1) PURPOSE

The purpose of this Work Instruction is to ascertain workload and establish staffing levels that lead toward successfully meeting or exceeding productivity targets, improved customer satisfaction and increased revenue. It is used to improve the effectiveness of management and labor activities at the unit level by providing standardized work methods associated with serving customers at retail counters, firm callers, general delivery customers and other activities in support of retail window operations. It is also to be used to identify and review duties associated with all Labor Distribution Code (LDC) 45 activities.

2) SCOPE

All Function 4 Team leaders/members, local site managers and other personnel participating in the reviews of LDC 45 operations.

Provide information for the management of retail window services and the tools necessary to manage workhours to workload, reviewing service and revenue generation, thereby addressing external/internal customer needs.

3) WORK INSTRUCTION CONTENT

LDC 45 Window Hours and Other Activities in Support of Retail Operations
To include all non-supervisory hours of employees serving customers, plus firm callers and general delivery customers, at retail counters, and other activities in support of retail operations. Current WOS tools will be used to provide information to support customer service and revenue generation. AWPS F4 baseline work hours will be reconciled using WOS data.

AWPS F4 will be used to determine work hours utilizing workloads, established by the number and type of revenue generated transactions, as well as functional duties not directly serving customers and certain non-revenue transactions listed below:
1. Stock or cash audit
2. Retail counter set-up and close out
3. Obtaining and verifying stock
4. Money deposit and verification
5. Non-Revenue transactions:
   - Accountable Mail Pick-up
   - Hold Mail Pick-Up/Resume Delivery Requests
   - Articles Too Large & Too Much Mail Pick-up
   - General Delivery & Firm Caller Mail Pick-up
   - Scanning Special Service Transactions (Delivery Confirmation, Signature Confirmation, etc.)

A WOS should be completed:
1. At least annually in EAS 22 and above offices, and with every Function 4 review.
2. EAS 18 to 21 Point of Service (POS) or Integrated Retail Terminal (IRT) sites complete a WOS at least every other year.
3. For all proposed facility projects: upgrades and new construction.
4. Any office below EAS 18 should be audited at the discretion of the District.

5. Conduct WOS surveys more frequently where there has been a significant change that affects revenue, workload, and/or customers. Examples include the establishment of a Contract Postal Unit (CPU) in the service area, high revenue customer entering or leaving the area, new facility start-up questionnaire for number of windows needed, post office discontinuance, etc.

6. In a non-POS/non-IRT office, the District WOS Coordinator must provide the proper data collection sheets from the IRT WOS program. The postmaster must complete a manual data collection sheet for each hour (using tic marks), then submit the completed forms back to the district office for data input.

7. To ensure the WOS is completed during a representative week of average customer traffic, transactions and revenue, collect workhour and Walk-In Revenue (WIR) data for 8-week daily analysis (using APs 2 and 7 for comparison) or from a 13 AP trend by day (if available). If unit is a non-POS site, this information should be provided by the unit manager and obtained through Time & Attendance Collection System (TACS, ETC) and Standard Field Accounting Unit Revenue Data Access (SURDA), consolidated PS Form 1412, PS Form 3930, etc.

RDM

Management tools available through RDM: Retail Unit Flash, Stamps Only Transactions, Visits by Day of Week, Product and Special Services Report. These reports should be printed and reviewed for opportunities to increase revenue and alternate service channels. It is recommended that at least one member of management at each POS site receive EDW (formerly Retail Data Mart (RDM) training.

Management tools available through POS back office: WOS and SSA reports. Print and review these reports each day and annotate actual schedules and hours used.

Flash/PCFlash/WebEIS

Tools used to track performance, based on reported workhours and Walk-In Revenue. Record of hours used for each function during previous week, Accounting Period (AP) and Year-to-Date (YTD). Within those three headings, you can get actual hours reported, hours to PLAN and hours to Same Period Last Year (SPLY).

Customer Satisfaction Measurement-Residential

Outside contract to assess customer's perception of most recent postal experience.
Quarterly report that measures: Courteous and friendly service from sales and service associates, waiting time in line, convenience of post office hours, and helpful service from sales and service associates. Use to compare actual performance to goal and F4/WOS observations.

Mystery Shopper

Outside contract to assess customers' shopping experience and the level of service provided.
Quarterly report that measures: Operational Efficiency, Sales Skills and Product Knowledge, Courtesy and Professionalism, Retail Products and Services and the Facility appearance. Use to compare actual performance to goal and F4/WOS observations for the last 4 postal quarters.

Process

Preparation Before WOS

1. Ensure a minimum of one team member has a window-service background and certified on the WOS process. Only a certified WOS instructor may "certify" another employee.
2. In POS sites, utilize 8-week analysis data or 13 AP trend by day (if available).
3. Establish team assignments.

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USPS

14. Lobby clock not in conjunction with IRT/POS clocks.
15. Clerks not using "stand-by" when not serving the window.
16. Clerks eating/drinking at the window.
17. Non-time sensitive allied duties completed while customers wait in line.
18. Excessive time spent retrieving non-revenue items (Hold Mail, Left Notice items).

4)   RESPONSIBILITY OF LDC TEAM LEADER

As the LDC 45 Leader, this individual will be leading the WOS. The leader's main objective is to monitor the activity behind the retail counter. The leader will also be responsible for ensuring all data collection forms are prepared and tools are available for the WOS. He/she will observe retail transactions. All team observations will then be consolidated and reviewed before being transferred into the WOS exit package. This includes best practices, operational inefficiencies with their recommended corrections, and WOS report reconciled to AWPS workload and work hours. WOS Team Leader will ensure the exit package is completed for the exit conference and copies distributed to attendees before the actual exit. He/she will ensure the following:

1. Monitor LDC 45 timekeeping recording integrity and begin survey when window opens
2. Review financial issues such as proper SIA guidelines, audit compliance, floor stock level/accountability, etc.
3. Stamp stock on slat wall doesn't exceed the two-week sales limit.
4. Review clerks' schedule for staff and reporting times, check break and lunch schedules, monitor comfort breaks away from scheduled break, etc.
5. Monitor customer waiting time. If it is consistently running below two – three minutes the window is over staffed and more hours are being used than are earned. When this occurs management must assign additional productive work to the clerks or take one or more clerks off the window. It is important that this is documented in your report. It can appear that several clerks are always busy because customers will constantly be waited on by the available clerk, however taking one or more clerks off the window may only increase the waiting time by two – three minutes.
6. Forms and report to be reviewed at unit
   - WOS Daily Output Sheet (from WOS Survey)
   - WOS Reports (from WOS Survey)
   - Eight Week Unit Performance (from WOS Survey)
   - WOS Set-up Sheet (from WOS Survey)
   - Weekly Recap Sheet (from WOS Survey)
   - WOS Follow-up Sheet (from WOS Survey)
   - PS Form 1412, Daily Financial Report
   - PS Form 3930, Operations Analysis
   - PS Form 17, Stamp Requisition
7. Worksheets required for F4 Review
   - Lobby Checklist (from WOS Survey)
   - Customer Tally Sheet (from WOS Survey)
   - Allied Duties Sheet (from WOS Survey)
   - PS Form 4000-A, Retail Lobby Observation
   - PS Form 4000-B, Retail Employee Observation

* See Attachment 1 for LDC 45 checklist.

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6) REFERENCES

a) Documents
- Administrative Support Manual (ASM) (outlines acceptable lobby activities)
- Domestic Mail Manual (DMM) (rates and classifications)
- Employee and Labor Relations Manual (ELM) (uniforms, reverting positions)
- F-1 (calculating WIR, AIC definitions)
- Publication 208, Retail Operations Handbook (Chapter 224 - LDC 45/48 definitions)
- WOS Reference Guide

b) Web Sites
- elfish, WebEIS, TACS, and SURDA

http://blue.usps.gov/finance (all but elfish require passwords)
- Automated Workforce Projection System (AWPS F4)

http://www.awpsf4.usps.gov (password required)
- Mystery Shopper

https://client.second-to-non.com (password required)
- Retail Data Mart

http://rdm./rdm/login.asp (password required)
- Customer Satisfaction Measurement –Residential (CSM-R)

http://blue.usps.gov/caweb/html/Fr_csm_web.htm

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8) REVISION HISTORY

Rev #	Rev Date	Rev Author	Description of changes, additions, or subtractions

Attachment 1: LDC 45 Checklists

1. Do managers consistently supervise the window operation to ensure staffing is continually adjusted to customer and operational needs?	
2. Is staffing at the full service windows reduced when the Postal Store is open?	
3. Is adequate coverage provided for breaks, lunches, peak times and early deposits?	
4. Is staffing flexible? Are lunches and breaks scheduled to avoid peak customer traffic?	
5. Do lunches overlap?	
6. Are AM/PM breaks kept to locally agreed upon time? Check local agreement.	
7. Does supervisor monitor clerk's unscheduled time away from the window?	
8. Does supervisor monitor clerk's appropriate use of Sales Skills Questions and mentor when needed?	
9. Do clerks take more than 5 minutes to set up?	
10. Are window clerks assigned allied duties at or near the window that are performed during slack periods and where appropriate, are the hours charged outside of LDC 45?	
11. Do clerks set-up and open first available window?	
12. Do all clerks wait until other clerks are back on window before going on break?	
13. Do clerks count and band bills during slow periods to minimize time spent recounting during deposits?	
14. Do clerks make early deposits in conjunction with their PM break?	
15. Do clerks limit requisitioning stock to once a week?	
16. Do clerks prepare PS Form 17 before stock is issued?	
17. Do all clerks have a sufficient amount of stock and all available/current stamps?	
18. Do clerks get items ready for next day at close-out, i.e., change round dater, wet sponge, replenish forms and supplies, etc.	
19. Do clerks take more than 15 minutes to close-out?	

20. What are the Hours of Operation?_____ to _____	
21. Is the screen line lay-out efficient for dispatches, general delivery, parcel pick-up, hold mail and accountable mail?	
22. Is equipment necessary to conduct business available at each workstation? Money Order Imprinter, Debit/Credit, all necessar supplies, etc?	
23. Are retail and philatelic products readily available for clerk access?	

Attachment 1: LDC 45 Checklists (Continued)

24. Is a system in place to allow clerks to call for assistance?	
25. Do clerks use the system to call for assistance when needed?	
26. Is there a designated clerk to respond to the request for assistance?	
27. Are parcel lockers used in retail units with PO boxes to reduce lobby traffic?	
28. Is a clerk designated to stock and refill forms and free supplies periodically?	
29. Is a process in place to inform the window clerks of the availability of PO Boxes?	
30. Are windows staffed according to the workload?	
31. Are lobby sweeps conducted by supervisor or Lobby Directors as needed?	
32. Are lobby sweeps conducted by window clerks as needed?	
33. Are trained Lobby Directors utilized, when necessary, throughout the day?	
34. Is the PO Box and retail lobby clean and professional in appearance?	
35. Is the Lobby Director utilized during peak periods?	
36. Are weekly Retail Service Talks given and documented as required?	