
eHRSSC forms
Election Mail
ePayroll
ePassword reset
eTravel
Employee deals
Executive Leadership Team
Facilities Response Line
Family Medical Leave Act (FMLA)
Find it
Forms
Global Trade Compliance
HERO
HR Shared Service Center (HRSSC)
IdeaSMART
IT Self Help/ServiceNow
Job Descriptions Online
The Morning Report
MyAccounting/Self Help
My Post Office
National Events
National Preparedness
News
NPA
Organizational changes
Performance Evaluation System (PES)
Phone directory
PolicyNet
Postal Bulletin
Postal Communicator's Toolbox
PostalEASE
Postal Explorer
Postal Facts
PostalOne!

Postal Explorer

Postal Explorer (PE) is a virtual library of postal information and tools designed for customers, business mailers, and employees. Postal Explorer puts a wealth of postal requirements for mailing and shipping domestically, internationally, and to APO/FPO/DPO destinations, at your fingertips in an easy-to-use format.

Postal Explorer is more than a reference website; it is part of the Postal Service's continuing effort to make using the mail system easier and simpler for all customers.

PE Tools are a collection of tools available to aid customers with calculating postage for domestic and international mail, to review mailing and shipping restrictions, and to locate Post Offices.

The Publications link provides access to guides and manuals outlining domestic and international mailing guidelines and provides information to assist with business mailings.

Although there are several directives available, the Postal Explorer website provides access to the Domestic Mail Manual; International Mail Manual; Publication 52, *Hazardous, Restricted, and Perishable Mail;* and other references. These materials are available in both HTML and PDF versions. Both links contain the same information, however the HTML version is recommended because it is easier to navigate and quickly find information.

PolicyNet provides access to other important resources, such as Administrative Support Manual (ASM), Postal Operations Manual (POM), and the Employee and Labor Relations Manual (ELM).

PolicyNet

PolicyNet is a hub for all the Postal policies and procedures. You may be required to locate a particular form or notice for review. Read the list at the right-hand side of the page under "Published Forms and Directives."

These are links to:

- Forms

- Handbooks

- Kits

- Labels

- Management Instructions (MI)

- Manuals

- Memorandums of Policy (MOPs)

- Notices

- Posters

- Publications (PUBs)

- Signs

- Vehicle Modifications Orders (VMOs)

- Vehicle Maintenance Bulletins (VMBs)

Manuals

Manuals provide official Postal Service policies and procedures for all aspects of postal operations. The manuals that you will use most often are the Domestic Mail Manual (DMM) and International Mail Manual (IMM).

Domestic Mail Manual (DMM)

The Domestic Mail Manual (DMM) sets forth the policies, regulations, and procedures governing domestic mail services. Information contained in this manual includes postage prices, classes of mail and the standards for their use, and conditions governing the use of Extra Services.

Domestic mail is mail transmitted among:

- United States of America

- U.S. territories

- Army Post Offices (APO)

- Fleet Post Offices (FPO)

- Diplomatic Post Offices (DPO)

- The United Nations, NY

For example, a customer approaches your window with a question about mailing packages. They want the package to be a surprise and want to know if it is okay if they do not use a return address. They are sending the package using Priority Mail. Access the DMM for the policy.

Use the DMM to complete the following sentence:

1. A _____ must be available on all mail for the address, postage (permit imprint, postage stamp, or meter stamp), postmarks, and postal endorsements.

2. In which section will you find information on mail preparation for Commercial First-Class Mail?

International Mail Manual

The International Mail Manual (IMM) sets forth the policies, regulations, and procedures governing International Mail services as they apply to each country. The IMM is the equivalent of the DMM for International Mail.

Information contained in the IMM includes the policies and procedures pertaining to treatment of outbound international mail and mailing conditions specific for each individual country. The IMM also contains an Index of Countries and Localities.

For example, a customer presents a package addressed to a foreign country. You can consult the IMM to review restrictions and prohibitions that apply to packages mailed to that country to ensure that the contents are mailable to that country. To further enhance the customer's experience, you could also let them know that the IMM is available for their use by visiting the Postal Explorer website.

Use the IMM to answer the questions below.

1. Name the restrictions listed for mailing to Bahamas.

2. Look at the items prohibited for mailing to Canada. Can you mail new lighters without fuel?

Employee and Labor Relations Manual (ELM)

The Employee and Labor Relations Manual (ELM) sets forth the personnel policies and regulations governing employment within the Postal Service. Subjects addressed in the ELM include employment and placement, pay administration, employee benefits, training and development, safety, health and environment, and labor relations.

Postal Operations Manual (POM)

The Postal Operations Manual (POM) sets forth the policies and procedures that govern operational functions of field organizations within the Postal Service. The operational functions covered are retail, philatelic, collection, mail processing, transportation, delivery, and vehicle operations. For example, a volunteer from a local non-profit organization, whose goal is to encourage people to get involved with local politics, would like to know if their organization can conduct voter registration on postal premises. You may access the POM to find the policies.

1. Are voter registration activities allowed on postal property?

Handbooks

Postal Service handbooks supplement information contained within Postal Service manuals. Handbooks are identified with a combination of letters and numbers. The prefix included in the title of the handbook indicates the related major manual. More detailed information on subjects is included in handbooks than in the corresponding manual.

Handbook PO 209, Retail Operations Handbook

This handbook serves as a tool for providing Postal Service employees information about retail operations. The handbook is the cornerstone to understanding the policies and procedures for day-to-day retail management.

Handbook F-101, Field Accounting Procedures

By following the standard procedures contained in this handbook, Postal Service employees can perform financial transactions efficiently while creating consistent and accurate financial data.

Publications

Publications support subjects that cannot be fully addressed in manuals or handbooks. Publications appear in a variety of formats, such as books, brochures, and reports. Generally, they are not focused on policy as extensively as manuals, nor on task descriptions as extensively as handbooks.

Publication 28, Postal Addressing Standards

This publication provides guidance on the proper way to address a mailpiece.

Use Pub 28 to answer the questions below.

> A customer visits your window with a rural route mailpiece addressed:
>
> > Rural 8 Box #42
> >
> > Purcell, OK 73080
>
> 1. Is this an acceptable Rural Route Address format?
>
> 2. According to Pub 28, in Puerto Rico URB is used for what purpose?

Publication 348, Window Services Crime Prevention Booklet

For information on policies and procedures related to window transactions, use this publication.

Publication 52, Hazardous, Restricted, and Perishable Mail

This publication provides important information to help determine what may be mailed and how certain items must be packaged to keep the mail safe. Pub 52 also provides guidance to Postal Service employees on mail acceptance.

Forms

Postal Service forms can be accessed by clicking *Forms* located under *Essential Links* on the Blue page. The Forms webpage contains electronic versions of official Postal forms. Forms can be selected using the form title or form number.

A link to Publication 223, *Directives and Forms Catalog* is also found on the Forms webpage. Publication 223 lists and identifies the most current versions of all national Postal Service directives and forms, as well as non-postal government forms and documents used by the Postal Service.

The Forms page also provides links for access to forms at the following agencies: Office of Personnel Management (OPM), U.S. General Services Administration (GSA), Thrift Savings Plan (TSP), Occupational Safety and Health Administration (OSHA), Office of Worker's Compensation Programs (OWCP).

When you browse forms, you will notice that some forms have icons to the right of the title. Each icon represents one of the following:

Print only forms – Blank forms that you print locally and complete manually.

Automated forms – Electronic forms that you can complete, print, save, and email using FormFlow.

Automated Forms Adobe LiveCycle – Electronic forms that you can complete, print, save, and email using Adobe LiveCycle.

eIWS Online Forms – These are electronic forms that you complete, print, and submit using the eIWS Online Forms application.

Postal Bulletin

The Postal Bulletin is the official source of updates to Postal policies and procedures. The Postal Bulletin details updates and amendments to current directives. Retail updates are included in the bi-weekly Postal Bulletin. Access the Postal Bulletin through the PolicyNet webpage by clicking the Postal Bulletin website link found in the left-hand column.

Information found in the Postal Bulletin includes fraud information including: list of missing, lost or stolen US money orders and invalid USPS Corporate Account numbers; policy, procedures, and form updates; and organizational information, such as stamp announcements.

Match the directive to its description by writing the directive name next to the description in the answer column on the left side of the chart. Possible answers include PolicyNet, Postal Explorer, POM, IMM, DMM, Forms page, Handbooks, Publications, and Postal Bulletin.

Directive	Description
	Contains information governing international mail.
	Supports subjects that cannot be fully addressed in manuals or handbooks, but appear in a variety of formats, such as book or brochures.
	Covers operational information, such as retail, philatelic, or mail processing.
	Hub for all postal policies, procedures, handbooks, manual, and publications.
	Contains information governing domestic mail services.
	Virtual library available to customers that contains PE tools and manuals.
	Contains electronic versions of postal forms.
	Official source of updates to postal policies that is updated bi-weekly.
	Contains supplemental information within postal manuals.

Knowing the products and services available to meet the needs of our customers will help to ensure our customers will continue to do business with the Postal Service. Gaining knowledge also ensures you are comfortable completing transactions with all customers, even the most challenging. When you are able to understand and identify the customer's mailing needs, you have made the interaction successful. You will feel empowered in your job, leading to greater job satisfaction. In order to gain knowledge, you should explore the various channels where retail information is communicated. This will ensure you have the most up-to-date information available regarding product knowledge and availability.

Retail Communications

There are many retail communication channels available to you. Accessing them on a regular basis will increase your knowledge and assist you in meeting the needs of our customers.

Retail and Customer Service Operations website:

- Provides information about a variety of topics, including Access Channels, Communication, Customer Service, Policies, and Products and Services

- https://blue.usps.gov/delret/vp-retail-and-po-operations.htm

- Retail Digest

    - Weekly electronic publication that consists of a collection of tactical messages originating from headquarters organizations and relevant to the field retail organization. The design streamlines communication by categorizing individual messages and distributing them in weekly batches to the field retail organization.

    - To be added to the Retail Digest distribution, please do so via eAccess (click on "Distribution Lists," then search for and request "Retail Digest Subscriber").

    - https://blue.usps.gov/retail/retail-digest-about.htm

- Accounting Services website

    - Contains retail equipment toolkits (i.e., 1412, RSS, etc.).

    - http://blue.usps.gov/accounting

- The Huddle Board communicates pertinent information relevant to managing a retail unit and heightens awareness of the Lean Retail program among front-line employees that work the retail window.

As part of the Lean Retail program, all Retail Customer Experience (RCE) offices are required to have a dedicated huddle board in a location that is accessible to all retail employees but not visible to customers.

The huddle board communicates pertinent information relevant to managing a retail unit. The board is used to heighten awareness of the Lean Retail program among the front-line employees, in particular, Sales and Services Associates (SSAs) and Postal Support Employees (PSEs) that work the retail window. The huddle board can also be used as an opportunity to give a shout-out and thank you to employees for a job well done.

- RSS Message Center

  – Communicates important information from USPS Retail to RSS users

- Posters

  – Poster 138, *Keep the Mail Safe*

  – Poster 74, *Packaging Pointers*

  – Poster 81, *Shipping a Reused Box?*

  – Poster 194, *Registered Mail Security*

  – Poster 620-SSA, *It Begins with a Smile*

  – Poster 37, *Is Your Package Safe to Mail?*

- News Link

  – The online news source for postal employees

  – The daily link shows up in your Outlook mailbox and archives can be accessed online

  – https://liteblue.usps.gov/news/link/archive.htm

- USA Philatelic

- Local Messaging

- Check with your Area or District

Multicultural Outreach

Outreach contains information, guides, and product fact sheets in several languages to assist those who use USPS products and services but are not native English speakers.

Additional information can be obtained through the Human Resources Inclusiveness Website such as:

- Products and Services Translator

- HAZMAT Question Translator

- HAZMAT information in the Safety Toolkit

- Product Fact Sheets

- Extra Services Translation Guides

- Passport Fairs and special events

- DMM 100, 100C, and 100S - *A Customer's Guide to Mailing* (English, Chinese, and Spanish)

- Translated Posters and Publications

The Postal Products and Services Translator is a great new tool to support communication with our multicultural retail customers! The Translator is a four-page information sheet that highlights our major products and services and provides responses to common questions asked at the retail counter. The Translator is available in Arabic, Chinese, French, German, Hindi, Korean, Polish, Portuguese, Russian, Spanish, and Vietnamese.

Product Fact Sheets

Product fact sheets contain information on U.S. Postal Service products. These fact sheets will be helpful in providing our non-English speaking customers with updated information about our products and help customers with their mailing needs.

Extra Services Translation Guides

The Extra Services Translation Guides are designed to provide our non-English speaking customers with step-by-step instructions on how to properly complete U.S. Postal Service Extra Service forms.

Activity – Tag

One participant is selected to be "it." The facilitator asks a question and if they answer correctly, they select another participant to be "it" in their place.

If they answer incorrectly, they can ask a friend to provide the answer. Then, the facilitator asks a new question. If the participant that is "it" answers correctly, they select another participant to be "it." If, on the second question, they cannot answer correctly, the facilitator asks the class to answer and then selects the next person to be "it."

One of the ways you can be more successful at work is by obtaining all the information you can about postal products and services. There are many retail communication channels available to you that will provide up-to-date information about products and services.

The retail employee communication program is designed to communicate both strategic and tactical information to the field retail organization. The entire suite of Retail communication channels is available for you to stay abreast of all the latest updates in the world of postal retail. This approach will help you create a customer-centric environment and provide world-class customer service.
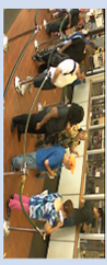
Lobby Assistant

A lobby assistant is a role within all SSA job descriptions. All work-hours are charged to LDC 45. Lobby assistant duties should be rotated among SSAs and overseen by the LSSA. The goal is to engage customers entering the retail lobby, identify their mailing needs, and prepare customers for their retail transactions to reduce time spent at the retail window. Lobby assistants practice good customer service and utilize GIST techniques when communicating with customers.

Customers who are fully prepared prior to reaching the window have more efficient, quicker transactions at the retail window than unprepared customers. This leads to all customers in the full-service line experiencing a decrease in wait time. By having a lobby assistant prepare customers for window transactions upon arrival in the lobby, the overall wait time is reduced, resulting in greater customer satisfaction.

Lobby assistants:

- Prepare customers for retail window transactions.

- Confirm packages are addressed completely.

- Monitor the full-service line and redirect customers with eligible transactions to the SSK or mPOS.

- Ensure forms and shipping supplies are stocked and neat.

- Answer customer questions or inquiries.

- Handle pickups or hold mail.

Standard Work Instruction: Lobby Assistant

UNITED STATES POSTAL SERVICE ®

Prepare customers for window transactions → Confirm that packages are addressed completely → Utilize mPOS and/or direct customers to SSK → Ensure forms and shipping supplies are stocked and neat → Answer customer questions or inquiries → Handle pick-ups or Hold Mail

Important Steps	Key Points	Reasons for Key Points
1. Prepare customers for window transactions.	Ask RCE questions, Ask HAZMAT and mark package with initials, Assist and verify required forms are complete. Carry tape measure. Record dimensions in postage corner for window SSA.	To streamline the mailing process and serve customers quicker. This process also encourages customer interactions which increase postal image and customer insight. WTIL is also reduced, therefore increasing the Customer Experience.
2. Confirm that packages are addressed completely.	Ensure mailing and return address are complete and legible.	Ensure the mailing process is further streamlined to expedite the shipping process. Reduces WTIL for customers.
3. Utilize mPOS and/or direct customers to SSK	Process mPOS eligible transactions and SSK eligible transactions.	Allows customers to exit the window line and complete transactions via alternate access. This reduces overall WTIL for customers as well as increasing their Customer Experience.
4. Ensure forms and shipping supplies are stocked and neat.	Clean and stock lobbies with current forms and shipping supplies.	Provides customers with necessary tools to mail their items. A clean lobby will also aid in preventing slips, trips, and falls.
5. Answer customer questions or inquiries.	Provide vacation hold cards or complete in person verification (mPOS offices).	Allows customer to receive non mailing service without having to stand in the Retail line. Reduces WTIL for customers with mailing transactions.
6. Handle pick-ups or hold mail	Retrieve left notice mail and hold mail for customers.	Prevents window SSAs from leaving the Retail window to retrieve customer's mail and increasing customer WTIL. Customers with non-mailing transactions will still receive great service without having to stand in line.

Self-Service Kiosk

Today's customers are more used to using technology than ever before. Many customers even prefer to use technology and kiosks over full-service in many retailers, airlines, and grocery stores. Self-Service Kiosks are designed to process many of the simplest transactions normally handled by a retail employee at the window. Self-Service Kiosks handle non-cash transactions and accept major credit and debit cards. These kiosks are located in Post Office lobbies; the majority are in areas open 24 hours a day, 7 days a week. They allow retail professionals to use their skills to assist customers with more complicated mailing needs or those that prefer face-to-face transactions.

The SSK helps to create a customer-centric environment by allowing the customer the choice to use technology to complete their transaction and come and go quickly.

mPOS

The Mobile Point-of-Sale (mPOS) device is a handheld iPad with a credit card sled along with a portable label and receipt printer. It is a tool to help the lobby assistant conduct simple transactions in the lobby, allowing customers to by-pass full service counters and get in and out quicker. The mPOS device is swipe and go for speedy transactions to improve the customer experience in retail lobbies.

Lobby Assistants using the mPOS device are flexible and able to move about the lobby. They manage customers by assessing their needs before they get in line and conduct easy transactions, including checkout, directly in the lobby, reducing wait-time-in-line for all customers.

Customers are required to sign for credit card or debit card payments over $25 on the mPOS device. The customer is offered a printed or emailed receipt, which has the POS survey link on both options. The mobility of mPOS allows lobby assistants to recommend additional products such as greeting cards or packaging products located throughout the retail lobby.

The Mobile Point-of-Sale (mPOS) device is a handheld iPad with a credit card sled along with a portable label and receipt printer. It is a tool to help the lobby assistant conduct simple transactions in the lobby, allowing customers to bypass full-service counters and get in and out quicker. The mPOS device is swipe and go for speedy transactions to improve the customer experience in retail lobbies.

Many of our customers pay for their postage online but will come into our retail locations to get an acceptance scan to prove an item was shipped. mPOS allows you to scan prepaid barcoded packages for acceptance and merchandise return.

Provide in-person proofing for customers unable to complete this authentication service online. This is currently available for customers signing up for Informed Delivery or usps.com online services who are unable to complete the authentication process to prove their identify online. They are directed to a Post Office with an mPOS within range of their location for in-person authorization by showing their identification to the clerk.

mPOS eligible transactions include:

- Scan prepaid barcoded packages for acceptance and merchandise return.

- Sell stamps, ReadyPost, greeting cards, and other retail products.

- Accept customer payment using credit/debit cards.

- Process mail pickups on the mPOS device, with the ability to capture customer signature.

- Sell Priority Mail Flat-Rate envelopes and box postage directly from the mPOS postage label printer.

- Provide the customer with an email or printed receipt.

- Provide in-person proofing for customers unable to complete this service online.

Function 4

The Postal Service is continually evaluating its network of postal retail facilities to meet current and future customer needs. The Function 4 Window Operations Survey (WOS) is an integral step in right-sizing the retail counter operation. Conducted onsite by knowledgeable retail personnel, the WOS is a data-driven tool used to determine an office's retail workload. The WOS results package contains staffing and procedure recommendations that, once implemented, lead to increases in retail productivity, revenue, and customer satisfaction.

Workload is determined by the number and types of transactions conducted at the retail counter. The RSS system transmits data that details the number and type of transactions conducted by retail associates, to the Retail Data Mart (RDM).

As an LSSA, one of your responsibilities is to assist your supervisor in properly staffing the retail unit. Terminal usage information is a tool used by management to determine customer volume and RSS usage during a particular period of time.

Activity – Scheduling

In this exercise, you will prepare a schedule using the terminal usage report for periods 1000, 1600, and 1700. John's schedule has been populated.

Complete the schedule for 1000, 1600 and 1700 by writing each name (LSSA, Jane, and Carla) into the correct assignment.

Terminal Usage	1	2	2	3	3	3	4	4	2	1
Clerk	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700
John	Retail Counter				Lunch		Retail Counter			
LSSA		Retail Counter				Lunch		Retail Counter		
Carla			Retail Counter							
Jane					Retail Counter					

1000	
	T-7 AM Duties
John	Retail Counter
	Retail Counter
	Off the Clock

1600	
	Retail Counter
John	Retail Counter
	Back Office, Cover Breaks
	Off the Clock

1700	
	Off the Clock
	Check in Carriers, Dispatch
	Retail Counter, Closeout
John	Off the Clock

1000	
LSSA	T-7 AM Duties
John	Retail Counter
Carla	Retail Counter
Jane	Off the Clock

1600	
LSSA	Retail Counter
John	Retail Counter
Jane	Back Office, Cover Breaks
Carla	Off the Clock

1700	
Carla	Off the Clock
Jane	Check in Carriers, Dispatch
LSSA	Retail Counter, Closeout
John	Off the Clock

Answer the following question using the terminal usage report above.

1. Does this schedule represent adequate staffing for 0800?

2. Terminal usage for 1000 shows 3 clerks on duty. Should all three clerks work the retail counter?

3. Which times represent the highest customer volume and RSS usage?

Summary

Being an LSSA is a unique role in the Retail Operation which requires you to be a leader, knowledge source, and promoter of the customer focus while taking on the responsibility to assist SSAs to do their best every day to provide world-class customer service. This module providesd the basis for tasks that require your attention every day. You are no longer just an SSA assisting customers. You are the leader of SSAs assisting customers.

Take this role on with pride, as you are the influencer of the customer experience in your Post Office. You are the driver of the Team, utilizing Management, as well as all employees, to create the best possible processes to drive increased revenue, while building customer loyalty and growing our business.

Module 3: World-Class Customer Experience

Objectives:

- Recognize the metrics and resources to utilize when coaching for the customer experience, such as the Sales Service Retail Diagnostic (SSRD), Retail Dashboard, In-Store Dashboard, and Point of Sale (POS) Survey, to meet and exceed customer expectations.

- Develop positive interactions with customers to provide customer satisfaction.

- Recognize customer perception factors and how to influence them.

- Build a customer-centric environment to drive repeat business, customer loyalty, and revenue.

- Describe the Retail Customer Experience (RCE) program.

- Recognize standards used to rate how retail employees deliver the USPS brand image.

- Explain strategies to reduce Wait-Time-In-Line.

Time Allocated for Module:

- 3 hours

Instructional Methods:

- Lecture

- Group discussion

- Activities

Participant Material Used:

- Participant guide

Media Required:

- Projector

- PowerPoint presentation

- ACE computer

World-Class Customer Experience

World-class customer service is defined as vastly exceeding customers' expectations and building brand loyalty. The best companies know their product and services, respect and listen to each and every customer, and communicate when things go wrong. You must take ownership of delivering world-class customer service every time you interact with our customers.

Years ago, brand loyalty came from simply providing a good product. Today, brand loyalty is driven by our ability to provide positive experiences with customers and deliver what customers want and need. Your job is to make sure that we present the best image possible to our customers. Perceptions, positive or negative, are formed by customers within a few seconds. In fact, this occurs as soon as they walk in the door.

The LSSA position is to ensure the SSAs in the Post Office they work are the most efficient, knowledgeable, and courteous and display a positive attitude. You can achieve this attitude by:

- Engagement: Create an experience that every customer wants to have again.

- Executional Excellence: Act as a knowledge source for the Retail Operation for contests, new stamps, ideas to sell more product, etc. For instance, at the busy holiday season, offer every customer a roll of tape.

- Brand Experience: Use skills of sharing information and actual results to motivate SSAs to do the best for every customer.

- Expediting: Being sensitive to customers' time in long checkout lines and proactive in helping to expedite the shopping process. Circle back to the Huddle Board to share information.

- Problem Recovery: Spend time creating an environment of selling / growing revenue, teach customers about products and services / grow our business and be in uniform, prepared and nice, friendly, kind /build customer loyalty.

Feedback is critical in determining your success in providing a world-class customer experience. Retail performance is measured by two programs, the Retail Customer Experience (RCE) program and the Point of Sale (POS) Survey.

Incidentally, do your SSAs know how to use of all tools/resources, like Retail Digest?

- The reason you should coach your SSAs on the tools/resources is to provide the latest info to SSAs, what information is available, and how to use it.

- Here's a great resource: Retail Stand-Up Talk – it is quick information the SSA can use NOW.

- Make sure you know how and the SSAs know where to locate resources.

- From our research, SSAs need more information to better assist customers – your attention must be in giving them information from all sources. As you know, "knowledge" is power – so, give your SSAs the power to WOW the customer!

- Communication grows team involvement and grows confidence – every SSA must be confident on what we have to offer and how they impact sales. When you document the SSA actions on a PS 4000-B, have them sign it and utilize this time to talk about the customer and the customer expectations if they want the customer to return. We need more return customers.

Retail Customer Experience (RCE) Program

The RCE program provides the Postal Service with an objective view of Postal Service retail locations. Data from RCE can be used as a real-time snapshot of a customer interaction. The purpose of the Retail Customer Experience program is to be a diagnostic tool used to correct conditions that are detrimental to customer satisfaction and inhibit revenue growth. Mystery shopping gives the Postal Service an objective view of our retail locations and can be used as a real-time snapshot of a customer interaction. Retail Customer Experience (RCE) results are about driving employee behaviors that result in customer satisfaction and increased retail revenue.

Attributes measured in the Retail Customer Experience program should become so commonplace and routine to your everyday performance that if the program were to end tomorrow it would not change the customer's retail experience in any way.

The program uses independently-contracted "customers" who visit Post Offices and document their experience by answering a standardized questionnaire. Each "customer" conducts a mailing transaction to test the quality of their experience at a retail unit. Lead Sales and Services Associates and Sales and Services Associates must ask the required sales skills questions in order for the ideal transaction to occur. As shoppers visit retail locations, they rate how well retail employees deliver the USPS brand image.

Your personal appearance and demeanor and that of your team represent the postal brand. Wearing a full uniform that is clean and neatly pressed projects professionalism and a genuine desire to serve your customers.

<u>Brand Experience</u>

Keeping the Post Office clean is just another example of showing respect for the Postal Service and the people you and your SSAs serve. Coach your SSAs to take pride in the appearance of the surroundings and understand how important that is to the USPS brand. Ensure employee success with a clean and neat Post Office. Processes and accountability are your tools to create greater efficiencies to save time in the long run. By doing that, you can focus your attention and the attention of your employees on the CUSTOMER.

Review and use the Retail Digest for information about gift card sales contests, greeting card coupons, stamps/products going off sale (sell all we have in inventory, so they do not have to be destroyed), and new stamps coming. Use this information to build excitement iwht your SSAs.

Know the process to order stamps – have enough stamps in inventory to sell so that customers come to our Post Office because we have stamp variety.

Exterior Appearance

The exterior should be inviting and well maintained. Landscaping should be maintained, walkways clean and free of debris, and trash containers emptied regularly. The American flag should be displayed properly, whether at full or half-staff, and not be tattered or torn. In addition, the flagpole should be maintained.

- What does the customer see?

- Why is this so important in building a world-class customer service?

- What do these impressions leave with the customer?

Interior Appearance

The professional theme should be continued in the Retail lobby. Customers should experience a well-lit, clean lobby with supplies stocked and easily accessible. The counter line, including workstations, should be neat, clean, and organized in the same manner with appropriate forms. Cleanliness is ensuring the area is free of lint, clutter, and tape-adhesive remnants.

All signs should be clean and not worn or missing any lettering. Expedited Package Services (EPS) displays should be neat and sample boxes displayed with current pricing. ReadyPost displays should be neat and well stocked, especially top-selling items. Overall lobby appearance should be neat and free of clutter, with floors swept, trash bins empty, etc. The writing tables and parcel slides should be clean and free of debris and tape adhesive remnants, with decals unworn.

What impression(s) do you get from this slide? How do you think it makes your SSAs feel when they work at:

1. A Disorganized Retail Counter?

2. An Organized Retail Counter?

What processes can you implement to ensure an organized SSA workspace?

Unofficial signage can also impact the Postal Service brand, especially when it delivers a discourteous message. This can create an unwelcoming atmosphere and violates Postal Service policy. POS surveys have identified professionalism of Sales and Services Associates as a driving factor of positive or negative experiences. Displaying unofficial signs, especially those that send a negative message, do not demonstrate professionalism, which is a reflection of our brand. Professionalism includes appearance of our employees. Sales and Services Associates are required to wear a name-tags and to maintain a clean and tidy appearance.

Additional Shipping Products

ReadyPost packaging displays should be neat and orderly, and clear packing tape and utility mailers should be available. In addition, Priority Mail Express and Priority Mail shipping supply displays should be well stocked.

- 80% profit margin

- 70% of ReadyPost items are shipped Priority Mail

- When a customer pays with a debit card, how do you set the expectation to offer cash back to customers? Can you see the WHY?

- One less stop a customer has to make – we create another convenience and we will have less money to count and deposit at night; another savings.

- Notice how engaged employees take care of the customer.

Activity – Brand Experience

Greeting customers as they enter the unit is an important step in customer engagement and the first step in Acknowledge, Greet, Inquire, Suggest, and Thank (A+GIST). Treat customers in a courteous and professional manner throughout the transaction. Consider how your tone, body language, and word choices create a positive or negative emotional experience for your customer.

Negative experiences aligned with engagement include LSSAs/SSAs projecting rude behavior and lacking friendliness and positive demeanor. Customer reviews on social media showed engagement as the driving factor for positive experiences.

Wait-Time-in-Line (WTIL)

Wait-time-in-line (WTIL) is an important factor in customer satisfaction. No one enjoys waiting. If our customers see we are working quickly and efficiently to assist them, it helps improve their overall perception of their experience. Your actions and awareness impact the amount of time customers wait in line. You directly control this element of a world-class customer experience.

Be mindful of break and lunch times, keep lag time to a minimum, and notify the back office if a line begins to queue. Be ready to provide service to our customers by stocking frequently used forms and supplies at the window.

Expediting

Expediting is a key factor in delivering world-class customer service. The Postal Service prioritizes limiting wait-time-in-line to less than five minutes. POS surveys have shown negative experiences to be associated with lack of transaction expediency and efficiency as well as increased wait times and the need for additional staff. Customer reviews have also revealed that wait times are a driving factor in assessing their experience, and negative experiences were the result when employees were perceived to not be serving customers. Incorrect store hours can also have a negative impact on customer experience. Lack of expediency and accurate store hours can lead customers to feel like their time is not respected.

Activity – Expediting

As we always strive to do our best, occasionally, there will be situations where customers will still have to wait. In that moment, one of the most impactful things we can do to improve their experience is to work as efficiently as possible. There are strategies to circumvent or minimize the WTIL during these times. Lobby Assistants actively assist customers in preparation of reaching the counter or redirect customers with eligible transactions to the Self-Service Kiosk (SSK) or Mobile Point of Sale (mPOS) device. Sometimes it may be necessary to ask for another SSA who may be working in the back to help.

Activity – Wait-Time-In-Line

Take a few minutes to respond to the following situations. Focus on using positive communication methods and responsive actions.

Today is the first day your office is open after a holiday and it is very busy. You have eight customers in line and you are the only clerk at the window. You hear a customer say, "How long do I have to wait, I have been here forever."

What could you say or do?

_____

_____

_____

Mr. Johnson, a retired veteran who is a regular customer, needs help completing a long form. You have a long line of customers standing behind him, and one customer gets impatient and gets out of line. Mr. Johnson is apologizing to you for needing help and thanks you for helping him. Other customers are getting frustrated. What could you say or do?

_____

_____

_____

A+Greet

Superior customer experiences start when the customer feels that someone is ready to assist them.

The greeting is the first impression that customers get of our brand, at least as it relates to that specific in-person experience. A good customer greeting, or even the absence of one is the first piece of the customer experience. The customer can get a sense of your message through greetings. The greeting should set the stage for the experience your customer is about to have.

Along with your successful interactions with them — make lasting impressions. It's a low-cost investment you can make to improve the customer experience and yield serious results.

All sales involve a Greeting. Acknowledge all customers as they approach the counter and ask customers who are browsing if they need assistance. Strive to make all customers feel welcome and appreciated. Your opening sets the tone of the transaction and influences the customer's first impression. Always start with a positive comment. That gets you off on the right foot. Eye contact and smiling are closely linked to our perception of how approachable someone is. Smiling makes you come across as warmer, and research shows that when people perceive you as warm they are more likely to trust you and embrace your ideas.

Countless studies have concluded that effective nonverbal communication is essential for shaping your buyers' behavior. Do you notice how your buyers behave and respond to you? Science shows that mirroring gestures, expressions, and posture of someone you are speaking to can significantly increase their perception of you. Mirroring the verbal and nonverbal behavior of your buyers will significantly boost their willingness to agree with you.

Use body language wisely. Study after study shows that you must use nonverbal communication to be an effective salesperson. Roughly 90% of communication is nonverbal. This is particularly important in retail sales when your job depends on successful interactions with customers. There are basic nonverbal cues you can keep in mind next time you work with customers: open your arms in order to be fully engaged with a customer and avoid crossing your arms, maintain eye contact, and smile. In fact, these actions make you appear more approachable and you can retain more information about what they are telling you.

In short:

- Superior customer experiences start when the customer feels that someone is ready to assist them.

- The greeting is the first impression that customers get of our brand, at least as it relates to that specific in-person experience. A good customer greeting, or even the absence of one is the first piece of the customer experience. The customer can get a sense of your message through greetings. The greeting should set the stage for the experience your customer is about to have.

- Along with your successful interactions— make lasting impressions. It is a low-cost investment you can make to improve the customer experience and yield serious results.

Activity – Greet

The facilitator will ask for three volunteers to portray the SSA and read the script for each scenario aloud in their best customer-centric tone and attitude.

Activity – Engagement

The facilitator will divide the class into three groups and assign each group a scenario. RIP chart your strategy to coach the SSA in their assigned scenario. A representative from each group will present their coaching strategies.

Sharon is extremely shy and has trouble making conversation and direct eye contact. Some customers perceive her as rude or uncaring. She has difficulty receiving constructive criticism.

_____

_____

_____

John is friendly and exudes a positive demeanor. He makes customers feel welcomed and appreciated. However, customers have complained about him exhibiting unprofessional behavior, such as using foul language when he thought there were no customers in the building.

_____

_____

_____

Annette lets her mood affect customers and is often rude and unfriendly. She rolls her eyes and mumbles under her breath while helping a customer. Other customers point out that she often behaves this way.

_____

_____

_____

Inquire

Inquiring is an essential step in providing world-class customer service. This process provides essential information you need to deliver the products and services the customer wants or to provide effective solutions to their mailing problems. This is the first step in creating loyal customers. To correctly identify customers' needs you must ask the right questions to accurately identify needs; identify and take advantage of cross-selling opportunities; and present the products, services, and solutions to meet customers' needs. If you fail to properly identify customers' needs, or if you are indifferent to their needs, they will take their business elsewhere.

Customers have unique needs. Assuming what a customer wants based on previous clients can drive the customer away. Ask for the customer's need such as time sensitivity, proof of delivery or insurance. First offer guaranteed service with Priority Mail Express and explain the benefits, such as free $100 insurance and Signature Confirmation. This helps build brand recognition even if they decline the service. Next, offer Priority Mail and explain the benefits: free $50 insurance and free USPS Tracking.

HAZMAT Question

As part of safety, you must ask each customer presenting anything on the scale the Hazmat question. The customer must respond on the POS Customer Display Unit (CDU). This task is part of the Executional Excellence finding of the OIC; being polite while patiently explaining and advising.

Suggest

Know your customers' needs. Knowing and understanding customer needs is at the center of every successful transaction. Once you have this knowledge, you can use it to persuade potential and existing customers that buying from you is in their best interests.

Provide a solution to customers with the right deal at the right time, perfect product, and suggest additional items the customer has not thought of. Customers often struggle to find the products or services that will best meet their needs.

Educate customers and sell what we have to offer. Do not let an opportunity go by without educating the customer on the products and services we offer.

Great customer service is the new standard. Help customers get the value they paid for from a product or service. If a customer can see the logic that led you to suggest what you did, they will be more understanding.

Once you have inquired to determine the customer's mailing need, it is time to suggest the appropriate product or service. This step allows you to cross-sell related products or services that can make the original purchase better, easier to use, or more versatile, and generate revenue. Often, customers are not clear about what they need, or they are really not sure what they want. To be an effective customer service representative, you must ask the right questions, listen, and tailor suggestions in order to assist customers in finding the perfect mailing solution.

Conversational sales are all about asking questions, listening and learning about their mailing issue, and finding ways to add value. That immediately builds the intimacy and trust with prospective customers to close deals. The answers provided allow you to quantify the problem and show the benefit of using our product or service solution. Introducing solutions is the hallmark of advanced sales. The beauty of advanced selling is that you do not have to sell anything; you just have to bring certain facts to a person's attention.

Offer more than one option. Buyers are more likely to make a purchase if they feel confident about their decision. One way to minimize the brain's perception of risk is to present more than one option so can they choose the lowest risk option themselves. Sell people on value. Showcase that the product or service's unique features give the customer a unique benefit. Offer additional insurance and Signature Confirmation and suggest products and services such as greeting cards, ReadyPost items, gift cards, stamps, passport services, and P.O. Box rental.

Challenge their perceptions. If a customer says they are looking for the cheapest price to ship an item because they always arrive late anyway, challenge their perceptions. To sell a premium product, describe how the product will benefit the customer. Maybe what the customer really wanted was to have their item arrive quickly and the insurance is a bonus selling point. When you do not challenge a customer's perceptions, premium products go unsold and the customer's needs go unmet. Even if the premium product is not what they need for this mailing, you have placed a seed in their mind about Priority Mail Express and our brand. By exposing the customer to our brand, you are building brand recognition every time they see or hear your message.

Activity – Inquire

Work in your table group to list best practices for inquire and suggest. Include successes and lessons learned.

How would you coach SSAs on successfully using inquire to generate revenue?

Executional Excellence

The key to generating revenue and retaining customers is effectively offering products and services, which is reliant upon the sales and services associate's knowledge. POS surveys showed that sales services associates' helpfulness was one of the major contributing factors to a customer's positive or negative experience. It is difficult to be helpful without knowledge of our products and services.

Learn from your successes and mistakes. Great salespeople are students of behaviors. They want to understand why a customer did or did not buy from them, what they might have done differently, or how they might have presented our premium products more appealingly. Great retail salespeople treat each customer as an opportunity to learn what works and what does not, and they always look for ways to improve.

Deliver support, service, advice, and information— adding value to the customer and ensuring their mission is accomplished are essential for customer satisfaction. In the basic sense, the customer gets what they want.

Asking probing questions can be the building blocks to providing customers with the best solutions to their problems, because these probing questions will help you:

- Build rapport with your customers.

- Understand your customers' needs.

- Illuminate your customers' hidden needs and wants.

A knowledgeable customer is a customer that will be the most satisfied with our brand. Customers who understand what our products and services can do for them will utilize our products and services as needed. This ensures brand loyalty.

Activity – Suggest

The facilitator will divide the class into four groups and have each group record on a rip chart some of their experiences as a retail customer where they were or were not offered more than one option, and/or changed their mind about a purchase based on the information provided.

A representative presents any missed opportunities, purchases that exceeded the original reason for the visit, how offering more than one option changed their perceptions, etc.

Thank

Show appreciation for their business and look forward to serving any additional needs in the future. "Thank you for being our valued customer." "We are grateful for the pleasure of serving you and meeting your needs."

Even if your customer reviews are good, there's no such thing as over-delivering in customer service - there is always scope for improvement.

You should consistently focus on improving your customer service standards. Great customer service can help you build trust, improve brand awareness, gain customer loyalty, drive sales, and attract new customers through valuable recommendations.

Keeping your customers happy is more important for your business than anything else. Make sure you deliver 100% customer satisfaction with every customer.

Saying thank you does a whole lot for business relationships. In a crowded and competitive marketplace, your long-term success depends heavily on the satisfaction of your customers. Thank every customer for their business.

Thanking our customers is one of the easiest steps in providing world-class customer service, however it is also one of the most overlooked. If customers feel valued, appreciated, and are treated with care and attention, they are more likely to become loyal. Customer appreciation is a measure of the organization's efforts toward our customers and reflects a proactive approach to engaging customers that make a difference in our organization.

Remember, it costs us NOTHING to build the customer experience—if we use our tools appropriately, but it costs us PLENTY if we don't provide a world-class customer experience. Each LSSA serves as a "change agent" in how each of us creates a winning value proposition for building the Postal Service of the future.

You should consistently focus on improving your customer service standards. Great customer service can help you build trust, improve brand awareness, gain customer loyalty, drive sales, and attract new customers through valuable recommendations.

Keeping your customers happy is more important for your business than anything else. Make sure you deliver 100% customer satisfaction with every customer.

In short, saying "thank you" does a whole lot for business relationships; why? In a crowded and competitive marketplace, your long-term success depends heavily on the satisfaction of your customers. Thank every customer for their business.

Activity – Thanking

Record a retail transaction where you were thanked and the experience left a positive impression of the company.

_____

_____

_____

Record a retail transaction where you were not thanked and the experience left a negative impression of the company.

_____

_____

_____

Problem Recovery

Be aware of how you word your answers to customer queries. Sometimes the way you communicate an idea is more important than the idea itself. Below is a list of alternatives to common retail conversation elements that illustrate how the words you use affect the conversation:

- "I don't know." vs. "That's a great question. Let me find out for you."

- "Calm down." vs. "I apologize."

- "We're closed." vs. "We close at __ o'clock and reopen at _ o'clock. Is there something I can quickly help you with now?"

- "I can't do that." vs. "What I can do…"or "Let's look at the options."

- "That's not my department." vs. "Let me get the right person to help you!"

- "That is against our policy." vs. "Typically our policy is __, but I want to make this right for you. This is what I can do…"

- "I'm new here." vs. "Please bear with me and I'll get you the help you need."

- "I'm busy right now." vs. "I'd be happy to help you."

Go the extra mile and show customers that you genuinely care about their experience and want to help them. Remember, you are selling something that meets their mailing needs and your attitude ought to reflect that to the customer. They should feel like you are helping them, not that they are helping you.

Activity – Problem Recovery Roleplay

A customer comes in stating that a package from her daughter shows that it was delivered, however, she did not receive it. The customer called two days ago inquiring about the package and was told by an SSA to wait a couple of more days for it to show up, and that if it does not, it is the sender's problem and to contact them. The customer is very upset because her daughter paid for overnight shipping and the contents of the package are expensive.

As the LSSA how would you deescalate this situation and provide world-class customer service? Record your observations and be prepared to discuss.

_____

_____

_____

Many of you have been introduced to Customer 360. The Customer 360 Quality Resolution Flowchart is your guide to resolving different types of package inquiries, Changes of Address (COA), Redelivery, Daily Mail Delivery, Hold Mail, and personnel inquiries in a quality manner.

As noted in the flowchart, to ensure that we are working toward quality resolution, the following actions should be performed:

1. Contact customer with initial investigation information within one business day.

2. From the Feed view, log Initial Contact call or send email

3. Apologize.

4. Empathize.

5. Take ownership of the issue.

6. Keep the customer informed.

7. Log all actions to investigate and resolve the C360 Service Request via a post in the Feed view.

Every action and activity in relation to a Service Request is recorded in the system – there is no need to use the folders, print documents, or record completion and notes on a case outside of the C360 system! Best of all, C360 acts as a one-stop-shop for resolving service requests and providing a quality resolution for our customers. C360 provides a better customer experience that brings customers a way to come back to USPS.

Remember, it's your role to ensure the SSAs are working to solve THE problem. Customer 360 (C360) has been designed with a 360 degree of the customer's experience by enabling each of us to quickly resolve the customer issue/problem.

Coach your SSAs to understand where C360 fits in the value chain. In other words, C360 helps EAS and SSAs treat their Post Office as a business that asks each of us to act on necessary actions to earn the customer's business.

Customer Complaint Log			Office Name:		Type of Initial Contact					ZIP Code:	
Customer or Company Information			C360 Service Request No. or Tracking No.	Subject	C=Postcard T=Telephone L=Letter P=Personal		Date Received	Suspense Date	Assigned To	Date Closed	
Name	Address or eMail	Phone No.									

Great customer service can foster loyalty and increase revenue performance. That's why it's important that our business provides "better than good" customer service. We must elevate the level of service we provide our external and internal customers to "great."

With the C360 Customer Complaint Log, each LSSA will provide our SSAs with a more complete picture of a customer's journey with the Postal Service. Thrrough this platform, we will have a collective view of all customer touch points, allowing us to offer better experiences.

POS Survey

The customer is our boss. What they want should matter to you. We give the customer an opportunity to tell us what we can do to improve; immediate action should be taken. If we do not act, the customer will not feel valued. When customers share their story, they're not just sharing pain points. They're actually teaching you how to make our product, service, and business better.

Customers are the core of our business and should always be your top priority. Happy customers will help you build credibility and bring in more business - research shows that 77% of customers are likely to recommend a company to a friend if they have a positive experience. Laser focus on keeping your customers happy and satisfied with great products and excellent service equates to continued business and customer loyalty.

The Point of Sale (POS) customer survey asks our customers six questions about their visit to the Post Office. Gathering customer perceptions and overall satisfaction with local Post Office visits, and clerk attributes like knowledge, courtesy, attitude, and wait time in line (WTIL), provide real-time feedback to ensure we are providing a world-class customer experience.

To promote customer participation, encourage customers to take the survey by circling the (Quick Response) QR code at the bottom of the POS receipt and asking them to complete the online survey. The computer generated QR code enables customers with a QR code reader to scan the barcode and be immediately directed to the survey's URL. This saves the customer time and makes it easy for the customer to provide valuable feedback.

Customers can also participate in the survey by phone (1-800-410-7420) or visiting the website.

Point of Sales (POS) receipt-based customer survey questions represent our customers' perception in the following areas:

- Overall Satisfaction with local Post Office visit

- Knowledge, Courtesy, and Attitude

- Wait-time in line (WTIL)

- Recommend USPS

You need to act on the results of a POS Survey. In fact, the Postmaster in your location DOES read the feedback. The results of a POS Survey provide instant feedback from YOUR customers. The feedback is about your SSAs, and your Post Office. You, as the Retail COACH and USPS employee (of that Post Office), want your customers to come back; you need to communicate to SSAs the nucleus of their job.

```
==========================================
Product              Sale           Final
Description          Qty            Price

2 pk Address          1             $0.79
Label
     (Unit Price:$0.79)
USPS Retail           1            $20.88
Ground
     (Domestic)
     Shipped to:
     Norman, OK 73071



Insurance             1             $2.65
     (Amount:$100.00)
Christmas             2            $19.60
Carols
     (Unit Price:$9.80)
Total                             $43.92
Debit Card Remit'd                $43.92
     (Cash Back:$0.00)

In a hurry? Self-service kiosks offer
quick and easy check-out. Any Retail
Associate can show you how.

     Text your tracking number to 28777
     (2USPS) to get the latest status.
     Standard Message and Data rates may
     apply. You may also visit USPS.com
     USPS tracking or call 1-800-222-1811.

     Save this receipt as evidence of
     insurance. For information on filing
     an insurance claim go to
     https://www.usps.com/help/claims.htm.

     Order stamps at usps.com/shop or call
     1-800-Stamps24. Go to
     usps.com/clicknship to print shipping
     labels with postage. For other
     information call 1-800-ASK-USPS.

     All sales final on stamps and postage
     Refunds for guaranteed services only
          Thank you for your business
          HELP US SERVE YOU BETTER

       TELL US ABOUT YOUR RECENT
            POSTAL EXPERIENCE

               Go to:
       https://postalexperience.com/Pos

         or scan this code with
          your mobile device:



         or call 1-800-410-7420.
          YOUR OPINION COUNTS
```

RCE Perfect Transaction

[1] Brand Image - Courtesy
- Be attentive by actively listening with courtesy throughout the transaction
- Pay attention to verbal tone, body language and avoid distractions - no sidebar conversations
- Complete transactions efficiently with the value of the customer's time in mind

[2] Brand Image – Uniform
- A full uniform must be worn, including name badge, not postal ID
- Take pride in appearance and make sure uniform is clean and wrinkle free
- No additional non-compliant clothing worn

[3] Wait Time in Line
- Acknowledge and apologize to customers for any wait times
- Be mindful of break & lunch times
- Keep lag time to a minimum
- Stock frequently used forms and supplies at window
- Notify back office if line begins to queue

[4] A+GIST - Acknowledge/Greet
- Acknowledge all customers as they walk to the counter
- If not assisting a customer and no lobby assistant on duty, ask a browsing customer if they have a question or need assistance
- Make each customer feel welcome and appreciated
- For each customer visit, make eye contact and greet pleasantly
- Asking, "How can I help you?" or "Next in line" is not a greeting

[5] Safety – Hazmat
- Required to ask, "Do any of your articles contain anything liquid, fragile, perishable or potentially hazardous such as lithium batteries or perfume?"
- Customer must confirm and answer question on CDU!
- Visually inspect all packages for signs and symbols of hazardous material

[6] A+GIST – Inquire
- Ask for the customer's need such as time sensitivity, delivery confirmation or insurance
- First offer guaranteed service with Priority Mail Express - includes $100 Insurance & Signature Confirmation
- If customer declines PME, offer value added service in Priority Mail - includes $50 insurance & Delivery Confirmation

[7] A+GIST – Suggest
- Offer additional insurance and Signature Confirmation
- Suggest products and services such as Gift/Greeting Cards, Ready Post items, Stamps, Passport Services and PO Box rental

[8] A+GIST – Thank
- Each customer must be thanked
- A simple thank you goes a long way!

[9] POS Survey
- Circle the POS Survey on the receipt
- Personally invite all customers to take the survey by asking, "Let me know how I served you today?" and share their great experience!

Activity - RCE Perfect Transaction

Everything a customer sees, hears, and feels makes an impression on their shopping experience. As shoppers visit retail locations, they will use guidelines that outline RCE program standards to rate how we deliver the postal brand.

Look at each category in the RCE Perfect Transaction chart on page 3-20. The facilitator will divide the class into groups and assign each group categories of the perfect transaction. Your job is to develop coaching techniques for your SSAs on the topic(s) and present them in a roleplay to the class. Coaching techniques should explain why performing these tasks are important to the customer experience.

You have 15 minutes to prepare your presentation.

POS Survey Customer Feedback

The POS Survey asks customers six questions about their experience at your unit. The goal of the survey is to gather feedback on their overall satisfaction with their visit, clerk attributes, such as knowledge, courtesy, attitude, and wait time in line (WTIL). We then, use this information to improve customer service and provide a world-class customer experience.
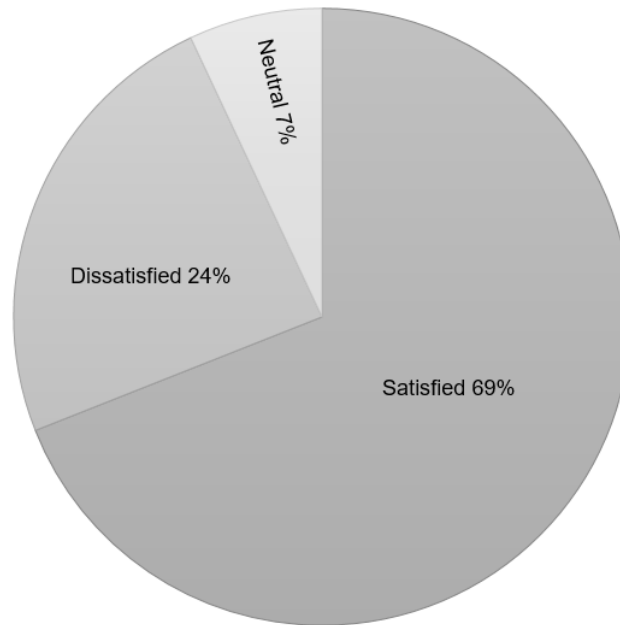
At the end of the transaction, circle the Point of Sale (POS) Survey on the receipt and personally invite your customer to take the survey. The short survey asks our customers questions about their visit. Questions represent our customer's overall satisfaction with local Post Office visits, Sales and Services Associate attributes of knowledge, working efficiently, positive attitude, and courtesy, as well as wait time in line. Customers completing the survey can write a message about the local Post Office, the employees, and/or the experience.

This provides the unit with real-time feedback to ensure we are providing a positive experience. A question has been added to help measure customer loyalty; "How likely are you to recommend the USPS to a friend or colleague?" This feedback is used to ensure that we are providing world-class service.

Overall Satisfaction	%Very Satisfied	%Mostly Satisfied	%Somewhat Satisfied	%Somewhat Dissatisfied	%Mostly Dissatisfied	%Very Dissatisfied	%Top 2 Box	Number Resp.
1. Overall Satisfaction with Visit to Post Office	85.54	4.55	2.48	2.48	1.24	3.72	90.09	242

For you it is more Important that a sales associate...	%Most Important							Number Resp.
2a. Be knowledgeable about postal products and services	27.27							242
2b. Work efficiently	14.05							242
2c. Have a positive attitude	25.62							242
2d. Treat you with courtesy	33.06							242

During this visit, how much would you agree that the sales associate...	%Strongly Agree	%mostly Agree	%Somewhat Agree	%Somewhat Disagree	%Mostly Disagree	%Strongly Disagree	%Top 2 Box	Number Resp.
3a. Was knowledgeable about postal products and services	83.88	11.16	0.83	-	1.24	2.89	95.04	242
3b. Worked efficiently	85.95	6.61	1.65	1.24	0.41	4.13	92.56	242
3c. Had a positive attitude	83.47	7.02	2.89	1.65	1.24	3.72	90.49	242
3d. Treated you with courtesy	84.71	7.02	1324	2.07	1.24	3.72	91.73	242

Wait time in line...	0-3 min	4-5 min	6-10 min	11-15 min	16 or more min		%Top 2 Box	Number Resp.
4. Wait in line for a sales	71.90	19.42	6.61	0.83	1.24		91.32	242

Wait time was acceptable...	%Strongly Agree	%mostly Agree	%Somewhat Agree	%Somewhat Disagree	%Mostly Disagree	%Strongly Disagree	%Top 2 Box	Number Resp.
5. Amount of time waited in line was acceptable	79.75	11.98	4.55	0.83	1.24	1.65	91.73	242

Transaction Date:	Overall Sat	What should this Post Office do to improve your satisfaction with the service you received? (After revisions)
20170403	**Bottom 2 Box**	The employee moves like very slowly and is liable to be in the back an inordinate amount of time. It has happened to me several times so it was not this time in particular. I don't know what he does, but nothing happens quickly.
20170405	Middle 2 Box	The sales associate I had, I could not hear what she was saying, she was mumbling and second of all, this post office you have for the territory that you cover here, is way too small. You've closed down post offices and combined them all in to one, which is way too small. You really need to get a larger post office with more people working there.
20170407	Middle 2 Box	Please see earlier written (typed) response. Thank You.
20170405	Mostly Satisfied	This Post Office should have three employees working the front desk. Also the attitude of the employees should be positive. In the past I have had employees that have a real not good attitude and just seem rude. That's it. Thank you.
20170406	Mostly Satisfied	Have more employees ready to open another window.
20170407	Mostly Satisfied	

Customer Experience at Selected Retail Units

A Positive Retail Customer Experience

While the RCE program used to correct conditions detrimental to customer satisfaction, revenue growth, and overall business perception, think about the following:

Remember, these simple words, "Customer, Customer, Customer." Your role is to create processes that can be easily followed by all employees to impact the customer experience. While the Retail Customer Experience (RCE) has identified the attributes most important to the customer, your team serves as the provider of these attributes. In fact, you are the point person that ensures customer expectations are met every day - always keep the customer in mind.

The POS Survey plainly tells you how customers are treated in your Post Office. Your intentional focus on the customer and what customers are saying about the service your team provides in your Post Office should be of utmost importance to you every day. Use all the tools available to you to develop a place where customer want to come back to as well as want to do business.

Let's leave you with the following: Improve your mindset about how to treat the customer transaction as an "experience" and think outside of the box. Then, build relationships with those you have influence on and those who influence you. Finally, go to Gemba: listen, learn, and understand. Then, teach and communicate with SSAs so that they learn and grow.

Be sure to utilize these resources in order to impress our customers:

- Retail Dashboard Weekly—a comprehensive collection of 27 key retail metrics – use this area to share the SCORE with your employees;

- F4 SSRD Summary Daily—a diagnostic tool designed to provide an efficient method of scheduling Function 4 hours, as well as identifying conditions that lead to WTIL failures, and identifying lag time between transactions. It also provides LDC 45 performance & efficiency staffing index – a coaching tool, with real transactions and evaluated time for each type of transaction.

- The Sales Service Retail Diagnostic (SSRD) is a reporting tool that allows management or the LSSA to review an SSA's transaction activity on RSS. The SSRD displays each transaction type, the earned time, the SSA's time, any extended transaction time, and the time in between when a customer is not being served (lag time).

  The benefit of this tool is to monitor the SSA's window performance, highlight opportunity areas, and make recommendations for improvement and provide feedback. This also allows management to narrow down certain time frames to view activity that occurred during an RCE shop.

- The Function 4 Window Operations Survey (WOS) is an extensive review of RSS offices and an integral step in right-sizing the retail counter operation. Conducted onsite by knowledgeable retail personnel, the WOS is a data-driven tool used to determine an office's retail workload. The WOS results package contains staffing and procedure recommendations that, once implemented, lead to increases in retail productivity, revenue, and customer satisfaction. A WOS study is performed in conjunction with every Function 4 review and as a standalone activity for additional purposes as stated in the National Standardized Function 4 Review Guidelines. Workload is determined by the number and types of transactions conducted at the retail counter. RSS transmits data that details the number and type of transactions conducted by retail associates to the Retail Data Mart (RDM). Reports in RDM WOS are critical for completing the WOS.

  Use this chart to identify your peak window hours. In this case it suggested to have the window properly staffed and use a lobby assistant between 10:30 AM and 12:00 PM.

As an LSSA, you may need to handle insurance claims using PS Form 2856, *Damage Report of Insured Article and Content* in MyPO. Completing PS Form 2856 in MyPO streamlines the claim process and provides a better customer experience. This allows the claim is resolved faster. The status updates in MyPO will inform the Post Office when to return the article to the customer or send it to the Mail Recovery Center (MRC).

To access PS Form 2856 in MyPO, log into MyPO first.

1. In the Tasks section, select the Fill Form button.

2. In the dropdown box, select PS Form 2856 and continue with completing the form.

3. You can save and retrieve at a later date, reset the form, cancel, or submit

3. When the form has been completed and is ready for submission, select the submit button.

4. Print, round date, sign the copy, and retain in your office files.

From the Task List, you can select an individual article number to view and/or open to finish completing if it was saved.

At the local Post Office or LPO, users can clearly see when they have service requests or SRs assigned to them via MyPO and can single sign-on directly to the C360 tool. NOTE: you must obtain access to C360 via eAccess from your supervisor.

As an LSSA, you can help resolve Service Requests (or SRs) and track what actions are needed next.

The Weekly Clerk Schedule gives you a clear view of SSA and LSSA schedules so that the LPOs ensure adequate staffing is scheduled at the retail window.

Single Package Look Up (SPLU) an in-depth tracking system that shows detailed tracking information and includes a photo of the face of the mailpiece if one was captured by automation equipment.With SPLU, there is only one situation when a delivery unit is contacted and that is when all three of the following components have been met.

They are:

1. Article has a physical scan AND

2. Article has no stop the clock type scan event AND

3. Sufficient time has passed for delivery standards to have been met

Summary

Again, it's "Customer, Customer, Customer – create processes that can be easily followed by all employees to impact the customer experience. RCE has identified the attributes most important to the customer, your team is the provider of the attributes, and you will be point person to ensure customer expectations are met every day - always keep the customer in mind.

Use all the tools available to you to develop a place where customers want to come back to, as well as want to do business. Remember, we want extraordinary results, NOT ordinary results.

- POS Trend Report Monthly—Retail transactions versus POS Survey completed – information from customers on current experiences (share with your SSAs so they know if they are winning) and illustrates the actions are required of them to WIN

- POS Survey Comments Monthly—Immediate feedback to ensure world-class customer service

- Retail Digest Weekly—sent to subscribers every Tuesday. Immediate use information for Retail facing employees – this should be anticipated and utilized by every SSA

- SSA/LA Schedule Weekly or the F4 Preplanning worksheet--Post a weekly schedule for SSAs and Lobby Assistants to ensure adequate staffing is scheduled at the retail window – the TEAM is aware of the TEAM activity and who should respond when they call for help/support

- Service Talks as Received-—Post all talks from HQ, Area, or District after giving to SSAs – communication on new and changing items is critical to the confidence and accuracy of each sale

- RCE Evaluations as Received—Post results on the performance tested in key areas – it's the "final exam" to give you the opportunities to improve

Module 4: Unit Operations

Objectives:

- Identify forms used for recording and tracking cash, stamps, accountable paper, and other assets.

- Apply standard procedures for accountability in the Retail unit.

- Recognize stamp stock credits and the associated financial responsibility.

- Explain procedures to establish and examine a stamp stock credit.

- Describe procedures for handling count results.

- Detail procedures to replenish a credit.

- Review types of reporting technology and Retail Systems Software (RSS) for live transactions and e1412 for manual entry web-based offices.

Time Allocated for Module:

- 3 hours

Instructional Methods:

- Lecture

- Group discussion

- Activities

Participant Material Used:

- Participant Guide

- PS Form 3977, *Duplicate Key, Combination, and Password Envelope*

Media Required:

- Projector

- PowerPoint presentation

- ACE computer

Unit Operations

Unit operations succeed when employees have the tools they need to serve our customers. These tools may vary based on the type of office.

Types of Offices

Retail Systems Software (RSS) offices have two types of accountabilities, either Full Window Service (FWS), or Single Drawer Accountability (SDA), which are two, four, or six-hour offices, also known as Remotely Managed Post Offices – RMPOs, that are overseen by an Administrative Post (or Full Window Service) Office. Transactions are recorded in the system as they occur.

Full Window Service (FWS)

Full Window Service offices must maintain a unit reserve stock. This stock is used to replenish the Retail Floor and Stamps by Mail (SBM) stocks (which are considered segments in a unit). Sales and Services Associates (SSAs) who work at an FWS do not have stamp stock individually assigned and instead work from shared retail floor stock and shared stamp accountability. If you work from the retail floor stock, you will be authorized a cash retained credit of up to $100.99. Employees are individually accountable for the cash credit.

Other segments may require stamp stock inventory assigned as individual accountability for which you are directly accountable. These segments include mobile unit, Stamps by Mail, and/or a philatelic credit. Text at the bottom of the RSS Main Menu screen will indicate the system is operating as Full Windows Services (FWS).

Single Drawer Accountability (SDA)

RSS Single Drawer Accountability (SDA) supports two (2), four (4) and six (6) hour RMPO offices. SDA offices have a single drawer accountability (SDA segment) that contains stamp stock, cash, and money orders. Everyone in this unit works out of the same cash container, stock, and money orders.

Single drawer accountability is comprised of the following:

- Stamp stock
- Domestic and International money orders
- Cash

SDA is a configuration (or smaller layout) of RSS Full Window Service. The configuration mode will be indicated at the bottom of the RSS Home screen.
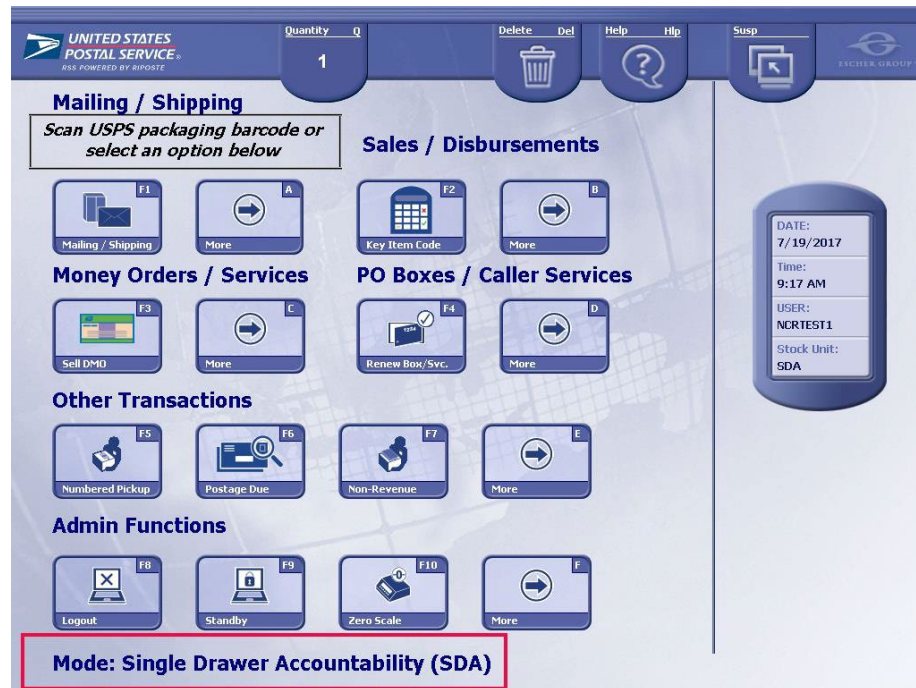
Control and accountability over cash and stock reduces the potential for shortages and preventable losses. Your ability to carefully order, receive, issue, and transfer stock (in FSW unit), protects postal revenue. Good inventory control leads to a better-organized facility, supports operations, and sustains customer satisfaction.

Manage Stock

Maintain a sufficient level of stock and inventory of philatelic and special issue products to meet customer demands. Guidelines are listed in Handbook F-101, *Field Accounting Procedures*. There are two types of stamp stock, Retail Floor Stock and Unit Reserve Stock.

Retail Floor Stock: Retail Floor Stock is stamp stock shared by the SSAs in the unit. Each SSA has access to this shared stamp stock. Although no individual SSA is accountable for this shared stock, each SSA making sales is responsible for ensuring accurate reporting of the sales.

Unit Reserve Stock: All stamps, stationery, philatelic products, money orders (domestic, international, and bait) must be secured and stored in a vault for replenishment of the Retail Floor Stock, assigned to one Unit Reserve Custodian.

Stamp Fulfillment Services Web (SFS Web) is a web application for Postal Retail Units to submit and manage stamp orders. Request access through eAccess. To place your stamp order, please visit https://SFSWeb.usps.

Profile allows you to view office and contact information. The Message Center allows you to view messages from the last 30 days.

Login

Use your ACE credentials to log on to SFSWeb. You must have an approved eAccess request to access the application.

1. From your Web Browser, type in the URL of the SFS Web application: https://sfsweb.usps.gov/

2. Enter your ACE ID

3. Enter your Password and select the Login button.

SFSWeb displays the unit finance number associated to you login, click Next.Validate your office details and click the Yes button.

My Orders Section

My Orders allows you to view current and historical orders (up to two years). To view order, select an order status (Open, Booked, Shipped, or Canceled) under My Orders. You can narrow or expand your search results by adjusting the date range, using the search function, using the sort, and modifying the entries per page.
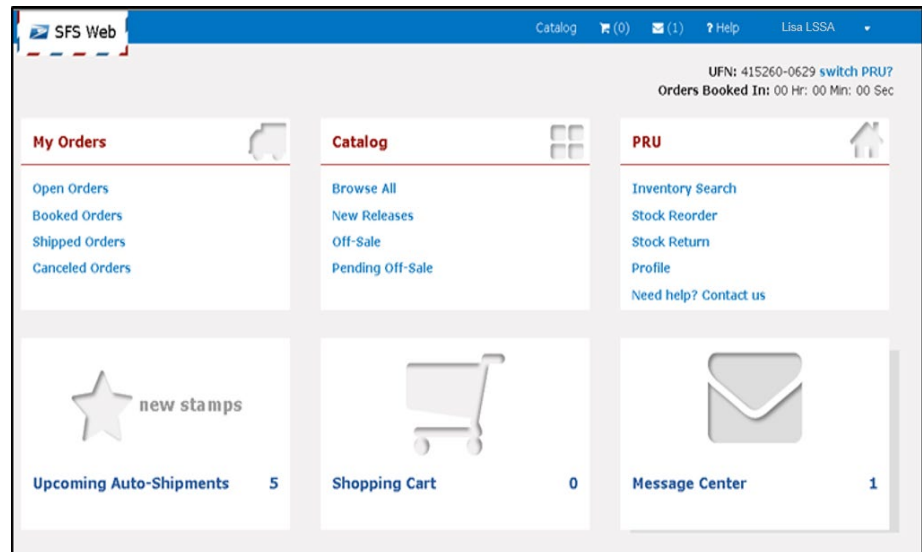

- **Open Orders** are orders that are submitted but not yet sent to NCMS for fulfillment. Open orders can be updated or canceled. To view open orders, select the Open Orders button under My Orders and select a link under Order to view the order details.

- **Update Open orders**. Open orders that are not stock reorders or auto-shipments can be updated. Once the order is sent for fulfillment (status is booked), it can no longer be updated. To update an open order, select the Open Orders button under My Orders. Select a link under Order to view the order details and select the Update Quantities button. Modify the quantity of an item and select the Save Changes button to save changes or select the Cancel Update button to cancel the update.

- **Cancel Open orders**. Once the order is sent for fulfillment (status is booked), it can no longer be canceled. To cancel an open order, select the Open Orders button under My Order, and select a link under 'Order' to view the order details. Then, select the Cancel Order button. A pop-up window will appear requesting confirmation. Select the OK button to confirm order cancelation or select the Cancel button to cancel order cancelation.

- **Booked orders** are orders booked and sent for fulfillment. Booked orders can no longer be updated or canceled. To view booked orders, select the Booked Orders button under My Orders and select a link under Order to view the order details.

- **Shipped orders** are fully or partially shipped orders. To view shipped orders, select the Shipped Orders button under My Orders and select a link under Order to view the order details and tracking number.

Note: Tracking information for shipped items is displayed below the item detail. If an item is shipped in multiple shipments, multiple tracking numbers are displayed with the quantity shipped in each shipment. Select the Tracking Number to go to the usps.com tracking page in a new window.

General Navigation

To browse the catalog, select the **Browse All** button under Catalog or your desired item category.
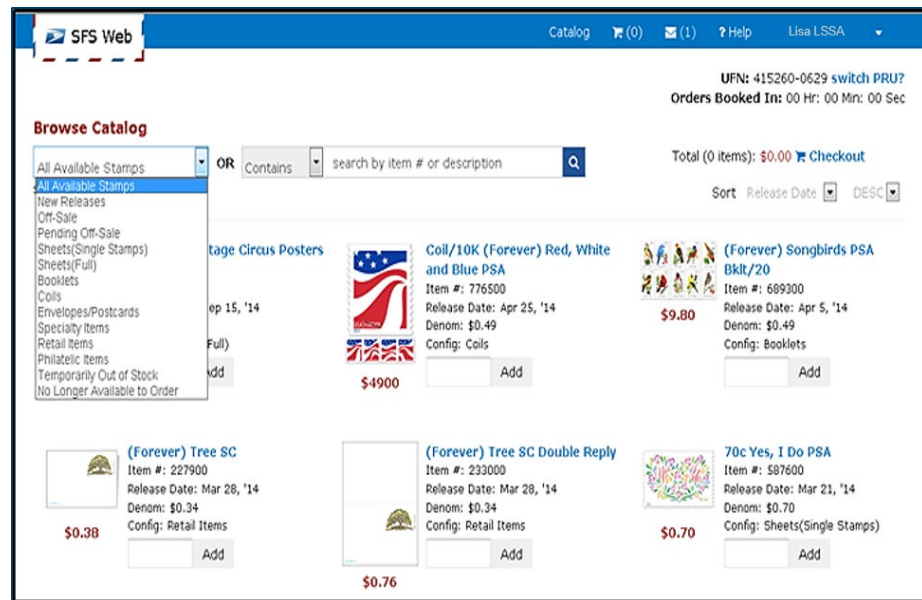
Modify the Items per Page to show 20, 60, 100, or 200 entries per page. Use the links at the bottom of the page to view additional pages (arrows and page-specific numbers).

Catalog product definitions:

      a. All Available Stamps – All items available for order.

      b. New Releases – Items not yet on-sale to the public.

           i. Items within approved pre-order window can be added to the cart for pre-order.

          ii. Items outside the approved pre-order window can be viewed but cannot be added to the cart.

      c. Off-Sale – Items Off-Sale in the last 2 years. Items can be viewed but cannot be added to the cart.

      d. Pending Off-Sale – Items going off sale in the next 60 days. Items can be added to the cart, but users should consider the quantity ordered with regard to the off-sale date.

e.   Sheets (Single Stamps) – Sheets of single stamps. Single stamps can be sold individually to the public.

f.   Sheets (Full) – Full Sheets. Must be sold as a full sheet.

g.   Booklets – Booklets of stamps.

h.   Coils – Coils of stamps.

i.   Envelopes/Postcards – Personalized stamped envelopes or postcards.

j.   Specialty Items – Items that may or may not include postage – a unique bundled package of items such as notepad, stamps, activity booklet.

k.   Retail Items – Items that have no postage attached but may be included. This also includes reusable tote bags, puzzles, books, and mugs.

l.   Philatelic Items – Items that have affixed stamp(s) or is specific to the hobby of stamp collecting. Includes First Day Covers, Yearbook, and Postal Guides.

m.   Temporarily Out of Stock – Items that are temporarily out of stock and cannot be ordered at this time. Items will be made available to order again when more stock is received.

n.   No Longer Available to Order – Items are still on-sale in the field, but no additional stock will be available to order.

To search by item number or description, enter a search term in the 'search by item # or description' field, select search criterion from the drop-down list, and select the Search icon.

To filter the catalog, select an item category under Browse Catalog or use the Search or Sort function.

Catalog displays the item catalog for browsing and selection of items to add to cart.

- Browse All - All items available for order.

- New Releases – Items not yet on-sale to the public.

- Off-Sale – Items Off-Sale in the last 2 years.

- Pending Off-Sale – Items going off sale in the next 60 days.

- PRU – Displays tools available for your Postal Retail Unit.

- Inventory Search – PRU user can search inventory by item number [at a specific Unit Finance Number (UFN), or within specified 3-digit zip, area, district or finance #], displaying nearby offices with the item in-stock; user can also search for complete inventory at a UFN.

- Stock Reorder – PRU user can set thresholds for automatic stock reorders - useful for fast-selling items.

- Stock Return – PRU user can view the status of submitted stock returns; users at e1412 sites can enter and submit their Form 17 electronically through SFSWeb.

- Profile – Displays PRU profile information from Finance Number Control Master (FNCM). PRU user can identify up to three additional contacts to receive confirmation of any order related SFSWeb activities.

- Need Help? Contact Us – Provides Contact Information, Quick Links, and a form to send an email to SFS.

Upcoming Auto-Shipments displays all pending auto-shipments for new stamps. PRU user can modify quantities for eligible items up to one week prior to Tentative Release Date. The Tentative Release Date is the approximate date SFS plans to generate the order.

Shopping Cart displays all items added to the cart in the current session. Users have several options to manage the cart, including modifying the quantity of an item, deleting an item from the cart, and clearing the cart. The cart summary can be viewed at any time by selecting the Cart icon in the header. The cart summary provides basic item information, the quantity and total price of each item in the cart, as well as the current order total. If you switch PRUs, log out, or are timed out, your cart will be saved as a draft for 30 days. After adding items to the cart, you may place your order.

Stock Reorder allows you to set reorder points for automatic stock reorders. This is especially useful for fast-selling items. For stock reorders, SFSWeb will monitor your inventory. Each night, it checks if the inventory for any item setup for stock reorder is below your set reorder point and automatically generates an order for the reorder quantity you specify. Once setup, you may modify the Reorder Point or Reorder Quantity. You may also delete an item from Stock Reorder.

Stock Return allows you to view the status of submitted stock returns. e1412 and Military Postal Service Agency (MPSA) users enter and submit stock returns (Form 17) in SFSWeb. Other users submit stock returns through their system of record (RSS, SSK, e1412); SFSWeb receives stock return information from these systems daily. Received stock returns are confirmed by SFS as received, closing out the in transit.

Select the Upcoming Auto-Shipments link on the Dashboard to view upcoming shipments. You may modify quantities up to one week prior to the Tentative Release Date for eligible items. SFS does not allow update on some items. One week prior to the tentative release date, the modify functionality will be locked. If you need assistance updating the quantity, contact SFS at 844-SFSSTAMPS (844-737-7826).

<u>Emergency Orders</u>

PRUs are responsible for monitoring stamp stock inventory and must be aware of low inventory before an emergency order is required. Regular orders, placed through SFSWeb, are expected to be sufficient for most orders (allow 3-5 days for delivery). Emergency orders should only be placed as an exception and when expedited delivery is required. Before making an emergency order request, PRUs should use SFSWeb to check available inventory and locate stock in offices within their surrounding area. If stock is available, PRUs should work together and process a store-to-store transfer in RSS or e1412.

If an emergency order is still required by a PRU, the office can contact SFSWeb Customer Support at 1-844-SFSSTAMPS (1-844-737-7826) to have their order placed.

<u>Large Orders</u>

Sometimes a large customer order or other circumstances may require you to place a large order greater than your PRU's SFSWeb Single Order Limit. When this occurs, SFS requires an additional approval/confirmation process before your order will be accepted and processed.

Receive Unit Stock

Examine each shipping carton to ascertain that the address is correct, the seal is unbroken, and the contents are not damaged. Report tampering to the U.S. Postal Inspection Service (USPIS) and Office of Inspector General (OIG) immediately.

Count stock and verify against the computer-generated PS Form 17 with a witness. Then, sign and date the PS Form 17. Enter the total value listed on PS Form 17 as stock received even if the physical quantity is not the same.

The following table provides specific verification procedures by item:

For this item:	Verify the shipment as follows:
Panes in sealed packages	Follow the instructions on the package for verifying the contents before removing the sealed film wrapper on the individual packages.
Stamp booklets	Count the number of booklets in the denomination and type described on the unit package. Do this before breaking the package seal.
Coils	Count the stamp coils to verify the shipment contains the quantity of coils, type, and denomination of stock ordered. Do this before breaking the seal.
Stamped envelopes and postal cards	Count the number of boxes or packages and the denominations of the envelopes or cards against the carton labels and verify against PS Form 17.
Philatelic products	Count the number of items in open cartons. The total must agree with the quantity printed on the outside of the carton.

Packages of blank money order stock contain 100 money orders per package.

Boxes and cartons of blank money order stock are packaged as follows:

- RSS money orders

    - 25 packages (2,500) per box.

    - 4 boxes (10,000) per carton.

- Non-RSS money orders

    - 10 packages (1,000) per box.

    - 5 boxes (5,000) per carton.

Verify the continuity of serial numbers by doing the following:

a. Look at the outside labels when you receive more than one carton or box.

b. Verify the packages by the first serial number shown on the front.

Do not open factory-sealed cartons, boxes, or packages just to verify serial numbers. Verify the numbers when it is necessary to issue the forms. If the factory seal has been broken, the serial numbers and quantities must be verified against the PS Form 17 before the money orders are accepted into inventory.

If the number of boxes or packages received does not agree with the invoice, submit a copy of the memorandum to the Material Distribution Center (MDC), and file a copy locally. If a sealed package, box, or carton does not contain the appropriate quantity of blank money order stock or contains duplicate serial numbers, report the facts to the Material Distribution Center (MDC), Topeka, Kansas.

Receiving Stock to RSS

To receive stamp stock that is auto populated by SFS, ensure that the stock was shipped to your unit; do not enter if it was designated for another facility.

Then on the RSS:

1. Home screen > Admin Functions > **More**.

2. Select > Unit Inventory > **Unit Stock Mgmt**.

3. Select > Unit Inventory Options > **Receive Stock**.

4. Scan or enter the shipment number.

    a. If the shipment number cannot be found, select **Yes** or **No**.

    b. If **Yes** is selected, follow steps below to receive stock manually.

5. The shipment information is displayed. Verify it is correct and press **Enter** to continue.

6. The Receive Stock screen appears, and the stock order associated with the tracking number is displayed. Compare the stock listed on the PS Form 17 with that on the Receive Stock screen. If there are no discrepancies, press **Accept** to continue and accept the stock.

    The Unit PS Form 1412, *Daily Financial Report,* must accurately reflect the value of the actual stock received. If discrepancies are found:

    a. Edit the quantity shown.

    b. Remove an item if it is not present in the package.

    c. Add an item, if an item in the package is not represented on the grid.

7. After correcting the discrepancies, ensure the stock listed on the screen matches what you actually have. If all discrepancies are corrected, press the green **Check/F5 key** to accept the stock.

    For discrepancies of $250 or more, use the SFS Discrepancy Online Tool to request an expense offset.

8. If other shipments are received, repeat steps one through seven.

Note: If the shipment contains more than one tracking number, scan or enter the **tracking number** for each. For example: Your stamps order is received in two boxes and there is only one PS Form 17. There are two tracking numbers.

Lost Shipments

As soon as stamp stock is shipped, it is considered *In-Transit*. For the *In-Transit* to clear, the correct location must receive the stock in their system within a 15-day time frame. Sites receive a Stock In-Transit 10-Day Notification Narrowcast report via email if they have not received a shipment from SFS or from another PRU. Sites also receive a reminder email when in-transit reaches the 12th day. If the shipment is not picked received by day 15, the site will be expensed.

If a registered stamp stock shipment is missing, immediately contact the registry section at the mail processing center. Provide the registry number as listed on the manual or system-generated PS Form 17. Then, contact the SFS, the postal inspector in charge, and OIG.

If a stamp stock shipment is missing that is not registered, immediately contact the postal inspector in charge and the OIG. The responsibility for locating missing stock shipments remains the responsibility of the Postmaster and SFS.

Return Unit Stock

Saleable stock that may be returned to the SFS includes stamps, stamped envelopes, postal cards, and philatelic products currently on sale. SFS must authorize the return of saleable stock before the stamp stock custodian returns it. Saleable stock is considered for return to SFS if:

*   Attempts to ship the On-Sale Stock to another PRU have been unsuccessful

*   All coils (of 100) are in the original box of 50 coils

*   All single pane stamps are in full decks

*   A Return Authorization Number (RA#) has been provided by SFS.

Return Stock for Credit

Return saleable stock and expired bird stamps to the SFS for credit – *not destruction.* Bird stamps are returned in accordance with the Postal Bulletin.

Defective Stock

Defective stock and stamped paper are not saleable and remain the property of the Postal Service. No employee or contractor may purchase, sell, or transfer defective stamps or stamped paper from an official supply. Defective stock includes obvious printing and production errors, such as missing color, upside-down printing, bad color registration, no perforations, perforated stamp design, or missing printing.

Any Postal Service employee or contractor at an FWS unit who discovers defective stamps or stamped paper must immediately return the defective products to the unit reserve stock. The unit reserve stock custodian must return defective stock to SFS using PS Form 17. The SFS completes PS Form 8144, *Stamp Discrepancy Report*, and follows all reporting and accounting requirements.

Stamp Stock Destruction

LSSAs are not allowed to destroy stamp stock. Policies are in place that provide instructions on where to ship stock for destruction. Postage Validation Imprinter (PVI) labels are never destroyed but are refunded. Spoiled meter stamps are destroyed after verification and approval.

Stamp stock destruction includes counting, recording, and destroying non-saleable stamps, stamped paper, and philatelic products. Stamp destruction activities are conducted only at a designated SFS unless an alternate location has been approved by the OIG on a case-by-case basis.

Item	Procedure
Damaged stamps returned by customers	a. Do not count these stamps individually. b. Accept the credit value that is marked by the unit on the booklet or wrapper. c. If the value claimed by the unit seems excessive or unreasonable, notify the USPIS and OIG. d. For additional information on damaged stamps, see *Mailing Standards of the United States Postal Service,* Domestic Mail Manual (DMM®) 604.9.1.
Postal cards (Value printed in stamp area)	Redeem at item value (amount item sells for) when returned unsold to the SFS from a unit reserve.
Picture postcards (Contain pictures printed on the entire front of the card. Postage value printed on back)	Redeem at item value (amount item sells for) when returned unsold to the SFS from a unit reserve.
Postal Stamped Paper	Accept value claimed, especially when returned by customers. (See DMM 604.9.0 for provisions for exchanging stamped paper.)
Plain stamped and nonprofit envelopes	Record value of stamped envelopes at full value, including window envelopes. Clearly display value claimed for each item on PS Form 17.

The SFS schedules all stamp return cycles, typically four times a year in two-week time periods in designated weeks of the quarter, to return stamps for destruction. Locate the SFS Stamp Destruction Schedule in the SFS Toolkit. Headquarters will periodically authorize special return schedules, which are communicated via the Postal Bulletin. Stock returns for destruction must only be submitted during a unit's scheduled return cycle and not when an announcement of off-sale stock items is published.

All Stock items returned for destruction must be deemed Suitable for Destruction.

This means that the Stock Return total is at least $25.00 and each of the stock items returned meets one or more of the following criteria:

- Off-Sale (per Postal Bulletin announcement)

- Customer Redeemed

- Damaged

- Obsolete

- Bird Stamps

Report and Document Stock Returned for Destruction After determining destruction suitability and confirming the unit's Destruction Schedule, do the following to financially report stock returned for destruction.

1. Create a system-generated Form 17 for each stock return package.

   a. Complete the return stock module in the unit's financial reporting technology (e1412 and RSS).

   b. Do this on the same day the stock return will be mailed.

2. Print and sign the system-generated Form 17.

3. If all stock items have a unique item number, skip Step 4c.

4. Legibly complete a manual PS Form 17:

   a. Enter the unit's direct phone number (not the 800 #).

   b. Check the Return for Destruction box in the Type field.

   c. Itemize stock return items.

      i. Do Not Enter lump sum amounts for multiple stock items.

      ii. Enter an Item Number for each unique item.

      iii. Provide the Quantity, Dollar Value, Denomination and Description for each unique item.

      iv. Enter the sum in the Total Value field.

   d. Enter the 10-digit shipment number on the manual PS Form 17.

5. Enter the mailing tracking number on the system-generated Form 17 (and manual PS Form 17 if applicable).

   - Priority Mail Signature Confirmation for returns less than $10,000.00.

   - Registered Mail for returns $10,000.00 or greater.

6. Enter a round date stamp on the system-generated Form 17 (and manual PS Form 17 if applicable).

7. Make 3 copies of the system-generated Form 17 (1 copy of manual PS Form 17, if applicable).

8. Ensure original signatures are on each copy.

9. Set aside the original and 2 copies of the system-generated Form 17 (and 1 copy of manual PS Form 17, if applicable).

10. Maintain remaining copies locally.

Note: The UFN for On-Sale Returns is 289995-0000.

Before mailing a stock return, ensure the stock return is mailed on the same day the return is entered in the financial reporting technology. Prepare a separate system-generated Form 17 for each individual package and ensure that the Form 17 equals the exact contents of each individual package.

For each individual stock return package:

-   Place the original system-generated Form 17 in an envelope taped to the outside of the package. Include a copy of the manual PS Form 17, when applicable. Failure to place the PS Form 17 in an envelope outside the package will result in the package being returned.

-   Put two copies of Form 17 inside the package, seal the package, and apply the mailing tracking label.

-   Mail the return package to: Stamp Fulfillment Services Destruction Vault 8300 NE Underground Dr. Pillar 225 Kansas City, MO 64162-9998.

Submit returns for destruction only during the unit's scheduled return cycle, not when an item is taken off sale. Track your mailed stock returns via the Stock Return module in SFSWeb. Access Job Aids and Video Tutorials from the SFS Toolkit.

Resources

Open the SFS Toolkit page to access additional resources: http://blue.usps.gov/accounting/stampfulfillmentsys/sfstoolkit.htm.
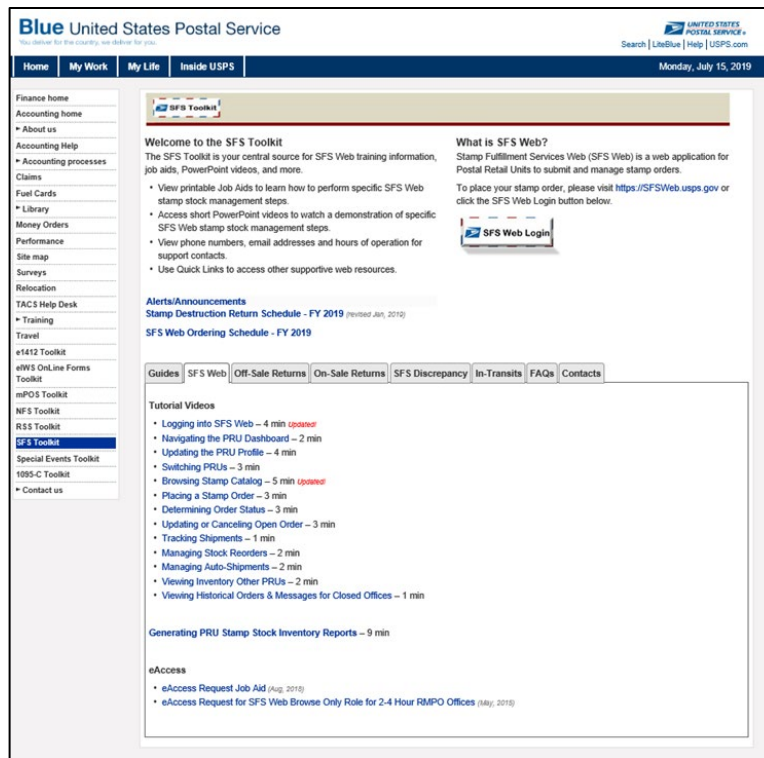
Cash Credit

A cash credit consists of accountable cash assigned to an individual SSA in the amount $100.99. This cash is used for making change and completing transactions. Distribution of the credit is documented on PS Form 3369, *Consigned Credit Receipt*. Individual SSA cash retained amounts must be reported in AIC 753, Cash Retained Today

Activity – Establish Cash Credit

You must establish a cash credit for a new employee assigned to your unit. Use PS Form 3369, *Consigned Credit Receipt* in the participant guide.

Preliminary steps have already been completed (login ID, eAccess approved) and an ID is provided (combination of 6 alphanumeric digits). The new employee is also set up in RSS back Office.

UNITED STATES POSTAL SERVICE

Consigned Credit Receipt

Name

Location of Credit

(Check One)

☐ Stamp Credit

☐ Cash Credit

Credit Amount

Maximum Authorized Cash

Issued by (Signature)

Date

I will faithfully account to the U.S. Postal Service for the consigned credit amount shown above or modified by transactions recorded on my Daily Financial Reports. I have read the following statements and have been advised of the priorities of protection to be given to funds and accountable paper in Chapter 3 of Handbook F-101, *Field Accounting Procedures*. Employees and contractors will be held responsible for losses of stamps and funds from stamp or cash credits resulting from failure to give the best available protection during and after business hours. Withdrawals of official funds for personal use, whether temporary or permanent, may subject employees or contractors to removal from office, cancellation of contract, and criminal prosecution

Signature

Date

PS Form **3369**, August 2010

Credit Security Procedures

Inform the supervisor if you notice that any container is not secure or shows any sign of wear, tear, or damage. If a container is not secure, the supervisor must report it and secure the stock until the proper equipment is received Use PS Form 3902, *Log and Lock Examination,* to record examination results.

You are responsible for ensuring that accountable paper is locked and stored in a security container, safe, or vault following the end of your tour of duty. Credits must also be placed in a locked container and stored in a security container, safe, or vault following the end of your tour of duty. No one should have access to the credit of another employee.

The SSA must be present whenever their credit is examined. If they are not available, there must be a witness of their choice present. The SSA submits two employee names to the manager/Postmaster. Names are entered on PS Form 3977, *Duplicate Key, Combination, and Password Envelope.*

UNITED STATES POSTAL SERVICE.

Duplicate Key, Combination, and Password Envelope

Employee Name (Print Last, First, & MI)			Office Name		Machine Location	

Stamp and Cash Credit Compartments			POS ONE ☐	IRT ☐	Vending Machine ☐	APC® ☐	Other ☐
	How Many?	Key/Lock Number					
Cash Drawer			LOGON/PASSWORD ☐		COMBINATION NUMBER ☐		
Stamp Cabinet			Vending Model Type		Vending or APC Serial Number		
Safe Compartment			Vending/APC Key		How Many?	Key Serial Number	
Envelope Drawer			Warm Box Key				
Other			Other				

Use a separate envelope for each stamp credit equipment, cash credit equipment, stamp vending equipment, APC and Logon/Password, or security combination assigned to each employee. After the duplicate keys, password, and/or combination are enclosed, seal the flap, and both you (the employee to whom the contents are assigned) and the witness to the sealing must sign across both flaps. Also, affix a distinct and legible postmark across both flaps. Give this signed and postmarked envelope to the appropriate supervisor who will be personally responsible for its protection.

If necessary to withdraw the contents by the employee to whom assigned, this envelope shall be opened in the presence of a supervisor and designee. When the contents are returned, the opened envelope should be discarded and a new envelope must be prepared.

If necessary to have access to an equipment assigned to an unavailable employee, the supervisor will withdraw the contents of this envelope in the presence of one of the designated witnesses, and each will endorse this envelope to show date and reason to access the assigned inventory. When finalized, prepare a new envelope and place the contents and the old envelope inside the new envelope. The new envelope must be sealed and both the supervisor and the designated witness must sign across both flaps and affix the postmark across the flaps. Give the signed and postmarked envelope to the appropriate supervisor who will be personally responsible for its protection. Prepare a new envelope when the assigned employee is available and surrender the old envelope to the employee. (See Handbook F-1, section 372, 426.2 and Handbook PO 102, Section 562 and 563.)

Designated Witness Name (Print)	Designated Witness Name (Print)

PS Form 3977, May 2007 PSN 7530-02-000-9140

UNITED STATES POSTAL SERVICE ®

Duplicate Key, Combination, and Password Envelope

Employee Name (Print last, First &MI)			Office Name		Machine Location	

Stamp and Cash Credit Compartments			POS One ☐	IRT ☐	Vending Machine ☐	APC° ☐	Other ☐
	How many?	Key/Lock Number					
Cash Drawer			LOGON PASSWORD ☐		COMBINATION NUMBER ☐		
Stamp Cabinet			Vending Model Types		Vending cr APC Serial Number:		
Safe Compartment			Vending/APC Key		How Many?	Key Serial Number	
Envelope Drawer			Warm Box Key				
Other			Other				

Use a separate envelope for each stamp cr4edit equipment, cash credit equipment, stamp vending equipment, APC, and Logon/Password, or security combination assigned to each employee. After the duplicate keys, password, and/or combination are enclosed, seal the hasp, and both you and the employee to whom the permissions are assigned and the witness to the sealing must sign across both flaps. Also, affix a distinct and legible postmark across both hasps. Give the signed and postmarked envelope to the appropriate supervisor who will be personally responsible for its protection.

I necessary to withdraw the contents by the employee to which assigned, the envelope shall be opened in the presence of a supervisor and designee. When the contents are returned, the opened envelope should be discarded and a new envelope should be prepared.

If necessary to have access to an equipment assigned to an unavailable employee, the supervisor will withdraw the contents of this envelope in the presence of one of the designated witnesses, and each will endorse this envelope to show date and reason to access the assigned inventory. When realized, prepare a new envelope and place the contents and old envelope inside the new envelope. The new envelope must be sealed and both the supervisor and the designated witness must sign across both flaps and affix the postmark across the flaps. Give the signed and postmarked envelope to the appropriate supervisor who will be personally responsible for its protection. Prepare a new envelope when the assigned employee is available and surrender the old envelope to the employee (See Handbook F-1, section 372.426.2 and handbook PO 12 Section 562 and 563.)

Designated Witness Name (Print)	Designated Witness Name (Print)

PS Form 3977, May 2007 PSN 7530-02-000-9140

Security Levels

Ensure that the descending levels of security in your installation are followed.

Level	Equipment
1	Burglar-resistant chests in fireproof safes or security containers located in walk-in vaults.
2	USPS standard vaults or security containers.
3	Security chests or burglar-resistant chest portion of fireproof safes.
4	Fireproof safes or vaults not built to USPS standards.
5	Lockable metal cabinets and file drawers.

Handbook PO-209

Priority of Protection

Certain items must be given priority of protection over others, and Postmasters are responsible for making sure that the protective equipment is available to provide maximum security.

The following are priorities of protection:

Priority	Item
1	Postal funds
2	Postage stamps, migratory-bird hunting and conservation stamps (bird stamps), philatelic and blank money order forms.
3	Stamped envelopes and postal cards, money order imprinters, non-saleable stamp stock, and non-postal items.

Activity – Return Stamp Stock (Manual/Obsolete)

Complete PS Form 17, *Stamp Requisition/Stamp Return*, on page 4-23 in your guide. Using the chart of items to be returned.

Item No.	Quantity	Redemption Rate	Description
104100	200	.01	Intentionally Left Blank
104500	100	.35	Intentionally Left Blank
470100	100	.55	Intentionally Left Blank
688500	50	11.00	Intentionally Left Blank

UNITED STATES POSTAL SERVICE ®

Stamp Requisition/Stamp Return

Location ID *(10-digit unit finance #)* of shipping unit	Name of Postal Retail Unit
1 2 3 4 5 6 - 9 8 7 6	**Main Street Post Office**

Postmark

OCT 02 2019

NOWHERE, USA BUSINESS MAIL ENTRY USPS

Date

Telephone No. **123-456-7894**

City **My City** State **OK** 5-Digit ZIP Code™ **73100**

Signature of Submitter

Lisa LSSA

Required for all Stock Shipped or Returned

Location ID *(10-digit unit finance #)* of receiving unit

1 2 3 4 5 6 - 9 8 7 6

Signature of Shipper

Susie Shipper

Registry Number Used

Shipment # *(10-digit)* 1 2 3 4 5 6 7 8 9 1

Signature of Witness

Wilbur Witness

Stamp Requistion - Prepare in duplicate. Submit ORIGINAL and keep a COPY at the unit. Print clearly all information.
Stamp Return to SDO/SSC - Prepare four copies, ORIGINAL in an envelope taped to the outside of package, two COPIES inside, and keep a COPY at the unit.
Ship to Other Locations - Prepare in duplicate, submit ORIGINAL inside of package to receiving unit, and keep a COPY at the unit. Use the location ID *(10-digit unit finance #)* of receiving unit.

Type: *(Check One)* ☐ Scheduled Order ☐ Emergency Order ☐ Return Stock ☒ Return for Destruction ☐ Ship to Other Location

Do Not Substitute	Item No.	Quantity	Redemption Rate (Destruction)	Dollar Value	Denomination	Description
☐						
☐						
☐						
☐						
☐						
☐						
☐						
☐						
☐						
☐						
☐						

Total Value	Signature of Person Receiving Stock
$	Signature of Witness

Section to Be Completed by Stamp Destruction Committee

Method of Disposition | Value *(In words)* (SDO/SSC USE ONLY CORRECTED VALUE)

Certificate of Destruction Committee
We certify that the stock value (in words) was verified.

Member of Committee and Title

Member of Committee and Title

Member of Committee and Title

Postmark

Date

Each member witnessed the disposal of the stock by the method specified above.

Member of Committee and Title

Member of Committee and Title

Member of Committee and Title

Postmark

Date

PS Form **17,** May 2007 (PSN 7530-03-000-9112)

PS Form 3959, *Stamp Stock Transactions and Daily Recap*

PS Form 3959, *Stamp Stock Transactions and Daily Recap* is used to record manual stock transfers. All transactions that affect Unit Reserve stock must be listed on PS Form 3959.

These include transactions such as:

- Stock received from SFS, SSAs, other Post Offices, and retail floor stock

- Stock returned to the SFS

- Stock shipped to other Post Offices

- Filled or completed PS Form 17 requisitions

- Audit results

The Supervisor or closeout person must ensure that the Total Unit Accountability (PS Form 3959) matches the Consolidated Unit PS Form 1412 AIC 853 (Closing Balance Stamp Accountability) total and that the form is properly signed. Keep the original PS Form 3959 as supporting documentation for the unit's daily PS Form 1412.

When you complete your final Closeout for the unit in RSS offices, the system automatically generates PS Form 3958, *Unit Reserve Stamp Stock Transaction Record*, for your review and signature.

PS Form 3959 is divided into the following 3 sections:

- Unit Reserve Stamp Stock

- Daily Recap

- Total Unit Accountability

Unit Reserve Stamp Stock – provides a summary of unit reserve stamp stock activity, starting with an opening balance and ending with the closing balance amount. This form replaced the previously used PS Form 3958, *Unit Reserve Stamp Stock Transaction Record*.

The unit reserve stamp stock reflects stock carried in the unit reserve and the opening and closing balance will be the same in lines 1, 7, and 15 if there is no activity in unit reserve.

Daily Recap section is a detailed report of the unit reserve stock and retail floor stock, listed separately. Anything with an 853 balance will be recorded in this recap. The Daily Recap is your floor stock, unit reserve, and any activity in AIC 841 (stamp received); AIC 846 (envelope discount); AIC 848 (stock shipped); and AIC 852 (stamp sold) should be subtracted from the opening balance and entered under the applicable column on line 16 under Total Employee Credits Closing Balance.

Total Unit Accountability - provides the total amount of unit reserve stamp stock closing balance plus the total employee credit closing balance. Total Unit Accountability is a combination of your unit reserve closing balance (line 15) and your unit retail floor stock (line 16). In non-RSS units, the report reflects the individual employee credit instead of retail floor stock.

UNITED STATES POSTAL SERVICE ®

See instructions on page 2.

Stamp Stock Transactions and Daily Recap

Unit Name:	Unit ID:	Date *(MM/DD/YYYY):*

Unit Reserve Stamp Stock

Description	Amount		Total
1. Opening Balance			
2. Stock received from SFS (AIC 841)			
3. Stock received from other office (AIC 841)			
4. Stock received from employee			
5. Stock adjustment overage			
6. Stamp stock revaluation (AIC 844 – Increase)			
	7. Total Received *(Add lines 1 through 6.)* ⟶		

Description		Shipped	Total
8. Saleable stock returned to SFS (AIC 848)			
9. Stamp stock returned for destruction (AIC 848)			
10. Stamp stock shipped to other offices (AIC 848)			
11. Stamp stock shipped to employee(s)			
12. Stamp stock adjustment shortage			
13. Stamp stock revaluation (AIC 850 – Decrease)			
	14. Total Reductions *(Add lines 8 through 13.)* ⟶		
	15. Unit Reserve Closing Balance *(Line 7 minus line 14.)* ⟶		

Daily Recap

Individual Employee Credits *(List each employee and enter data in the appropriate columns.)*	Opening Balance (AIC 840)	Stock Received (AIC 841)	Envelope Discount (AIC 846)	Stock Shipped (AIC 848)	Stamps Sold (AIC 852)	Closing Balance (AIC 853)
16. Total Employee Credits Closing Balance						

Total Unit Accountability

Unit Reserve Closing Balance *(Line 15)* + Total Employee Credits Closing Balance *(Line 16)* *(Must match e1412, AIC 853, Stamp Accountability Closing Balance)* ⟶	

Name of Supervisor or Designee *(Please print First, MI, Last.)*	Signature of Supervisor or Designee

PS Form **3959**, May 2015 *(Page 1 of 2)* PSN 7530-02-000-9133

Activity - PS Form 3959*, Unit Reserve Stamp Stock*

- Enter Opening Balance in Line 1 in the Amount and Total columns. Amount is located on the Unit PS Form 1412 in the Stamp Accountability section in AIC 840 - $60,000.

- Enter amounts received in Lines 2–6. (If no transfers were completed, then this section remains blank.)

- Add the amounts in Lines 1–6 and enter the total in Line 7, Total Received - $60,000. (If your unit did not have any of the transactions described in Lines 2-6, then the Opening Balance and Total amount can be recorded in the Total column next to Line 7, Total Received.)

- Enter amounts shipped in Lines 8–13. (Record the total amount of stamp stock transferred to employee(s) in Line 11 (Stamp stock shipped to employee (s) under the Shipped and Total columns. If no transfers were completed, then this section remains blank.)

- Add the amounts in Lines 8–13 and enter the total in Line 14, Total Reductions – will be blank for this activity. (If the unit did not have any reductions, this section remains blank. Line 15 should have the same amount as was previously entered for Line 7.)

Closing Balance:

- Subtract Line 7 - Total Received, from Line 14 - Total Reductions.

- Enter amount in Line 15, Closing Balance – still $60,000. (This amount will equal your Opening Balance minus the total amount of Stamp stock shipped to employee(s).

Daily Recap:

- List the name of each employee in the Individual Employee Credits column – Shannon SSA is the only individual for our activity. Refer to Shannon's 1412 for amounts.

- For each employee, enter stamp stock credit activities in these columns:

    - Opening Balance $2,000.

    - Stock Received - blank. (Enter amount that was shipped to each employee, in this scenario, this will be their Opening Balance (AIC 840)

    - Stock Shipped – blank.

    - Stamps Sold (Enter amount of Total Sales (AIC 852) - $488.50.

    - Closing Balance (Subtract the Stock Received (AIC 841) from the Stamps Sold (AIC 852) to obtain the Closing Balance (AIC 853) - $1511.50

- On Line 16, Total Employee Credits, add the totals for each column.

Total Unit Accountability:

- Add Line 15 - Unit Reserve Closing Balance, to Line 16 - Total Employee Credits Closing Balance - $61,511.50.

- Make sure the Total Unit Accountability matches the Consolidated Unit 1412 AIC 853.

Unit Cash Reserve

Unit cash reserve is assigned to an employee and must be counted randomly at least once each postal quarter. If an employee also has a cash retained credit, the unit cash reserve must be counted in conjunction with the cash retained count.

Establishing a Unit Cash Reserve

PRUs may establish a unit cash reserve to supplement the needs of the unit. The unit cash reserve is based on the Cost Ascertainment Group (CAG) assigned to the PRU.

Below is the maximum amount of unit cash reserve that can be maintained for each CAG group:

CAG	Maximum Allowed
A	$700.00
B	$700.00
C	$600.00
D	$600.00
E	$500.00
F	$400.00
G	$300.00
H	$200.00
J	$150.00
K	$100.00
L	$100.00

Use PS Form 3369, *Consigned Credit Receipt*, to assign the unit cash reserve to an employee who is directly accountable. When circumstances warrant, the unit cash reserve custodian may reassign all or part of the unit cash reserve using PS Form 3369.

Any reassigned funds must be kept separate from other accountable credits assigned to the employee. The unit cash reserve must be reported in AIC 753 on the unit's PS Form 1412. When performing a count of the unit cash reserve, there is no authorized tolerance applied.

Note: PRUs have the ability to increase or decrease their unit cash reserve as long as it is within the authorized "maximum amount." Management should adjust when circumstances warrant.

Clerk Closeout Procedures

RSS Closeout

Prior to beginning the End of Day workflow, print any applicable reports required for End of Day documentation. Refer to the Clerk Admin Reports section for procedures. Additionally, during the End of Day workflow, you are given the option to print and/or preview the Preliminary 1412 and the Non-Cash Tenders report.

Clerk End of Day Closeout procedures can be performed multiple times during the day if necessary. When you log back on again to continue working the window after an EOD was completed, the funds previously listed in AIC 752, Cash Remitted Final on the Daily Financial Report, are moved to AIC 751, *Cash Remitted Advance* and all other data is combined to produce one (1) combined report. The total of all stamp stock is posted in AIC 852, *Total Stamp Sales* and AIC 853, *Stamp Accountability Closing Balance*, which are listed on the RSS system-generated PS Form 1412, *Daily Financial Report*.

The Clerk Balance List identifies the balance of each segment's stock. This report will always include a unit reserve, a retail floor stock, and may include other segments, such as mobile unit, philatelic, or stamps by mail.

The total value of stock computed on the Clerk Balance List must always equal the unit's total reported in AIC 853 on PS Form 1412 for the unit. On the RSS system-generated PS Form 1412, the total of all cash retained, or reserves is posted in AIC 753. This is defined on the Clerk Balance List by itemizing unit cash reserves plus assigned SSA's cash retained credits.

e1412 (Manual) Office Closeout

The electronic 1412 (e1412) is a web-based application that processes data and provides a running record of receipt controls of all retail and philatelic sales, money order transactions, stamp accountability, and cash retained. Postal Retail Units (PRUs) consolidate funds generated from daily transactions into one bank deposit. You will complete your Clerk End of Day procedures before the unit is closed. Transactions are entered manually throughout the day.

Post Office Box and Money Order transactions should be entered throughout the day. Post Office Box transactions must be entered in WebBATS and can take up to 15 minutes to appear in e1412; so waiting until the end of the day to make WebBATS entries could interfere with your e1412 data. Since Money Orders must be selected in sequence within e1412, enter transactions as Money Orders are issued.

e1412 application:

- Assigns individual accountability via user roles.

- Accepts keyed input of individual PS Form 1412 data, such as receipts, disbursements, inventory, money orders, refunds, customer advance deposits, and interfaces with the Web Box Activity Tracking System (WebBATS) and Money Order inquiry System (MOIS).

- Consolidates individual PS Forms 1412 into a Unit PS Form 1412.

- Tracks money orders and inventory (stamp stock) via PS Forms 3294 and 3959.

- Print required forms and reports.

The e1412 application accepts keyed input of the following:

- PS Form 3544, *USPS Receipt for Money or Services*.

- PS Form 3602-PO, *Postage Collected through Post Office Meter*, and transmits it to the National Meter Activity Tracking System (NMATS).

- PS Form 3294, *Cash and Stamp Stock Count and Summary*.

- PS Form 3959, *Stamp Stock Transactions and Daily Recap*.

Total PRU Stamp Accountability

Maintain the total PRU accountability on PS Form 1412. AIC 853 on the unit's PS Form 1412 is a combination of all stamp accountabilities within the same unit finance number (UFN) at the PRU.

This includes:

- Unit reserve stock

- Retail floor stock

- Individual stamp credits (e.g., mobile, stamps by mail, and philatelic)

There are four phases to complete a count:

1. Initiate the count

2. Enter results of the reconciled count

3. Accept the count after reviewing

4. Complete required documentation as prompted

Stamp Stock Credit Examination

Supervisors must randomly count stamp credits maintained by bargaining unit employees at least once every four months from the month of the last count. Stamp credits maintained by nonbargaining unit employees must be counted by the nonbargaining employee and another employee no less frequently than once every fiscal year (October–September).

Forms to Use

The following table describes the forms used during counts of employee's stamp credit.

Use…	to record…
PS Form 3294 (Manual)	Examination of a stamp credit. Both the supervisor and the employee to whom the credit is assigned, or the employee's designated witness must complete an independent PS Form 3294
System-generated PS Form 3294	Examination of a stamp credit. RSS and e1412 offices must attach the system-generated count sheets to the system-generated PS Form 3294
PS Form 3368-P	Stamp and cash credit count results.
PS Form 571	*Discrepancy of $100 or more in financial Responsibility*: used to notify the Office of Inspector General (OIG) when there is a variance (over or short) in excess of $100. Use PS Form 3368 as a source of information when completing PS Form 571

Full Window Service (FWS) automatically assigns Counter 1 as the Owner of the segment or accountability being counted and Counter 2 as the Supervisor initiating the count.

Single Drawer Accountability (SDA) automatically assigns Counter 1 as Supervisor/Retail Clerk assigned to the unit and selected by Supervisor initiating the count. (This cannot be the Supervisor initiating the count), and Counter 2 as the Supervisor initiating the count.

Initiating and Entering the Count

Prior to initiating a count on any segment or accountability ensure that the segment being counted does not have an active accountability session (cannot be open). Any open sessions must be closed by performing End of Day procedures prior to the count being initiated. Complete all pending transfers and ensure the segment being counted does not have an initiated, saved to finish later, or a pending transfer to or from another segment. The segment being counted must not have a pending revaluation.

Only users with the supervisor role can initiate counts in RSS. Only the Supervisor who initiates the count can enter, edit, or cancel the count. The Supervisor initiating the count cannot be the owner of the segment being counted. The *Suspend* selection can be used as many times as desired during a business day to save the count while quantities of items and/or cash are being entered.

If the count is suspended, RSS prevents the user from logging out until the count is completed or cancelled. Once a count has been initiated, the system prevents the Retail Associate in the following segments from starting their day in the segment being counted. This is to prevent a change to their inventory accountability.

- Mobile Segment

- Philatelic Segment

- SBM Segment

- Any Retail Clerk being counted for cash and money orders

- SDA Segment

Only applicable items to the segment (i.e., stock, cash, or money orders) can be entered. For example, if the Supervisor is entering the count for a Retail Clerk, then only cash and money orders can be entered. Similarly, if the Supervisor is entering the count for the Retail Floor segment, then only entries for stock items can be made. All counts must be entered by the Supervisor and accepted by the owner by the end of the day. If not, the system prompts to complete or cancel the count.

Before a count, the supervisor must:

    a. Verify the total unit accountability.

    b. Ensure that all pending stock transfers are complete.

    c. For non-RSS units, obtain the closing balance as reported in AIC 853 on the employee's last PS Form 1412, and record the amount in the section Stamp Credit as reported in AIC 853, under Cash/Stamp Stock Credit Count Summary on PS Form 3294.

    d. Ensure that there are no pending financial differences.

    e. Verify that the closing balance, as reported in AIC 853 on the employee's last PS Form 1412, matches the total of the stamp credit on the clerk balance list or manual accountability recap form.

    f. From Item 0137A (green logbook), determine serial numbers of money orders issued to the employee and complete the Verification of Money Orders section of PS Form 3294. For RSS offices, refer to the Inventory by Category report.

At non-RSS units, the supervisor must enter the count on one PS Form 3294, and the employee must enter an independent count on a separate PS Form 3294. At RSS units, the supervisor must enter the count on one system-generated count sheet, and the employee must enter an independent count on a separate system-generated count sheet. Both must verify item by item and resolve any discrepancies.

At non-RSS units, the supervisor and the employee must independently complete these sections of their PS Forms 3294:

    a. Worksheet for Unit Cash Reserve Count or Cash/Stamp Stock Credit Count on page one.

        1. Count each denomination of cash and enter the number in the Quantity column.

        2. Multiply the quantities by the denominations and enter the result in the Amount column.

        3. Total the Amount column and enter the result to Total Cash.

        4. Transfer the Total Cash amount to the Total Cash as Counted line under Cash/Stamp Stock Credit Count Summary.

    b. Saleable Stamp Stock

        1. Count each item of saleable stock and enter the item number, value, and quantities in the appropriate blocks on page two of PS Form 3294.

        2. Multiply the total number of each item by its value.

        3. Total all the blocks and enter the results to Sub-total Stamp Stock at bottom right corner of page two on PS Form 3294.

    c. Redeemed Stamp Stock

        1. Count each item of redeemed stock and list by item description, item number, price, and quantity in the Redeemed Stock section on page two of PS Form 3294.

        2. Calculate dollar values by multiplying the quantity by price (redemption rate) for each item.

        3. Total all of the redeemed stamps and enter the result to Total Redeemed at bottom right corner of page two on PS Form 3294.

    d. Add Subtotal Stamp Stock to Total Redeemed to obtain Total Stamp Stock. Transfer this figure to Total Stamp Stock as Counted line under Cash/Stamp Stock Credit Count Summary.

    e. Add amounts reported for Total Cash as counted and Total Stamp Stock as counted to get Grand Total Cash and Stamp Stock as counted.

    f. Calculate the Difference by subtracting the amount reported for Stamp Credit as reported in AIC 853 (from last PS Form 1412) from the amount reported for Grand Total Cash and Stamp Stock as Counted.

    g. Check the appropriate Action Taken box on PS Form 3294. A negative amount is a shortage and a positive amount is an overage.

Supervisor and employee complete the stamp credit count as follows:

    a. If the difference amount does not exceed tolerance, the count is complete.

    b. If the difference amount exceeds tolerance and the parties involved cannot agree to the count, recount the credit at the request of the employee.

    c. The two employees that performed the count must sign and date both copies of PS Form 3294.

    Note: PS Forms 3294 that are certified electronically (RSS and e1412 offices) do not require a signature.

        1. The supervisor files one copy of the form in the employee's stamp credit file.

        2. The employee keeps a copy of the form.

    d. The supervisor records the results of the count on PS Form 3368-P. If applicable, the supervisor completes PS Form 571 and submits the form to the appropriate OIG.

Once the supervisor has entered the count into the system, the system sends the count summary to the employee to whom the stamp credit is assigned. The employee must then review and acknowledge the count summary.

PS Form 3294 prints automatically after a cash and stamp credit count is entered and accepted by the accountability owner in RSS. Retain the system-generated PS Form 3294, *Cash and Stamp Stock Count Summary*, along with system-generated count sheets.

Activity – Unit Cash Reserve Count

Complete PS Form 3294, Cash and Stamp Stock Count and Summary, using the cash denominations from the participant guide and the PS Form 3294 on the next page to perform a manual count.

For this activity, the top portion of PS Form 3294 has been completed for you. Complete the Unit Cash Reserve Count Summary. AIC 753 shows $200.00. Use the chart below showing your count for each denomination and the quantity of the cash you found during the count. Enter your findings on PS Form 3294.

Denomination	Quantity
$20.00	4
$10.00	4
$5.00	4
$1.00	20
$0.25	120
$0.10	50
$0.05	80
$0.01	100

UNITED STATES POSTAL SERVICE ®

Cash and Stamp Stock Count and Summary

Type of Accountability
☐ Unit Reserve Stamp Stock ☒ Unit Cash Retained/Reserve ☐ Stamp Stock Credit
☐ Single Drawer Accountability Stock Credit

Name of Employee (if applicable)	ACE ID/EIN/Clerk ID	Unit Name	Unit ID No.	Date of Examination
LISA LSSA	BWSTY3	Main Post Office	893701	Today

Unit Reserve Stamp Stock Count Summary

Stamp Stock per PS Form 3958		☐ AIC 057, Employee Stock Credit Overage ☐ AIC 767, Employee Stock Credit Shortage
Stamp Stock on Hand per Count		☐ PS Form 571, *Discrepancy of $100 or More in Financial Responsibility*
Difference ☐ Over ☐ Short		☐ PS Form 3368, *Stamp Credit Examination Record*

Unit Cash Reserve Count Summary

Unit Cash per AIC 753		☐ AIC 068, Employee Cash Credit Overage ☐ AIC 764, Employee Cash Credit Shortage
Cash on Hand per Count (from worksheet)		☐ PS Form 571, *Discrepancy of $100 or More in Financial Responsibility*
Difference ☐ Over ☐ Short		☐ PS Form 3368, *Stamp Credit Examination Record*

Cash & Stamp Stock/Single Drawer Accountability Credit Count Summary

Summary of Accountability

		Action Taken
1. Total Cash as counted (from worksheet)	$	
2. Total Stamp Stock as counted (page 2)	$	☐ AIC 222, Single Drawer Accountability Overage ☐ AIC 622, Single Drawer Accountability Shortage
3. Grand Total Cash and Stamp Stock as Counted (Line 1 + Line 2)	$	☐ Within Tolerance ☐ AIC 057, Employee Stock Credit Overage ☐ AIC 767, Employee Stock Credit Shortage
4. Stamp Credit as reported in AIC 853	$	☐ PS Form 571, *Discrepancy of $100 or More in Financial Responsibility*
5. Difference (Line 4 - Line 3)	$	☐ PS Form 3368, *Stamp Credit Examination Record*

Verification of Money Orders

				Worksheet for Unit Cash Reserve Count or Cash & Stamp Stock/SDA Count		
Domestic	Are they issued in sequence?	☐ Yes	☐ No	**Denomination**	**Quantity**	**Amount**
Bait	Are they in good condition?	☐ Yes	☐ No	$ 100.00		$
International	Are they issued in sequence?	☐ Yes	☐ No	$ 50.00		$
Last Issued Domestic	MO Serial number:			$ 20.00		$
Last Issued International	MO Serial number:			$ 10.00		$
Money Orders on Hand: (List block numbers of all money orders)				$ 5.00		$
				$ 2.00		$
				$ 1.00		$
				$ 0.50		$
Notes, etc.:				$ 0.25		$
				$ 0.10		$
				$ 0.05		$
				$ 0.01		$
				Total Cash		$

I have examined this stamp credit: | I agree to the count:

_____ | _____
(Print Name of Supervisor) | (Print Name of Employee)

_____ _____ | _____ _____
(Signature of Supervisor) (Postmark) | (Signature of Employee) (Postmark)

REMINDER: Is the Semi-Annual Examination of PS Form 3977 or the Annual Examination of Keys and Locks due? Use PS Form 3902, *Form 3977 Log and Lock Examination*, to maintain a record of the examinations.

PS Form 3294, March 2014 *(Page 1 of 2)* PSN: 7530-01-000-9913

Stamp and Cash Credit Files

The Postmaster, manager, or supervisor is responsible for management of all stamp stock credits and cash credits assigned and must ensure the timely performance of all credit counts. All employees with consigned credits are accountable for the value of their assigned stamp stock, cash, and money orders. Unit reserve stock custodians are accountable for the value of their assigned stamp stock and money orders. Contract Postal Units (CPUs) are accountable for the value of their assigned stamp stock, cash, and money orders.

The Postmaster, manager, or supervisor is responsible for establishing and maintaining a file for each credit (stamp or cash) assigned to an employee.

Stamp and cash credit files must contain the following (if applicable):

    a. PS Forms 3294, *Cash and Stamp Stock Count and Summary*, or system-generated PS Form 3294 along with the system-generated counts sheets. (Retention period is 2 years.)

    b. PS Forms 3368-P, *Accountability Examination Record*. (Retention period is 2 years beyond the life of the credit.)

    c. PS Form 3369, *Consigned Credit Receipt*. (Retention period is 2 years beyond the life of the credit.)

    d. PS Forms 571, *Discrepancy of $100 or More in Financial Responsibility*. (Retention period is 2 years.)

    e. Letters of demand (LOD) for payment.

    f. Letters of Debt Determination (for EAS employees).

<u>Retention Periods</u>

All records of counts must be kept for a designated time period for accountability purposes. Retention periods for accounting/unit support documentation are listed in the Electronic Records and Information Management System (eRIMS) and must be strictly followed by field units. (Handbook F1, *Accounting and Reporting Policy,* Chapter 2, General Policies, Section 2-4.1.14.1).

ReadyPost® and Expedited Packaging Counts

Offices required to perform ReadyPost Cycle Counts and Spot Audits are notified via MyPO. ReadyPost Cycle Counts are performed once every four weeks. Spot Audits are performed in two situations.

First, Offices receive auto-generated emails from 'ReadyPost System Administrator' with a subject line that reads "Urgent: Count On-Hand Quantity for ReadyPost Item(s) Immediately." When an office receives this message, a count (aka "audit") must be completed. The office has five business days to complete the required action.

Second, proactively audit any item(s) with an abundance of inventory, low inventory level, or an out of stock situation. If you notice the inventory for a specific item(s) becoming depleted and replenishment is needed (due to shrinkage or customer damage to item), conduct an audit of that specific item(s). This will assist replenishment of specific item(s) and allow the system to provide the right amount of ReadyPost product to meet your retail customer needs. DO NOT ENTER A ZERO unless the item is completely sold out. When performing an audit, zero is a valid entry only if the actual balance on hand is zero. Enter "0" (zero) if the item is sold out. Cycle counts and Spot Audits are used to record accurate inventory at the office.

When performing a ReadyPost Cycle count or a Spot Audit, count the total quantity of the item – both the number in your lobby, as well as those items in the back room inventory (and not currently on display).

Offices experiencing replenishment issues, not receiving enough products or too much product, should contact the Retail Planner assigned to their district. Auto-replenished offices - do not submit ReadyPost orders via eBuy2 as they will be automatically cancelled.

Initiate the Retail Products Inventory count (ReadyPost), follow the steps below:

1. Home screen > Admin Functions > More
2. Select **Unit Admin**.
3. Select **Counts**.
4. Select **Init. Retail Count** from the Retail Products category.
5. Selected Retail Products (Spot audits/Cycle counts) is highlighted, touch **Select**.

Note: DO NOT select "Packaging Products." "Packaging Products" is used only when completing a full audit of every ReadyPost item in the office. It is pre-populated with zeroes therefore a quantity must be entered on every line or a zero will be erroneously reported.

6. Confirm type of count by selecting **Yes** or select **No** to choose another count.
7. Scan items to be counted or select **Add+** to enter manually (Note: all other count types will prepopulate the items to be counted).
8. When all items have been entered, review for accuracy and select Accept. NOTE: Count sheet will print.
9. Select **Yes** to reprint the count sheet or **No** to continue.
10. Acknowledge successfully initiated count by selecting **Ok**.

To Enter the Retail Products Inventory count, follow the steps below:

1. Home screen > Admin Functions > More

2. Select **Unit Admin**.

3. Select **Counts**.

4. Select **Enter Retail Count** from the Retail Products category.

5. Type the quantities counted and press **Enter** on the keyboard after each entry.

   Note: Entering zero is required if the quantity is zero.

6. When complete, touch **Select**. If there are discrepancies a Stock Count Discrepancies grid will appear.

   Note: Offices DO NOT need to print this. (Counts will never match because ReadyPost receipts are not entered in RSS). Touch **Select** to continue.

7. Select **Print** to print if needed.

8. Touch **Select** to continue.

9. Type optional comments and press **Enter** on the keyboard.

10. If no optional comments, press **Enter** on the keyboard to continue; a Detailed Summary Count report prints.

11. Select **Yes** to reprint, or **No** to continue.

12. Acknowledge the successfully entered and accepted message by selecting **Ok**.

Ordering in eBuy+

USPS Supply Management and Information Technology (IT) collaborated to implement the new eBuy+ system. We transitioned from our current eBuy2 system to a SaaS-based solution provided by Coupa Software Inc. The new eBuy+ system went live in February 2020. Beginning in February, all eBuy2 transactions will be managed through the new eBuy+ (Coupa) platform.

The new system will improve system performance by utilizing the latest Internet browsers and search engine technology capabilities and improve user experience through intuitive user interface, templates, and reporting tools. We are in the process of developing a new eBuy+ webpage, list of frequently asked questions, and targeted communications and training for system users and suppliers.

You must contact your supervisor to get access to eBuy+ via eAccess.

Once you have obtained access to eBuy+, access the site at https://ebuyplus.coupahost.com/user/home.

Type the item you need in the "What do you need?" field and click the Search button.

You will utilize eBuy+ for ordering supplies. Please note: there is training available in HERO. Make certain to follow-up with the Postmaster or Customer Service Supervisor regarding access to eBuy+ via eAccess.

Log into https://blue.usps.gov/supplymanagement/am_nmcs_home.htm

Refer to the resources on the National Materials Customer Service (NMCS) web page.

Summary

All actions focus on the customer. We have processes in place to account for each task. Remember the ice breaker when we started this training? Financial responsibility is the job of everyone. Timelines and processes are the best way to ensure customers get the best of what we have to offer.

Working with the Management in your Post Office you will ensure stamps to sell are available to sell. Work with the team to determine the upcoming stamps that should be stocked for the customers in their Post Office. The SSAs know if the customers in their Post Office like birds, flowers, or historical stamps. Whatever it is, stock them to sell them.

Work with all members of your team to increase revenue and build customer loyalty.

.

Module 5: Daily Unit Financial Report

Objectives:

- Complete PS Form 1412, *Daily Financial Report*.
- Report overages (AIC 47) and shortages (AIC 647).
- Detail how to perform a unit closeout.
- Properly prepare bank deposits.

Time Allocated for Module:

- 3 hours

Instructional Methods:

- Lecture
- Group discussion
- Activities

Participant Material Used:

- Participant Guide
- PS Form 1412
- PS Form 3959
- PS Form 1908 and 1908z Worksheet

Media Required:

- Projector
- PowerPoint presentation
- ACE computer

Daily Unit Financial Report

Your ability to close out the unit and make adjustments, as necessary, contributes to the financial viability of your unit. PS Form 1412, *Daily Financial Report*, provides a running record of receipt controls, stamp accountability.

Complete this form every day business is conducted at the retail counter. The PS Form 1412, Daily Financial Report – Unit has three important activities:

- Records all financial transactions made by SSAs.

- Automated PS Form 1412 report provided on Retail System Software (RSS).

- Funds consolidated into one bank deposit.

You will complete your end of day procedures before the unit is closed.

PS Form 1412 is divided into the following sections:

- Stamp Accountability (this tracks accountability from opening to closing).

- Receipts (Items that represent money going into the till).

- Disbursements (Items that represent money coming out of the till).

- Unit ID section.

- Initial section.

Account Identifier Codes (AICs)

- Receipts   001 through 400

- Disbursements   401 through 800

- Stamp Accountability   840 through 853

Unit Close Out

Individual SSAs must prepare PS Form 1412 whenever financial transactions are performed at the PRU. SSAs must be identified by name or clerk number on all PS Form 1412 supporting documents (e.g., tapes, lists, and receipts). All SSAs should complete their Clerk End of Day procedures before the unit is closed. RSS provides the option to Force Close a user if necessary.

RSS Unit Closeout Procedures

RSS provides messaging during the close unit workflow to assist the closeout employee with the proper procedures for closing the unit, verifying the PS Form 1412, preparing and submitting the bank deposit, and completing all of the associated supporting documentation. (Refer to the most recent version of the RSS Procedures Guide available on the Retail website.)

Any user with the Supervisor or Retail Clerk role can complete Unit End of Day Closeout procedures. Postal Retail Units (PRUs) consolidate funds generated from daily transactions into one bank deposit; however, PRUs must not make bank deposits for less than $100. Check items (checks, money orders, traveler's checks, etc.) should be deposited within five business days, even if the total deposit is less than $100.

PS Form 1908/1908z, *Financial Adjustment Memorandum*

PS Form 1908, *Financial Adjustment Memorandum,* is issued to notify an employee of a shortage or overage expense (financial difference). Instructions to clear/offset the expense is included on the form.

- Complete form in triplicate.

- Issue the original and one copy to the SSA and maintain one copy for the unit in a pending file.

- Once the SSA makes their entry on their PS Form 1412, they sign PS Form 1908 and return it with their (1412) paperwork.

- SSA retains the original PS Form 1908 until their next credit audit.

- Record an expense and offset: Verify 1412 (SSA and Unit 1412).

- Review AICs and amounts, create expenses for overages and shortages, offset previous expense, and document the expense.

RSS and e1412 systems generate a nine-digit reference number when creating a financial adjustment overage (247) or shortage (647) locally. The reference number is used to report and track the financial adjustment and is required when clearing a financial adjustment. This links all clearing entries directly to the original financial adjustment.

All transactions that result in Financial Difference items AIC 247/647 entries are maintained in the Financial Differences History-Unit Report from RSS log for each RSS unit. In e1412 units, AIC 247/647 entries are maintained in the Financial Difference Over/Short (AIC 247/647) log.

PS Form 1412 Corrections

Corrections made at the unit level may occur. Ensuring that PS Form 1412 is correct is a two-person responsibility; the individual (SSA) and the consolidator (LSSA) performing the closeout.

The consolidator performs the following steps:

- Step 1: Determine the error.

- Step 2: Change the AIC in error to correct amount on Unit 1412.

- Step 3: Offset correction.

- Step 4: The following day, SSA clears the offset.

Financial discrepancies (expense) between PS Form 1412 and supporting documentation must be adjusted and offset using either AIC 247, *Financial Differences-Overages*, or AIC 647, *Financial Differences-Shortages*. Entries in AIC 247 result in an increase, and entries in AIC 647 result in a decrease, in AIC 752 (cash amounts).

- Overstated (Over-reported) is an amount stated higher than it should be resulting in a shortage (AIC 647)

- Understated (Under-reported) is an amount is stated lower than it should be resulting in an overage (AIC 247)

Accountability Adjustment Table for Errors at Unit Level

Step 1 Determine error		Step 2 Make AIC correction	Step 3 Offset Correction	Step 4 SSA clears offset
Error	Result	Correction	Offset	Next day SSA Adjustment
Over-reported receipt	Credit is short	Reduce Receipt	Offset overage to AIC/GLA 247	Clear Offset AIC/GLA 647
Under-reported Receipt	Credit is over	Increase Receipt	Offset shortage to AIC/GLA 647	Clear Offset AIC/GLA 247
Over-reported Disbursement	Credit is over	Reduce Disbursement	Offset overage to AIC/GLA 647	Clear Offset AIC/GLA 247
Under-reported Disbursement	Credit is short	Increase Disbursement	Offset shortage to AIC/GLA 247	Clear Offset AIC/GLA 647

How To Research Financial Differences: 247/647

There are specific EDW reports for researching banking expenses. One such report is the FPR Net Financial Differences (AIC 247/647) - Line Detail. The purpose of this report is to display expenses (by Banking Reconciliation), AIC 247/647 entries by the unit, and Sales Audit expenses (by Field Sales Branch - FSB). This report is especially useful for determining if there is a related offsetting expense. Here are the steps

- Log into Enterprise Data Warehouse – EDW (type in EDW in the browser)

- Click on Accounting>Shared Reports>SAFR (Standard Accounting For Retail>/Store Expense Reports>FPR (Finance Performance Report) Net Financial Differences (AIC 247/647) – All Expenses

- Enter Beginning GL Post Date and Ending GL Post Date

- Click on Finance Number AIC 247647

- Enter six-digit finance number in empty Search for box

- Hit Run Report bottom

- Enter https://crpl.usps.gov/uspsedw/servlet/mstrWeb

- Enter **https://blue.usps.gov/accounting/_htm/ADMPostmasterFolder/FPRNetDiff.htm**

Prepare Deposit Ticket

Prepare the unit's daily deposit using the following procedures.

The preparer (and a witness, if available) must count and verify the bank deposit and sign the deposit ticket. If no witness is available, leave the Witness Certification line on the deposit ticket blank. NOTE: Both individuals must verify the accuracy of the deposit to ensure proper preparation.

Complete all sections of the two-part deposit ticket for every deposit. Send the original (white copy) to the bank and keep the other copy at the unit. If you make a mistake and enter something incorrectly, prepare a new deposit ticket. Write the Registered Number on the deposit ticket (both copies). DO NOT send in a torn or un-readable deposit ticket and DO NOT use a Xerox copy of a deposit ticket.

All figures must be clearly written on the deposit ticket, including the Currency by Denomination, Total Cash, Total Checks, Money Orders, and Grand Total. All amounts must be placed on the deposit ticket. Please use a calculator to ensure accuracy of the amounts. Accurate math is a must on the deposit tickets and any errors will cause adjustments to be posted to the unit.

Never borrow a deposit ticket from another office. If you do, your deposit will be credited to that office. Also, make sure you are using a ticket for your current bank. All old Bank supplies (tickets and stamps) should be destroyed and if any additional supplies are found, must be immediately destroyed.

Do not make a bank deposit for less than $100. EXCEPTION: Check items (such as checks, money orders, traveler's checks, etc.) must be deposited within five business days – even if the total deposit is less than $100.

If there are no deposits for the day, follow the procedures in Handbook DM902, *Procedures for Handling Registered Postal Bank Remittance Mail*, Chapter 2, *Procedures for Preparing a Postal Bank Remittance for Mailing*.

- Handbook DM902 can be accessed at https://blue.usps.gov/cpim/ftp/hand/dm902.pdf.

- See Section 223 for procedures on preparing a pouch contents bill (no bank deposit but other items dispatched to the Registry).

- See section 224 for procedures on preparing a nil-bill (no bank deposit and no other registered items dispatched to the Registry).

- NOTE: Do not send a Nil-Bill to the Bank inside the blue plastic deposit bags.

Check Items

Endorse the back of check items (checks, money orders, traveler's checks, etc.) using POS or a rubber stamp.

- Endorsement includes:

- USPS

- "For Deposit Only" and unit name

- Bank account number

- 10-digit unit ID (6-digit finance number plus 4-digit unit ID)

- Include a single, system-generated list or adding machine tape, showing the value of each check item. Place the list or adding machine tape on top of the bundled check items and bind the whole deposit together with one rubber band. Do not use paper clips, staples, or adhesive tape. Also, do not "roll" the deposit. If the deposit items are a small number and a rubber band will cause the items to roll, then use a single paper clip.

- Write the total of all check items on the deposit ticket under Total Checks and Money Orders. Do not send in voided or bait money orders.

Currency

Arrange the bills face up, in the same direction, by denomination. Do not put coins in the bag. Write the total amount of cash being deposited; break down and total by denomination, then enter the total amount under Total Cash on the deposit ticket.

Prepare and Dispatch Deposit

Assemble these items for the deposit:

- The completed deposit ticket. All sections must be completed

- All check items with a list on top (system-generated or adding machine tape)

- Cash

- All items bound together with one single rubber band (or if total items are small in number, use a single paper clip)

- Only one deposit per each plastic bag. Do not put two deposits in the same plastic bag. Do not separate one deposit into two separate plastic bags

If your deposit is too large for one deposit bag, then create two deposits with two bags.

NOTE: The deposit ticket must only be completed for the portion of the deposit that is in that bag. Example: Deposit Total for the day is $10,000 and it does not fit in one bag properly.

Create two deposit tickets for the contents of each bag following the above steps. Create one deposit ticket for $6,000 (grand total line of ticket #1) and the other for $4,000 (grand total line of ticket #2). Do not combine the totals or figures of the two bags. The deposit ticket must equal what is in that bag only. The bank will process both deposits and EAGAN ARB will combine both to credit your office.

Follow these steps to prepare and dispatch the tamper-evident plastic bag for remitting a bank deposit:

1. Prepare and attach a self-adhesive Label 41 (G-10 label) to the space provided on the bag:

    a. Apply the address to the label (using the bank address stamp from Harland Clarke or a preprinted label).

    b. Make sure the return address is included on the G-10 label.

    c. Date stamp the label with the unit's round-dater. Make sure the stamp is legible in case the deposit ticket is separated from the bag during processing.

2. Attach a Registered Mail label in the space provided on the bag. Complete a PS Form 3806, *Receipt for Registered Mail*, and file locally.

3. Enter the Registered Mail article number in the Register Dispatch Book (PS Form 3854 or 3854-A).

4. Place the deposit ticket, list of check items, and cash in the tamper-evident bag, Do NOT include any other documents.

5. To seal the bag: (a) with the label side of the bag facing up, fold the tamper-evident flap away from the white strip underneath. (b) Remove the white adhesive cover strip (c) Press the tamper-evident flap against the adhesive on the back lining of the bag.

Steps 1-2 | Step 4 | Step 5 (a and b) | Step 5 (c)

6. Using a Scanner, perform an Acceptance scan on the Registered Mail article number placed on the Remittance Bag. Choose First Class as the Product Code. Enter the bank ZIP Code as the Destination ZIP Code.

Dispatch the tamper-evident plastic bag containing the bank deposit with other Registered Mail.

PS Form 3533, *Application for Refund of Fees, Products and Withdrawal of Customer Accounts*

PS Form 3533, *Application for Refund of Fees, Products and Withdrawal of Customer Accounts*, is used to document all refund activities.

Refunds totaling up to $1000:

- Refunds of $25 or less are paid in cash

- Over $25, send completed PS Form 3533 to your Administrative Post Office for approval and payment

  – Over $25 up to $1000 refund issued in a no-fee Money Order

Refunds totaling over $1000:

- In RMPOS, completed PS Form 3533 must be forwarded to your Administrative Post Office for approval and forwarding to Accounting Service Center (ASC)

- Enter the amount in the correct AIC for the type of refund and offset to the appropriate corresponding AIC

Completing PS Form 3533:

- Ensure that the customer provides their signature and that they select the appropriate box for the type of refund.

- Ensure that you sign and date the form. If there is no witness available, annotate NWA.

- The customer's signature must be obtained in Part 5 for payment of local cash refunds.

UNITED STATES POSTAL SERVICE ®

(Click on the blue bar above for additional instructions.)

Application for Refund of Fees, Products and Withdrawal of Customer Accounts

Part 1 - Application *(Customer completes and submit to local Post Office™ for processing)*

Customer/Company Name

Attention

Mailing Address *(Address to which the funds will be mailed)*   Apt. or Suite No.

City   State

ZIP + 4®   Telephone No. *(Include area code)*

Amount of Refund Request   Customer Account No. or Postage Meter No.

$

X _____   __-__-____

Signature of Customer *(Required)*   Date of Request *(MM/DD/YYYY)*

Privacy Act Statement

Your information will be used to process and respond to your transaction. Collection is authorized by 39 USC 401, 403, 404, 407, 411, 2008 & 31 USC 7701. Providing the information is voluntary, but if not provided, we may not process your refund request. We do not disclose your information to third parties without your consent, except to facilitate the transaction, to act on your behalf or request, or as legally required. This includes the following limited circumstances: to a congressional office on your behalf; to financial entities regarding financial transaction issues; to a U.S. Postal Service auditor; to entities, including law enforcement, as required by law or in legal proceedings; and to contractors and other entities aiding us to fulfill the service (service providers). For more information regarding our privacy policies, visit *usps.com/privacypolicy.*

Request Disbursement For: *(Select the appropriate box)*

☐ Post Office Postage Meter/PVI Error **(AIC 509)**
(If actual postage meter label is attached, no witness signature is required.)

☐ Refund Postage and Fees **(AIC 553)**
(Extra services not rendered, e.g., Certified Mail™, Registered Mail™, Delivery Confirmation™.)

☐ Spoiled/Unused Printed Customer Meter Postage **(AIC 526)**
(Legible postage meter stamps must be submitted to USPS.)

☐ Refund of Permit Postage and Fees **(AIC 528)**
  ☐ Postage Affixed on BRM Pieces
  ☐ Damaged Mailings, Refund of Annual Fees

☐ Refund of Fees and Retail Services **(AIC 535)**
(PO Box keys and service fees)

☐ Value Added Services **(AIC 541)** - Refunds to mailing agents that perform value added service and submit mail at discounted rates. This refund will require the Customer Tax Identification Number (TIN).

☐ Refund for Postal Service™ Related Products **(AIC 608)**
(e.g., merchandise)

☐ Refund Miscellaneous Non-Postal Service Revenue - **(AIC 624)**
(Previously recorded into AIC 126)

☐ Priority Mail Express™ Refunds **(AIC 676)**
(Postage and fees for service failure or not rendered)

☐ Sure Money® Refund **(AIC 645/646) - Issued Locally**

☐ Withdrawal from Advance Deposit Account **(AIC 470/453)**
  ☐ Close Account
  ☐ Partial Refund

☐ Other Refunds **(AIC** _____ **)**
Explanation: _____

Customer TIN __-_____

Part 2 - Verification of Disbursements *(This area is for Official Use only)*

Post Office   Approved Amount of Disbursement

$

Post Office ZIP + 4   Finance Number and Unit ID   Telephone No. *(Include area code)*

Print Contact Name

Note: Customer signature required in Part 1.

_____ _____   _____ _____
Certifying Employee Signature   Date   Witness Signature   Date

PS Form **3533**, December 2016 *(Page 1 of 2)* PSN 7530-01-000-9932

Part 3 - Postage Affixed on BRM or Meter Stamps *(excluding PC Postage®)* (For Official Use Only)

The customer's meter must be licensed at the refunding office, and complete, legible, and valid unused meter stamps must be submitted by the licensee within 60 days from the dates shown on the indicia. Those produced by PC Postage systems are not refundable at the retail service counter. Charges for postage affixed on BRM pieces or meter stamps are assessed at 10% off the face value of the indicia, if the total is $500 or less. If the total face value is more than $500, a charge of $50 per hour is assessed for the actual hours to process postage affixed on BRM pieces or meter stamps refunds; the minimum charge is $50.

Refund requested only for Postage Meter Number_____   Meter Manufacturer_____
(must be the same as Part 1)

(Group and list by postage units or value)			(Group and list by postage units or value)		
Number of Pieces	Amount Each	Postage Value	Number of Pieces	Amount Each	Postage Value
Total Postage Value			**Total Postage Value**		
			Grand Total of Postage Value		$
			Less Charges (10% of face value or $50 per hour if over $500. Minimum charge is $50.)		—
Post Offices must destroy customer postage affixed on BRM or meter stamps to prevent reuse. The manager and a witness must sign to certify that the meter impressions listed above were destroyed.			**Total To Be Refunded**		$

Supervisor/Manager Signature	Date	Witness Signature	Date

Part 4 - Extra Services and Other Refunds *(Note: Fees for registered, insured, and COD services are not ordinarily refundable.)*

Explain the reason for the requested refund:

Amount of Refund to Which Claimant is Entitled *(In accordance with USPS policy)*	$

Part 5 - Disbursements for Refunds *(Issued Locally)*

1) Postal Service official and witness must verify this claim and enter the approved amount in the "Approved Amount of Disbursement."
2) Certifying Postal Service official and witness are required to print and sign as authorization for payment or withdrawal of trust account.
3) Ensure the proper accounting entries are performed on PS Form 1412.
4) For cash refund issued, obtain payee's signature below. For a money order refund issued, enter the money order serial number below.
5) **DO NOT SUBMIT PS Form 3533 through eIWS OnLine Forms if a refund is issued locally.**

Payee Signature or Money Order Serial Number:	Date

Part 6 - Disbursements Processed by the Accounting Services

1) Postal Service official and witness must verify this claim and enter the approved amount in the "Approved Amount of Disbursement."
2) Certifying Postal Service official and witness are required to print and sign as authorization for payment or withdrawal of trust account.
3) Ensure the proper accounting entries are performed:
    a) If this is a refund, use the appropriate AIC for the refund. *(See section "Request Disbursement For")*
    b) If this is a withdrawal from an advance deposit account, use AIC 453 for BRM/Postage Due or AIC 470 for Customer Permit Account withdrawal.
    c) Ensure the offset to AIC 280, Disbursement Sent to Accounting Services, is performed either in Form 1412 or Postal One® system.
    d) Attach the supporting AIC 280 documentation (PS Form 3544 or 3533-X) to the PS Form 3533.
4) **SUBMIT PS Form 3533 with attached AIC 280 supporting documentation using eIWS OnLine Forms.**
5) Maintain a copy of the PS Form 3533 locally as a support document for PS Form 1412.

PS Form 3533, December 2016 *(Page 2 of 2)*

Summary

As you lead the team of SSAs to transact funds every day, your leadership will ensure the financial integrity of your Post Office is constant. Focus on money count and turning in the correct funds to match the 1412. Consistency will be the friend of every SSA. We report what we sell on the 1412 and what we sell is our gauge of success.

As you utilize the RSS system to track your Post Office sales, utilize accuracy and consistency to ensure correct financial reporting.

Module 6: Leadership

Objective:

- Describe the role of leadership styles in motivating and influencing others
- Identify methods to build trust on your team
- Define how perceptions affect job performance
- Determine methods to build team collaboration and relationships
- Apply coaching and mentoring techniques
- Utilize leadership techniques to gain alignment and empower your team
- Apply strategies for multi-directional leadership

Time Allocated for Module:

- 3 hours

Instructional Methods:

- Lecture
- Group discussion
- Activities

Summary:

- Leadership

Participant Material Used:

- Participant guide

Media Required:

- Projector
- PowerPoint presentation
- ACE computer

Leadership

Leadership is the process of influencing others by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. Purpose gives employees a reason why they should do different things, sometimes under stressful circumstances. Direction shows what must be done. Through motivation, leaders give employees the will to do everything they are capable of doing to accomplish a mission.

As an LSSA, you are experienced and knowledgeable of retail processes, postal products and services, and are experts at assessing customer mailing needs. You lead, support, and coach SSAs to become a powerful retail team. Employees who have the trust, respect, and confidence of their leaders have a greater degree of success. Productive teams help the organization accomplish more with less waste, produce better quality more efficiently, and are more flexible and responsive. Highly successful teams have members who exhibit certain key characteristics; including an honest and fair approach, personal integrity, and a positive attitude.

Don't we all like pizza? Besides the good taste, this time the slices offer a leadership self-assessment opportunity. This exercise can help people reflect on the different dimensions of what skills and attitudes they need in order to be a good leader. This leadership development activity offers a self-assessment framework for people to first identify what skills, attributes, and attitudes they find important for effective leadership, and then assess their own development and initiate goal setting.

Activity – Leadership Pizza

Leadership Pizza is a reflection and self-assessment tool where you think about the most important skills and attitudes that you need to master in order to be a great leader.

Present your own version of the leadership pizza to demonstrate an example. Emphasize that your version is just an example, and they should think about what is important for leadership in their own perspective.

Building Leadership Skills

Your leadership role begins with responsibilities that go beyond those of an SSA. In fact, the position title alone, Lead Sales and Services Associate indicates an increased level of expectation. Leading a team is like being the conductor of an orchestra. Your role as lead is to facilitate the completion of tasks and to lead by example, trusting in your team and being trustworthy in return. You need to model the behavior you want to have in your team. Workers generally want to be fully engaged and committed to what they are doing. They want to feel as if their work matters; and they want to believe in the people who are in charge.

Because of the higher expectations of their position, it is vital for leaders to know how to inspire passion and confidence in the people they are leading. When people work alongside a truly authentic leader, they will often give their whole hearts and minds to the cause. In these situations, a spirit of teamwork and loyalty can spread throughout an organization, resulting in high morale and producing extraordinary results.

Activity – Effective Leader Traits

You are provided rip chart paper and markers. Think about the characteristics that make an effective leader. These characteristics can include both technical and interpersonal skills and should be separated.

<u>Building Trust</u>

With the trust and support of your team, you can complete even the most difficult tasks. However, trust does not come easily. People need time to put aside their concerns and work together openly and honestly. The trust on a team occurs with the belief that team members tell the truth, have the team's best interest at heart, and have the abilities to get the job done right.

When team members trust each other, they can avoid communication break downs. When communication breaks down, individuals operate in isolation and are not functioning as a team. Non-trusting members may try to do most of the work because they are afraid the team will fail if they do not. With trust, the team will share the workload and everyone gets the opportunity to develop. If team members are without trust in you as the leader, they tend to question everything. They may not carry out assignments as you want them to, or they may not complete assignments at all.

Commitment and trust cannot be won overnight. Time and effort are needed to get your team on your side and working together. However, if you work at it, you will be rewarded by leading a team that is focused and productive. Two personal qualities are particularly crucial for a member of a high-performance team: a healthy level of trust in others and a sense of commitment to the team.

Implement strategies to build trust based on encouragement, improvement, and accountable, fair, and positive behavior. In addition, strive to increase team commitment, being supportive, making members feel secure, and acknowledging contributions and achievements. By using these strategies, you can develop a cohesive team that works together to achieve goals.

Activity – Trust Battery

Tobias Lutke, Shopify CEO, coined the term *trust battery*, which is a concept that reflects our trust with each co-worker. As a new hire, our battery may be charged at 50% with everyone, and as interactions ensue, those percentages change for each person we work with based on the experiences we have with each person. A trust battery may be charged or discharged based on how that co-worker followed through on what they said they would do and what they actually did.

For example, Bob noticed how busy you are and promised to stock the Priority Mail Flat Rate envelopes in the lobby before leaving for the day. If Bob did what he promised, your trust battery for him may increase, but if he did not, it might decrease.

Co-worker 1: _____

Co-worker 2:_____

Co-worker 3:_____

Emotional Intelligence

People who have a high degree of emotional intelligence, or EI, know themselves very well. They are also able to sense the emotional needs of others. People with high emotional intelligence are usually successful in most things they do.

Leaders are more strategically focused and inspire employees to be motivated rather than guiding employees through tasks. They apply emotional intelligence to achieve the best work out of their employees. Managers obtain authority based on their role; a leader's authority is instinctive in their approach. Inspiring your team to align with your vision will make you more aware of your impact on others. What you say and how you say it can change the dynamic of a situation. This awareness is part of emotional intelligence.

Recognizing the elements of self-awareness, self-management, other awareness, and relationship management will enhance the skills to build relationships with our coworkers, bosses, and customers. Your emotional competencies in these areas translate into on-the-job capabilities, which in turn, translate into improved job performance and better working relationships. For example, being good at serving customers is an emotional competence based on empathy; whereas, trustworthiness is a competence based on self-regulation or handling impulses and emotions well. Both customer service and trustworthiness are competencies that can make people outstanding in their work.

As Postal Service employees, we are in this together to ensure the continuing success of the organization. We have to look at a different way of being smart; that is, developing our Emotional Intelligence. Working with Emotional Intelligence acknowledges the emotions of others, as well as our own. Emotional Intelligence is largely learned, and it continues to develop as we go through life and learn from our experiences. In fact, people get better and better as they grow more adept at handling their own emotions and impulses, motivating themselves, and honing in on their empathy and social awareness.

There are four areas of emotional intelligence. They are self-awareness, self-management, social awareness, and relationship management. Establishing, building, and maintaining relationships are all part of your job, even if you work with just one other person.

- Self-Awareness is your ability to recognize your own emotions and tendencies across situations.

- Self-Management is your ability to be aware of your emotions and direct your behavior positively.

- Social Awareness is your ability to sense the emotions of others and understand their viewpoint.

- Relationship Management is your ability to recognize your own emotions and those around to successfully manage interactions.

Use these strategies to develop your emotional intelligence skills:

- Manage your emotions and do not let them manage you. Understand how your behavior affects the work of others and their emotional stress. Be aware that you can sometimes come across as defensive or aggressive. Control your tone and language.

- Control your behavior and put momentary needs on hold to pursue larger, more important goals. Separate emotion from logic. Actively listen and respond with knowledge and professionalism.

- Actively listen and observe the situation. Stop, listen, and really watch people as you interact with them. Get to know people on a personal level to better understand their perspective.

- Solid relationships are the result of how you understand people and how you treat them. Create a safe and engaging environment for discussion. Be a patient, empathic listener without judgment. Respond kindly, yet free from confrontation. Handle conflict in a calm and positive manner.

All of these skills require practice. Create an Emotional Intelligence action plan. First, select an EI skill to practice and use three strategies to develop the skill. Remember, expect success, not perfection. Practice, be patient, and measure your progress.

Activity – Emotional Intelligence Action Plan

Record at least one strength and one weakness for each emotional intelligence. Then, write a brief statement selecting three strategies you can use to improve in each area.

<u>Self-Awareness Strategies</u>

- **Stop treating feelings as good or bad**. Suspending judgment of emotions allows them to run their course and disappear.

- **Observe the ripple effect from your emotions**. Watch closely how your emotions impact others immediately and how your emotions are bound to affect a wider circle.

- **Lean into your discomfort**. When you ignore or minimize an emotion, you miss an opportunity to do something productive with that feeling. We all need to discover our own arrogance. Otherwise, we will repeat the same path over and over again.

- **Feel your emotions physically**. Become familiar with your responses to help you control them.

- **Know who and what pushes your buttons.** Knowing the source allows you to manage your reactions to your triggers.

- **Watch yourself like a hawk**. Take control of your emotions and know what is needed for a positive outcome.

- **Keep a journal about your emotions.** A journal allows you to see patterns in your emotions and enables you to develop an understanding of your tendencies.

- **Do not be fooled by a bad or good mood.** Reflect upon the events that may have brought on the mood, remain aware of the cause to avoid mistakes or foolish decisions.

- **Stop and ask yourself why you do the things you do.** Understanding why you react the way you do allows you to keep your emotions under control.

Record your action plan to develop Self-Awareness:

_____

_____

_____

_____

_____

_____

_____

Self-Management strategies

- **Breathe right.** In a stressful, emotional situation, take slow, deep breaths, inhaling through your nose, and then exhale gently and completely through your mouth.

- **Make your goals public**. There is no more powerful motivator to reach your goals than to make them public. Expectations of others may be the push you need to get moving.

- **Count to ten**. When you feel yourself getting frustrated or angry, take a deep breath and say the number one to yourself as you exhale. Keep breathing and exhaling until you reach the number ten. This gives you time to cool down.

- **Sleep on it**. Give yourself time to self-manage and gain control of your emotions. This helps bring clarity and perspective to the situation.

- **Smile and laugh more.** This helps to override negative emotions and clear your head.

- **Take control of your self-talk.** Negative self-talk is unrealistic and self-defeating. There is a strong relationship between what you think and how you feel.

- **Visualize yourself succeeding.** – Visualize yourself managing your emotions and behavior effectively. Practice your new skills and make them into habits.

- **Learn a valuable lesson from everyone you encounter.** Approach everyone you encounter as though they have something of value to teach you. This helps you remain flexible, open-minded, and much less stressed.

Record your action plan to develop Self-Management:

_____

_____

_____

_____

_____

_____

_____

_____

Social Awareness strategies

- **Greet people by name.** Greeting people by name is one of the most basic and influential social awareness strategy. Using their name is a personal and meaningful way to engage someone.

- **Watch body language.** Become an expert reader of body language. Begin with the head and face. The eyes communicate more than any other part of the body. Are the shoulders slouched or held upright? Learning to read body language is a real asset in a leadership role because it helps you to determine how someone truly feels.

- **Make timing everything.** To practice your timing, begin with asking questions. The goal is to ask the right question, at the right time, with the right frame of mind, all with your audience in mind. Other awareness is about others and not you.

- **Clear away the clutter.** When in a conversation, do not interrupt the person until they are completely finished. Quiet your inner thoughts and your listening skills will sharpen.

- **Practice the art of listening.** Listen to the tone, speed, and volume of the voice. Look for hidden messages below the surface. Find cues the other person sends and really hear what they are saying.

- **Test for accuracy.** Test your observations for accuracy to provide a keener understanding of social situations and help you discover cues that fly under the radar.

- **Step into their shoes.** Empathy assists you in gaining perspective and a deeper understanding of others; improve communications and identify problems before they escalate.

Record your action plan to develop Social Awareness:

_____

_____

_____

_____

_____

_____

_____

_____

Relationship Management strategies

- **Be open and be curious.** Being open provides less room for misinterpretation. Show interest in the other person as well.

- **Enhance your natural communication style.** Your natural communication style shapes your relationships. Use your self-awareness, self-management, and other awareness to shape your natural style.

- **Avoid giving mixed signals.** – Others are confused and frustrated when you say one thing and your tone and body language say another. People trust what they see over what they hear.

- **Little things pack a punch.** Say, "thank you", "please", or "I'm sorry" and make a habit of incorporating these phrases into your relationships.

- **Take feedback well.** Listen and ask clarifying questions to better understand the person's perspective. Feedback helps us to improve in ways we cannot see on our own.

- **Build trust.** Practice open communication; a willingness to share; consistency in words; actions; and behavior over time; and reliability of following through with agreements.

- **Do not avoid the inevitable.** We have all experienced someone that is a challenge to work with. In difficult situations, decide how you will handle your emotions. Use your other awareness skills (empathy, listening, observe body language, sharing information, etc.).

- **When you care, show it.** – There are people who do great work around you every day. As a leader, you can inspire the loyalty of your team simply by giving praise when it is earned.

- **Offer a fix-it statement during a broken conversation.** Let go of blame and focus on the repair. Fix-it statements feel like a breath of fresh air, are neutral in tone, and find common ground.

- **Tackle a tough conversation.** When you enter a tough conversation, prepare yourself to take the high road, do not be defensive, and remain open.

Record your action plan to develop Relationship-Management:

_____

_____

_____

_____

_____

_____

_____

_____

Emotional intelligence is key to building relationships and achieving team goals. Incorporate emotional intelligence into your leadership skills.

Building Relationships

Building relationships nurtures communication, improves cooperation, builds trust, strengthens morale, and increases productivity. First, teams need well-defined goals in order for them to succeed. If assigned goals and deadlines are well defined, it is easier for teams to formulate their goals and plans.

Your communication approach can affect the clarity of a message. People who exchange perspectives tend to encourage dialogue around new ideas and information. Be receptive and invite and appreciate different points of view. People who are encouraging tend to inspire others to believe in the importance of their work.

For a vision to move forward, you have to get buy-in from those involved, or you run the risk of processes breaking down along the way. Alignment is not a one-time event—it is a dynamic, ongoing process of providing clarity, communication, and inspiration. Leaders must continually monitor and realign as conditions and needs change.

Alignment

Alignment involves getting buy-in to the vision from those involved, both from a task and from an emotional perspective. Alignment is a critical step if any vision is going to become a reality.

Nothing guarantees failure more than a lack of alignment in a team. Lack of alignment can be very damaging to the success of your team. Without alignment, the entire team feels it. This in turn ensures that they are not connected to a shared sense of purpose. When alignment exists, employees invest more of their time, talents, and energy into meeting or exceeding the organizational goals. These six steps can help any team to remain aligned.

Establish alignment on the "why."

We spend a lot of time communicating what we do and how we do it but little to no time on WHY it needs to be done. Without establishing the "why" it is difficult to build alignment and achieve results. There must be alignment on the "why" and it should be communicated in a way that fits into the organizational culture. If everyone is not totally aligned, your team will eventually lose buy-in and you will not be able to achieve your goals.

How would you define and gain your team's buy-in for your unit goals?

_____

_____

_____

Create experiences to support the "why"

Once the "why" has been defined and alignment achieved, your team can use this as the foundation for success. As a leader, you must create experiences that support team goals. And those experiences must lead team members to proactively take decisive action to achieve specific results. Being genuine with your team is critical. Every decision and communication must align with achieving team goals.

What experiences could you create to support team goals?

_____

_____

_____

Agree on a shared vision and goals

When your team is truly aligned on the unit's vision, it enables the entire organization to have something to support. Team members need to feel connected to something bigger. They need to know that their work matters and is having a positive impact. Once the vision is clearly established and regularly communicated, the team can work towards the results necessary for achieving the vision. A good practice to establish is focused communication to the team about the vision. There is never too much repetition when it comes discussing vision and goals.

How would you communicate team goals to keep your team connected?

_____

_____

_____

Define what winning looks like

Great business and military leaders do it. Elite athletes do it. Envisioning what winning looks like is a critical part of achieving success. Whether you think you can or whether you think you cannot, you are right. Once a team has defined their shared vision and goals, picture what winning looks like and then share those ideas with the team. What achievements will the team celebrate? Going through this exercise is fun and inspiring. How do different team members envision the win?

How would you define what winning looks like and what achievements will the team celebrate?

_____

_____

_____

Define accountability.

You must include elements of accountability and follow-through on achieving goals. Without it, everyone returns to their day-to-day tasks and nothing will improve. The team must be responsible for driving the outcome and ultimately be accountable. Team members must be regularly informed and share information on progress with one another.

How will you determine accountability in driving results?

_____

_____

_____

Set regular check-ins to stay aligned.

A rhythm of meetings and scheduled communication is key for any team to stay aligned. Goals shift and leaders must be ready to adapt. The team must agree on the goals. These check-ins are a priority and must be consistent. Time must be made for the team to share updates on progress so that all are informed.

What is your plan to share updates on progress?

_____

_____

_____

Using these six steps, any team can remain aligned, which creates a great foundation for a winning team.

The workplace is increasingly competitive; performance and results are factors that remain a priority. Almost every leader is determined to achieve, and in many cases, enhance their assigned targets. Consequently, employees are urged to work smarter, and not just harder, in an effort to deliver the desired results. Joint efforts of the team are what eventually determine success or failure. This makes team building in the workplace absolutely essential.

Goal 1: _____

_____

_____

Goal 2: _____

_____

_____

Goal 3: _____

_____

_____

Goal 4: _____

_____

_____

Coach for Success

Good leaders realize much of their success is achieved through the help of others. Instinctively, they seem to understand that their accomplishments are due to their support group, so they are careful not to publicly humiliate their valued contributors. Praising in public goes a long way toward instilling confidence; while coaching behind closed doors maintains the two-way respect built in the relationship. Mistakes are bound to be made, but if you handle them professionally and appropriately, your peers will continue to grow and prosper under your leadership.

People vary in their self-awareness about their goals, aspirations, motivations, personality, inter-personal skills, and resilience. They also differ in their appreciation of learning opportunities, contextual understanding, and their ability to develop relationships and networks to support their learning and development.

Coaching is the process of equipping people with the tools, knowledge, and opportunities they need to develop themselves and become more effective. Coaches do not develop people; rather, they equip individuals to develop themselves.

A coach is most effective when they acknowledge and positively reinforce the employee's actions, decisions, or thought processes. Additionally, positive reinforcement can be used to provide encouragement when the employee is putting forth effort, even if they have not yet mastered a particular task or process.

Examples of positively reinforcing comments may include:

- Good job!

- That was a good decision.

- You handled that like an experienced SSA.

- I would have done exactly the same thing.

Each person, regardless of their position, has something unique to add and may have expertise in areas others do not. Seek the input of others and consider multiple points of view.

Activity - Coaching Techniques

Class is divided into 4 groups. Discuss coaching techniques you can use to equip your team to become more effective and record responses on a rip chart.

Record effective coaching techniques:

_____

_____

_____

_____

_____

Activity – Coaching

Review each scenario and describe a coaching strategy for the situation in the spaces provided.

An SSA expects a $20 money order a customer presents to cash is fraudulent. The customer is left to wait for 25 minutes while the SSA makes multiple phone inquiries.

_____

_____

_____

A new SSA resolved a problem for an angry customer that resulted in the customer being highly satisfied and thanking the SSA.

_____

_____

_____

During December, a customer asks to purchase holiday-themed stamps but the facility does not have any in stock.

_____

_____

_____

An SSA gives inaccurate information about Certified Mail and Registered Mail providing the same service at the same cost.

_____

_____

_____

An SSA was mentioned in a very positive verbatim for your unit.

_____

_____

_____

An SSA directed a customer to go to another Post Office to buy a money order because the money order printer needed a new ink cartridge.

_____

_____

_____

An SSA suggested a customer to go to a competitor to obtain a passport because they were not offering passports during peak season.

_____

_____

_____

An SSA told a customer that they do not accept international mail.

_____

_____

_____

An SSA works expeditiously, however does not acknowledge customers waiting in line.

_____

_____

_____

An SSA could not provide information about Post Office Boxes.

_____

_____

_____

Build an innovative culture within your unit by encouraging employees to identify possible ideas that will reduce costs, save time, or improve service to our customers. Work with your team and encourage them to submit their concept in the IdeaSMART application. This establishes confidence in your relationship with your peers and results in fostering a culture of innovation. Being tasked to generate results is one thing; knowing how to make the results more sustainable, profitable, and multifaceted is another.

Managing Up

The relationship with your supervisor is one of the most important relationships you have at work. Your supervisor likely holds the key to your career success and possibly determines how quickly you can make progress in the organization. As such, one of the most important parts of your job, one that is never explicitly stated, is being able to manage this person.

You are probably familiar and comfortable with the idea of motivating people in your team. But, have you ever considered that your supervisor/Postmaster may need some motivation to help you and your team reach your unit goals? In addition, you will need the cooperation of your peers to be successful. By engaging the right people in the right way, you can make a big difference to your unit's success and to your career.

Building rapport with your supervisor/Postmaster will likely make your job more enjoyable, and your supervisor/Postmaster will communicate expectations more openly, making it easier to do your job well. Knowing your job, having the right skills, and working hard are only part of the equation for being a successful leader. Working well with your supervisor/Postmaster will facilitate a mutually supportive atmosphere.

You can apply these steps to build a successful relationship with your supervisor/Postmaster:

1. **Demonstrate loyalty.** Make your supervisor/Postmaster look good to their superiors, give your supervisor/postmaster the credit for work you contributed to, and respect the chain of command. Your supervisor/Postmaster needs to know that you do not spread rumors and can keep confidences.

2. **Show support** – Regularly show your appreciation and enthusiasm, offer praise in a timely fashion, and give sincere praise.

3. **Help your supervisor succeed** – Your supervisor/Postmaster needs to know you will help them reach their goals and that you want them to succeed. Take the initiative when there are crises at work, proactively head off problems, anticipate your supervisor/Postmaster's needs, and provide honest feedback. If you bring a problem to your supervisor/Postmaster's attention, also bring a solution.

Activity – Building Rapport with Your Supervisor

Think of actions you can take to demonstrate loyalty, show support, and help your supervisor/Postmaster succeed.

What actions could you take to demonstrate loyalty to your supervisor or Postmaster?

_____

_____

_____

_____

What actions could you take to show support to your supervisor or Postmaster?

_____

_____

_____

_____

What actions could you take to help your supervisor or Postmaster succeed?

_____

_____

_____

_____

Summary

The tasks you complete every day with knowledge and confidence will develop your Post Office's employees to be a team. Your actions will be the guide for every employee in your Post Office.

As you develop leadership skills and employee relationships you produce an environment where employees want to focus on the customer and the customer experience. The processes and communication you create as you utilize your position as LSSA are the foundation to success. As you step into this role in your career to lead a team of SSAs to develop world-class service one customer at a time, you will feel the achievement of success.

Enjoy the journey; take this opportunity to make a difference in creating a world-class customer experience.

In this course, you learned about your role as an LSSA and the responsibilities of the position, methods to create a customer-centric environment and provide a world-class customer experience, and the financial responsibilities that you must perform as an LSSA. Finally, we discussed elements of being an effective leader and building a successful team. Next, you will receive 16 hours of on-the-job-training to practice what you have learned and prepare you to be successful in your new role.

In this LSSA Training Program, we have provided the tools and resources to get you ready for challenges ahead. As you work alongside your SSAs, practice what you preach as the leader you've aspired to be.

Leadership is about getting SSAs to understand and believe in your vision and to work with you to achieve your goals, while managing is more about administering and making sure the day-to-day things are happening as they should. Here's the bottom line: are you willing to do more, plan more, coach more rather than just being "ordinary?" How do you and your employees become "extraordinary" everyday? Do you practice what you preach to your SSAs to provide the best possible experience to your customers?

At the end of each work-day's end, write down the three most important things to do tomorrow—your customers, your SSAs, and YOU; number them in order of importance and then go do it.

As an LSSA, think about the following. Develop and agree on your "go-to" plan:

- What specific actions will help you in supporting SSAs?

- What will your first step be?

- Who can help hold you accountable?

- How long will you stay focused on your goals and plans?

Enlist support from others.

- Who can support you moving forward?

- How can I support you?

- How do I set milestones for follow-up and accountability?

- Let's review the plan.

- When should we touch base on this again?