



# LOBBY DIRECTOR PROGRAM WORKBOOK

Office of Retail  
Philatelic & Retail Services Department

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## I. INTRODUCTION

The Lobby Director Program, which was developed by the Los Angeles Division, takes a pro-active, customer-oriented approach to lobby management. The program objectives are to say to customers by our actions:

"WE ARE AWARE THAT YOU ARE HERE AND WE WILL DO EVERYTHING WE CAN TO SERVE YOU AS EXPEDITIOUSLY AS POSSIBLE."

These objectives are accomplished at little or no cost by placing a friendly, knowledgeable, uniformed clerk in the lobby to greet customers, and provide information to assist them in obtaining the services they need. This prepares customers for the expeditious handling of their transactions once they reach the service window.

The program started in April, 1988, with a test in fourteen Los Angeles offices. It has been an overwhelming success, expanding, in October 1988, to 66 offices. The Los Angeles Division reports an 80 percent decrease in window-related customer complaints in offices with Lobby Directors. In 1989 Consumer Service Card System reports indicated that YTD AP 10, complaints about long lines were reduced by 52.54 percent and compliments increased by 62.16 percent versus SPLY. A customer opinion survey conducted by the division revealed that 97 percent of customers responding felt that the Lobby Director

Program improved service. Sixty-seven percent like the program because they felt it made the line move faster, and 25 percent said they liked being greeted and receiving assistance in the lobby. The program has also improved employee pride and morale.

The program was implemented in the following eleven pilot cities in December, 1988: Chicago, IL; Kansas City, MO; Baltimore, MD; Washington, DC; Boston, MA; Manchester, NH; Houston, TX; Oklahoma City, OK; Portland, OR; Tucson, AZ; and Inglewood, CA. Although Consumer Service Card information is yet available down to the five-digit level, reports from the pilot cities indicate that customer response to the program has been overwhelmingly favorable. In many cases, they expected long lines and rude clerks, but, instead, found courteous, friendly, helpful professionals in the lobby to assist them. Pilot offices received numerous written compliments on the program. For example, during AP 3 FY 89, the Portland Division received 250 written compliments. A summary of the compliments received by three Portland units appears in the appendix on page 46. The Lobby Director Program videotape that accompanies this plan was developed to provide an overview of the program as seen through the eyes of our customers, managers and retail employees. Based on the feedback from the pilot cities and the APWU, the program has been evaluated and refined, and a Lobby Director Training Course has been developed.

The Lobby Director Program has expanded to 37 divisions, including over 300 retail units. The program is being rolled out for nationwide implementation in offices that meet the criterion set forth in the Implementation Guidelines.

## II. SITUATION ANALYSIS

The Postal Service has recently been under fire due to the service cutbacks caused by the Omnibus Reconciliation Act of 1987, along with the April 1988 rate increase. From a retail standpoint, many of the gains made during the first year following reorganization, such as the mobile retail vans and Adjusted Window Service hours, were lost with the cuts in window service hours and/or reduced window service staffing.

From a customer perspective, the rate increase that closely followed the service cutbacks added insult to injury. Customers viewed it as paying more money for less service.

The restoration of window service on September 10, 1988, was a major first step toward restoring the Postal Service's reputation as a responsive, customer-oriented organization. However, customers are now facing another rate increase.

Historically, the Post Office has played a major role in the community; it has been the community meeting place, and in a very real sense, a

source of community identity. Postal employees knew everyone in the community by name and were the source of community news, such as births, marriages and deaths. By virtue of the relationship with the community, the post office provided very personal service to its customers. This relationship still exists in small community post offices across the country; however, in larger city offices, service has become somewhat impersonal. This may be as a result of the sheer number of customers that are served by each clerk in a large city office each day. Nationwide, out of 58 complaint categories, long lines ranked number 8 in receiving the highest number of customer complaints, YTD, A/P 10, FY 89. Waiting in line is the number one customer complaint in the retail category.

The letter carrier has traditionally provided a strong, positive postal image in the community. Due to changing lifestyles, i.e., the increase in two-career, single parent and single person households, along with the increase in centralized delivery, the window clerk is replacing the carrier as the Postal Service representative that customers interact with most often. One of the biggest advantages we have over our competitors is that we have more contact with our customers than all our competitors combined.

We must make every contact count. We can rebuild our reputation and improve our public image by providing courteous, efficient personal service through knowledgeable, consultative salespeople, in a clean, attractive retail environment.

**At times, in post office lobbies, our customers:**

- o Must wait in long lines.
- o Wait more than five minutes.
- o Have no human contact until they are served at the window.
- o Must obtain all information regarding their transaction from the window clerk once they arrive at the window.
- o Endure a wait that seems interminable when the line becomes stagnant, due to the length and complexity of the transactions being handled at the window.
- o Upon arriving at the window, find they do not have what is needed to complete the transaction, i.e., their package is not properly wrapped, necessary forms have not been completed, etc. They are asked to step aside so other customers can be served while they complete forms or prepare their mailing.
- o Reach the window only to find that it was not necessary to get in line at all, i.e., they could have used vending machines or mailed in their change of address cards.
- o Receive a service they don't need or fully understand because clerks are under pressure to reduce the line and may not have taken the time to question customers regarding their needs or explain the services fully. Customers may be spending money needlessly.
- o Feel their time is being wasted.

**Clerks and Supervisors are also impacted by this situation:**

- o When lines are long, clerks often hear customers complaining in the lobby. Frustrated customers take their anger out on clerks when they finally reach the window.
- o Due to pressure caused by the line and/or the supervisor, clerks are in a hurry and don't take the time to determine what services best meet the customer's needs. They don't take the time to up-sell Express Mail, Insurance, Philatelic and Packaging Products or explain the difference between certified and registered mail, etc. The Postal Service loses revenue.
- o Due to turnover and level of experience, some clerks need assistance in handling complex or infrequently handled transactions. This may cause one clerk to seek assistance from another, thus occupying two clerks.
- o Supervisors must respond to customer complaints about long lines and poor service.

- o Morale deteriorates because clerks are constantly under pressure to move the line quickly; they become more production-oriented and less courteous to customers.

The above situation projects a poor Postal Service image.

### III. RETAIL SERVICE OBJECTIVES

To increase revenue, improve the Postal Service's public image through better allocation and use of available resources, to ensure that postal retail services are available and accessible to customers in a timely, efficient manner in an orderly, clean and attractive environment. 1/

It is not economically possible for the Postal Service to provide instantaneous service for each customer entering the lobby. Instead, the Postal Service goal is to provide a level of service that will produce an average waiting time of not more than two minutes for those customers who cannot be served immediately. This goal envisions that 70 percent of the customer on a an average day may have to wait for service, but 90 percent should be served in less than 3.5 minutes, and none should have to wait over 10 minutes. 1/

Postmasters achieve this goal though (1) proper training and staff scheduling, (2) use of procedures which expedite customer transactions, and (3) use of the Retail Analysis Staffing and Scheduling Model to determine how many employees should be on duty during all periods to maintain service levels within these guidelines.

1/

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1/ POM section 221.



#### IV. ALTERNATIVES

1. Continue business as usual.  
Unacceptable – projects poor postal image.
2. Have supervisors demand more productivity from clerks.  
May cause increased stress, discourtesy, financial mistakes and poor morale.
3. Increase Retail Staffing.  
Manpower, budget and space are usually not available.
4. Institute Lobby Sweeps.
  - o Works only to a degree.
  - o The objective of a lobby sweep is to clear people out of line quickly, however the line soon returns.
  - o In many cases the supervisor is not able to leave other work, or is not present to perform the sweep.
  - o The individual performing lobby sweeps are not trained to handle customers in a line situation. They do not have easy access to the materials and supplies necessary to quickly move the line by assisting every customer.
  - o The individuals designated to perform sweeps are not identifiable; if supervisory, they are in business clothes; if clerical, they may or may not be in uniform. Customers are confused and identify this person as someone who belongs behind the counter serving customers.
  - o Customers may perceive someone coming out to move the line as a panic reaction to a poor situation.
  - o Customers may resent that lobby sweepers serve customers out-of-turn and only offer assistance to customers picking up left notice mail.
5. Institute Lobby Director Program.  
See Section V and VI.

## **V. STRATEGY**

Implement the Lobby Director Program by placing a friendly, knowledgeable, uniformed clerk in the lobby to greet customers, and provide information to assist them in obtaining the services they need. The clerk prepares customers for the expeditious handling of their transactions once they reach the service window.

## **VI. PROGRAM OBJECTIVES**

Add to the tools available to postmasters in achieving the overall retail service objectives. To increase revenue, to improve the Postal Service's public image through better allocation and use of available resources, and to ensure that postal retail services are available and accessible to customers in a timely, efficient manner in an orderly, clean and attractive environment.

To improve the quality of the time customers spend waiting in line by initiating their transactions, answering questions and recommending services before they reach the window.

To set a new standard for customer service by providing customers in larger offices with the type of personal service that is characteristic of small post offices.

## IMPLEMENTATION

## A. LOBBY DIRECTOR DUTIES

Lobby Directors perform the same duties as the clerks behind the counter with the exception of handling money. Directors must be knowledgeable, patient, courteous and neat in appearance. Positioned in front of the counter, they are able to react quickly to the customers' presence and concerns. When the lobby becomes busy, the Lobby Director will perform the following duties:

- o Greet each customer as soon as they see them. Ask, "How can we help you?" and identify the customer's needs.
- o Recommend the services that best meet the customer's needs.
- o If necessary, explain the features and benefits of our services to assist customers in selecting a product or service.
- o Ensure that customers have the necessary forms and that they are properly completed.
- o Check to see if parcels are wrapped properly and help customers wrap packages to meet mailing requirements.
- o Provide packaging products, i.e., padded bags, boxes etc., allowing customers to prepare their mailing before they reach the window.
- o Direct customers to vending machines and to any special service window, such as Stamps Only, Express Mail, or Pick-up.
- o Answer questions.
- o Approve checks
- o Help weigh parcels.
- o Deliver vacation hold and accountable mail to customers in the lobby.
- o Handle inquiries and complaints,
- o Accept changes of address, P.O. box applications and request for vacation holds.

- o Provide any necessary assistance to customers in the lobby.

The director may also open Stamps Only or Express Mail windows and set postage meters.

## B. UNIFORM

The following uniform will be worn to project the polished professional image we want for the Lobby Director:

Blazer	The director is outfitted in a light-weight navy blue blazer.
Warm Weather Option:	Navy blue vest may be substituted for the blazer only in warm weather.
Shirt/Blouse	Standard uniform item in white, blue or gold.
Neckties	Men's navy blue and red necktie. Women's navy blue and red necktie.
Slacks/Skirts	Men wear navy blue slacks. Women wear navy blue skirts/slacks (skirts are preferred).
Shoes	Men and women wear black or navy blue enclosed shoes.
Gold Badge	They wear an attractive gold badge with the Postal Service logo, the title "Lobby Director" and their name below. This is worn in lieu of standard window clerk badge.

This uniform is consistent with the new window clerk uniform as detailed in the notice on page 6 of Postal Bulletin 21771, dated September 6, 1990. The new uniform items should replace the old uniform as soon as possible. Blazers are to be purchased through normal procurement channels using PS Form 7381. For ordering procedures, specifications and suggested sources of supply, contact Gloria Cheek at PEN 268-6963.

## C. EQUIPMENT/SUPPLIES

Directors work from a mobile cart/cabinet, a table or basket and carry all necessary supplies and forms to assist customers in line.

Although a standard mobile cart has not been selected, several divisions have constructed mobile or stationary carts. The approximate size should be 25" long x 18" wide x 42" high. The cart will house a scale and serve as a customer writing and wrapping table. Built-in drawers or cabinets below will store the supplies needed by the director.

Other options being used include:

- o Use of a designated lobby writing table.
- o Small table with drawers positioned at the end of the queue.
- o Parcel slide
- o Rolling stock cabinets.
- o Rolling AV/Utility tables.

We will continue to search for the optimum mobile cart and appreciate any suggestions from the field. In selecting this piece of equipment, unit managers should consider the lobby size and unique characteristics of their office. In any case, the equipment should be in good condition and present a professional appearance.

**LOBBY DIRECTOR  
Supply List**

Letter scale

Scissors

Pens/markers – giveaway at times to promote Express  
Mail/Automation/Philatelic

Paper tape (for registered parcels)

Dauber to wet paper tape

Filament tape (for regular parcels)

Heavy duty stapler (extra staples)

Paper clips

Return receipts (100)

Change of address forms (50)

Customs forms (100 of each)

Express Mail labels (100 of each)

Express Mail containers

    Envelopes (20)

    Boxes and tubes (access to)

Express Mail Convenience Kits (20)

Priority Mail envelopes (20)

Retail Products

    Large envelopes – Clasp type (20)

    Padded bags (20 mixture of sizes)

    Boxes, tubes and cushioning material (access to)

P.O. Box applications (10)

Calendar (reference)

Bad Check List

Zone Chart

**LOBBY DIRECTOR  
Supply List  
continued**

ZIP Code Directory (access to)

Domestic Mail Manual (access to)

International Mail Manual (access to)

Priority, Special Delivery, First Class, X-Stampers as needed

Rate Charts (giveaways)

Consumer Service cards

Promotional brochure giveaways, i.e., Pub. 201, Express Mail, etc.

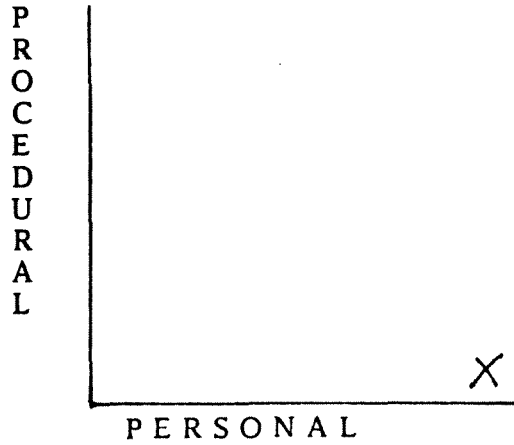
Clipboards (4) to be used as customer writing surface when mobile chart or parcel slide are not used.



## EXERCISES

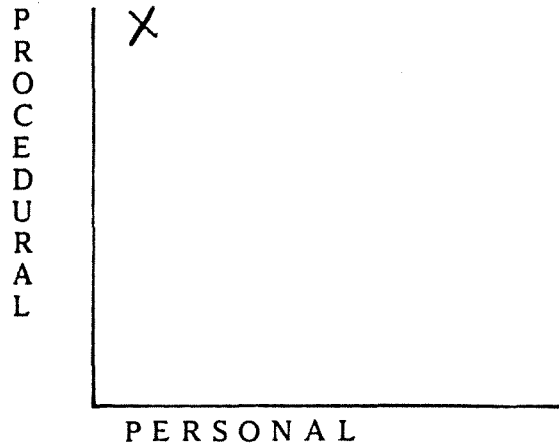
## WHAT IS YOUR CUSTOMERS PERCEPTION OF YOU?

The diagrams below show the procedural and personal dimensions in graphic form. The vertical axis represents the degree of procedural service and the horizontal axis reflects a measure of people skills.



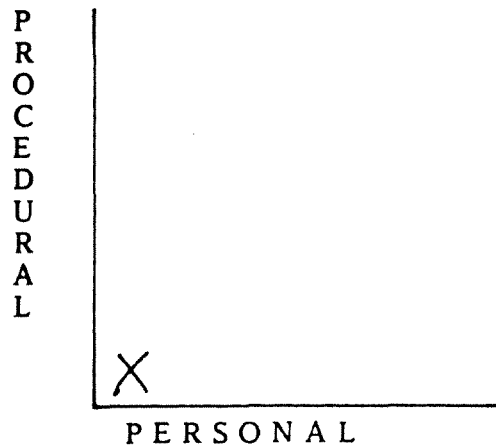
"The good humor Man"

Slow	Friendly
Inconsistent	Personable
Disorganized	Interested
Chaotic	Tactful



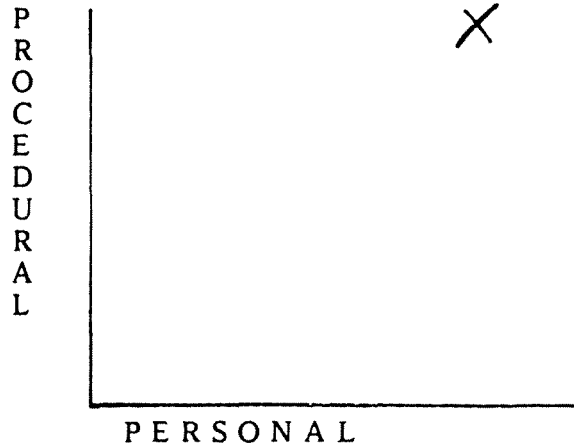
"Take a number"

Timely	Insensitive
Efficient	Apathetic
Uniform	Aloof
Organized	Uninterested



"I don't know and I don't care"

Slow	Insensitive
Inconsistent	Apathetic
Disorganized	Aloof
Chaotic	Uninterested



"Quality Customer Service"

Timely	Friendly
Efficient	Personable
Uniform	Interested
Organized	Tactful

## WHAT IS A CUSTOMER?

A CUSTOMER IS THE MOST IMPORTANT PERSON EVER, IN PERSON, BY MAIL OR BY TELEPHONE.

CUSTOMERS ARE NOT DEPENDENT ON US – WE ARE DEPENDENT ON THEM.

CUSTOMERS ARE NOT INTERRUPTIONS OF OUR WORK, THEY ARE THE PURPOSE OF IT.

WE ARE NOT DOING THEM A FAVOR BY SERVING THEM – THEY ARE DOING US A FAVOR BY GIVING US THE OPPORTUNITY TO SERVE THEM.

CUSTOMERS ARE NOT COLD STATISTICS – THEY ARE FLESH AND BLOOD HUMAN BEINGS WITH FEELINGS AND EMOTIONS LIKE OUR OWN, AND WITH BIASES AND PREJUDICES.

A CUSTOMER IS NOT SOMEONE TO ARGUE OR MATCH WITS WITH, NOBODY EVER WON AN ARGUMENT WITH A CUSTOMER.

## WHO'S THE BOSS?

### THE CUSTOMER

#### CUSTOMER NEEDS AND WANTS!!!

1. The need to feel welcome.
2. The need to feel comfortable.
3. The need to feel important.
4. The need for respect.
5. The need for orderly service.
6. The need for timely service.
7. The need to be understood.
8. The need to be appreciated.
9. The need to be recognized or remembered.
10. The need to receive help or assistance.

This can be summarized into two categories:

1. They want us to be people oriented, caring and empathic.
2. They also want us to be proficient at the skills of our jobs.

## **LOBBY DIRECTOR "QUALITY CUSTOMER SERVICE" RULES.**

1. Give the customer your attention when they walk in your lobby.
2. Show them you are interested in helping them.
3. Express a desire to help them.
4. Demonstrate by your action.

## **POSTURE OF INTEREST**

1. Lean your body ever so slightly toward the speaker.
2. Face the speaker squarely.
3. Maintain an open position.
4. Position yourself at an appropriate distance from the speaker.
5. Look them in the eyes.
6. Smile.
7. Arch your neck forward.
8. Avoid looking at external barriers.
9. Look interested.
10. Nod your head in agreement.

## **THE POWER OF PARAPHRASING**

What is a paraphrase, and how do we use it? A paraphrase is one of the most difficult and least understood listening techniques. It is also a very powerful technique in developing rapport with someone.

The paraphrase is composed of four basic building blocks. They are as follows:

1. It is concise.
2. It reflects only the essentials of the speaker's message.
3. It focuses on the content of the message without the emotions.
4. It is stated in your own words.

## EFFECTIVE COMMUNICATION SELF-EVALUATION

PUT AN "X" IN THE APPROPRIATE SPACE	YES	SOME-TIMES	NO
1. Do you acknowledge the customer's feelings?	_____	_____	_____
2. Do you repeat information to make sure you heard the customer correctly?	_____	_____	_____
3. Do you take notes to help you remember things?	_____	_____	_____
4. Do you tune people out who say things you don't want to hear?	_____	_____	_____
5. Do you allow the speaker to express his negative feelings toward you without becoming defensive?	_____	_____	_____
6. Do you assume the listener knows what you're talking about?	_____	_____	_____
7. Do you consider the emotional state of the person you're talking to?	_____	_____	_____
8. Do you know which words disturb others when you say them?	_____	_____	_____
9. Do you listen to pick up the facts and only the facts?	_____	_____	_____
10. Do you daydream while the speaker is talking?	_____	_____	_____
11. Do you give the appearance of listening when you aren't?	_____	_____	_____
12. Do you dedicate 100% attention to the speaker?	_____	_____	_____
13. Do you form a rebuttal in your head while the speaker is talking?	_____	_____	_____

**EFFECTIVE COMMUNICATION SELF-EVALUATION**

PUT AN "X" IN THE APPROPRIATE SPACE	YES	SOME-TIMES	NO
14. Do you listen to the speaker without judging or criticizing?	_____	_____	_____
15. Do you hear sounds without being distracted?	_____	_____	_____
16. Do you think about how others might react to what you say?	_____	_____	_____
17. Do you say to yourself, "I don't feel like I'm getting through to you?"	_____	_____	_____
18. Do you try to learn something from every customer you talk to?	_____	_____	_____
19. Do you look around the room while the customer is talking to you?	_____	_____	_____
20. Do you fully understand what the customer is concerned about?	_____	_____	_____
21. Do you repeat the mailing address when talking to the customer?	_____	_____	_____
22. Do you repeat the zip code?	_____	_____	_____
23. Do you paraphrase in your own words what the speaker is concerned about?	_____	_____	_____
24. Do you let the customer vent his frustration without interrupting him/her?	_____	_____	_____
25. Can you quickly determine the emotional state of the customer?	_____	_____	_____
26. Can you quickly determine how to respond to that emotion?	_____	_____	_____

SALESMANSHIP FOR LOBBY DIRECTORS

PERSONAL COMMITMENTS

DATE: \_\_\_\_\_

I. I WILL DO A BETTER JOB OF SELLING MYSELF BY:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

II. I WILL DO A BETTER JOB OF SELLING MY COMPANY BY:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

III. I WILL DO A BETTER JOB OF SELLING MY PRODUCTS BY:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

IV. I WILL SHOW I CARE ABOUT THE CUSTOMER BY:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

V. I WILL SHOW I CARE ABOUT MYSELF BY:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



## **CHARACTERISTICS OF PROFESSIONAL SALES PEOPLE**

1. Strong desire to want to help and assist other people.
2. Empathy for other people.
3. Resilience – to bounce back from rejection.
4. Desire to accumulate specialized knowledge.

## **FALSE ASSUMPTIONS ABOUT THE EARS**

1. We assume that listening ability depends largely on intelligence, that bright people listen well and dull people listen poorly. A poor listener is not necessarily a slow person.
2. We assume listening ability is closely related to hearing acuity.
3. We assume that because everyone gets so much practice in everyday situations of listening, training in this skill is unnecessary.
4. We assume that learning to read will automatically teach us to listen.

A teenager said, "My friends listen to what I say, but my parents only hear me talk." Does this help you understand the difference?

## **READING EMOTIONS**

There are five basic emotions a customer can express. If you can determine their emotional state and respond properly, you will be very effective at solving their problem. On the other hand, if you misjudge their emotional state, and respond improperly, troubles may abound. The following is a list of the five basic emotional states.

1. Friendly
2. Natural
3. Emergency
4. Angry
5. Overburdened

Picture a chameleon for just a minute. What is the most significant characteristic of the chameleon? It has the ability to change color, doesn't it? It has the ability to blend into its environment. If the chameleon is on a brown tree for example, it turns brown; if it's on green grass, it turns green; if it's on a multi-colored leaf, it turns a multitude of colors. The chameleon's ability to change color, to blend into its environment keeps the lizard safe from its predators.

Match up each of the emotions customers can express with the appropriate response.

<u>EMOTION</u>	<u>RESPONSE</u>
Friendly	Urgency/reassurance
Natural	Concern
Emergency	Sympathy
Angry	Cheerful
Overburdened	Natural

As a Lobby Director, you will no doubt run into all of these emotions at one time or another. Don't be fooled by thinking that any one of your customers will not feel these emotions while they're with you. They may try to hide their feelings but it is in your best interest to quickly identify, acknowledge and work with your customer as the situation demands.

### HANDLING COMPLAINTS

A mishandled piece of mail, a letter that arrives wet or an Express Mail package that arrives late are some of the common mistakes that make customers angry and us appear unprofessional. Serious as these dissatisfactions are, they are not always the reasons that our image is tarnished. It is the mishandling of the complaint that may finally provoke a customer to say good-bye forever. All of us know that even under the best of circumstances, things can go wrong. As long as we are the one on the firing line, it is our job to set things right.

**RULE # 1....Don't make excuses.**

If there is ever a time to keep your mouth shut, it's when the customer is angry. The professional Lobby Director will approach this situation with the attitude that this is an opportunity to show how good we are. It is a challenge for me to become the hero.

If a doctor cut out your kidney rather than your appendix, would you like to hear his excuses? Will it bring back your kidney? When a customer is angry he is no mood to hear excuses.

RULE #2...Show your sincerity.

If a customer has a complaint about your service, he wants to talk to someone who cares. If you are sincere about his problem, let him know by listening to what he has to say. If you aren't sincere, he will call someone who is, your boss or our competitors.

RULE #3...Never belittle a customer's remark.

Sometimes our first reaction to a customer complaint is: "What's he all excited for, a lot worse things happen everyday"? Maybe that's true, but your customer considers his problem the most important thing to him at that time. That's why you must never belittle his problem. If he feels he has a big problem, you can become a big problem solver for him.

RULE # 4.. The competition is waiting.

Our competition knows as well as we do that nobody's perfect. So they'll be ready to step in and take over the minute we fail to handle a complaint to the complete satisfaction of our customer. Here is a recap of some basic steps to follow to keep them from calling our competition.

1. Be speedy and tactful.
2. Never argue.
3. Set their mind at ease.
4. Reach an equitable decision.
5. Follow through.

## IDEAS FOR THE SUPER LOBBY DIRECTOR

1. Create a customer before making a sale.
2. Never tell customers your problems.
3. Customers buy for their reasons not yours.
4. Act as if the entire company image depends on you, because it does.
5. Sell yourself first and customers will be easy.
6. People love to buy but hate to be sold.
7. Help customers like themselves better and they will love you.
8. Develop an interest in your customers.
9. Remember their names.
10. Recognize them for their accomplishments.
11. Make your customer feel comfortable around you.
12. Let them know you've been thinking about them .
13. Let the customer know what a good deal they are receiving from working with you.
14. Be helpful and offer tips or alternatives.
15. Beware of over-promising.
16. Handle problems at once.

## SELF-AFFIRMATION

I AM FRIENDLY.

I AM KNOWLEDGEABLE.

I AM PROFESSIONAL.

I AM WELL GROOMED AND MY UNIFORM IS IMPRESSIVE.

I HAVE GOOD POSTURE.

I HAVE A POSITIVE ATTITUDE & FRIENDLY MANNERISMS.

I HAVE GOOD HEALTH.

I AM OPTIMISTIC.

I AM ENTHUSIASTIC.

I AM CONFIDENT.

I AM SINCERE.

I AM DETERMINED.

I AM DEPENDABLE.

I HAVE INITIATIVE.

I HAVE IMAGINATION.

I HAVE MENTAL AGILITY.

I HAVE SELF-CONTROL.

I AM MATURE.

I AM THE BEST.

I'M NOT CONCEITED.

I'M CONVINCED ...

## PERCEPTION IS REALITY

It's not what we say,  
but what is heard  
It's not what we show  
but what is seen  
It's not what we mean  
it's what is understood  
Perception is Reality.

"Enthusiasm is the dynamics of your personality. Without it, whatever abilities you may possess lie dormant; and it is safe to say that nearly every person has more latent power than that person ever learns to use. You may have knowledge, sound judgment, good reasoning faculties; but no one—not even yourself,—will know it until you discover how to put your heart into thought and action."

—Dale Carnegie

"God grant me the serenity  
To accept the things I cannot change,  
The courage to change the things I can;  
And the wisdom to know the difference."

--Reinhold Niebuhr

**DO THE NEXT RIGHT THING!**

**IF IT IS TO BE, IT IS UP TO ME!**

## WAYS TO WIN PEOPLE TO YOUR WAY OF THINKING

1. The only way to get the best of an argument is to avoid it.
2. Show respect for the other person's opinions. Never say, "You're wrong."
3. If you are wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Get the other person saying "yes, yes" immediately.
6. Let the other person do a great deal of the talking.
7. Let the other person feel that the idea is his or hers.
8. Try honestly to see things from the other person's point of view.
9. Be sympathetic with the other person's ideas and desires.
10. Appeal to the nobler motives.
11. Dramatize your ideas.
12. Throw down a challenge.

FIRST IMPRESSIONS

ORGANIZATIONS (Positive)

1. \_\_\_\_\_

WHY? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_

WHY? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_

WHY? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



FIRST IMPRESSIONS

ORGANIZATIONS (Negative)

1. \_\_\_\_\_

WHY? \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

WHY? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

WHY? \_\_\_\_\_

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\_\_\_\_\_

The following are some of the ways different situations can be handled. These are suggestions, as every situation is unique just as a Lobby Director's style and the customer's personality are unique.

o **Starting Out.**

Anytime throughout the day, when the need arises, the Lobby Director enters the lobby. Start when the number of customers in line exceeds two times the number of clerks serving. If a line of customers is already forming, get the cart of supplies and start at the beginning of the line and greet each customer one at a time. Smile, and look each customer in the eye as you greet them using phrases such as:

"Good morning, or Good morning Mr/Mrs/Ms (Customer's Name)", if known."

"How are you today?"

"How may we help you today?"

Greet each customer as they come through the door or as you approach them in line. Try to assist each customer in line regardless of whether or not the customer appears to need your assistance. This can be done by asking the customer, "May I check your mail to see if it is prepared so it will be ready to go when you reach the window? That will save you some time!" (Smile as you are speaking to the customer).

The Lobby Director should be well-versed and prepared to give suggestions/recommendations on all the services we offer.

o **Cash Management**

Early in the morning when cash reserves are low, keep track of which clerks have the larger sums of cash so customers are not sent to a window with insufficient change. After finding out what the transaction will be, ask customer, "will you be paying by cash or check". If payment is by cash, ask "What amount will you be tendering?" If the amount to purchase is small and the customer has a twenty dollar bill, advise the customer which window has change available. (Note PB article 5-26-88, "Managing Cash" allows clerk(s) \$100.00 under certain conditions.)

- o **Check Approval**

If a customer is paying by check, the Lobby Director should look at the Check Register (Bad Check List).

One form of identification is necessary. Write it on the check along with your initials. The check will be pre-approved when customer reaches the window.

- o **Registered**

Determine if registered is the type of service needed (many customers don't know the difference between registered and certified). If necessary, explain both services. If the customer is sure that registered is the service they prefer, ask "would you like proof of delivery?" (explain return receipt service). The Lobby Director should ensure that the forms are completed correctly and the item is properly wrapped. If not offer necessary items to fix it.

- o **Certified**

Give the customer the necessary forms and explain the procedures for proper completion.

Make sure that the customer knows the difference between Certified and Registered. Remember: only mail bearing First Class postage may be certified. Check to see if they need proof of delivery (return receipt). Explain the options on the card.

- o **Express Mail (Mailing)**

The Lobby Director may give the customer an Express Mail label and container if necessary so that they may complete the label and prepare the mailing prior to reaching the window. If the customer is uncertain about the proper procedures for completion, the Lobby Director can assist with the preparation.

If the office has a dedicated Express Mail Window customers purchasing Express Mail may go directly to that window without waiting.

If there is no dedicated Express Mail Window, the Lobby Director should assess the line to determine how many customers are waiting to purchase Express Mail. Inobtrusively attempt to get these customers served quickly by setting up a window or opening an Express Window and accepting the mail. This may be done in conjunction with accepting stamps only transactions. Avoid causing bad feelings among other customers.

- o **Express Mail (Pick-Up)**

Just as in handling pick-up notices, the Lobby Director retrieves the item and has the customer sign for it. Check to see if others need to pick-up also.

- o **Parcels**

The Lobby Director should check the customer's parcel for proper packaging, ZIP Code and complete addresses. If the parcel needs correction, he or she may do so in line or on the rolling cart. The Lobby Director can supply any necessary equipment and instructions.

If a customer has to leave the line, the Lobby Director should speak to the person behind them and say, "This customer will be right back, will you please hold his/her place in line? Thank you!"

- o **Insurance**

Ask customer: "How much would you like to insure this for?" Explain options, limits, costs, provide forms, and assist customer in proper completion. Offer proof of delivery (return receipt).

- o **Merchandise Return Service**

Explain to the customer that no insurance is provided. Provide forms and assist the customer in the proper completion.

- o **Stamps Only**

If the office is very busy and a Stamps Only window is not already set-up, the Lobby Director should assess the line to see if several customers would like to purchase only stamps. If necessary the Lobby Directors can open Stamps Only Windows themselves.

The Lobby Director can ask the customers in line, "How many of you would like to purchase stamps only?"

The Lobby Director should not pull stamps only customers out of line and place them in front of other customers. Ask the stamps only customers to remain in line until you determine what arrangements will be made to purchase stamps only. Be alert, and try to balance it so that a customer does not end up being served later than they would have if they had remained in the regular line.

When ready, the Lobby Director can ask "Will the next person in line for stamps only, please come to the counter".

- or -

"Starting with the next customer in line, one person at a time (Please), I'm open for stamps only."

Note: If there are customers who would like to purchase just a few stamps the Lobby Director may suggest they use the vending machines.

1. Make sure the machines are operable, before the suggestion is made.
2. Know exactly what stamps are available in the machine.

o **International Mail**

The Lobby Director should check the International piece to ensure that it is properly addressed. Occasionally foreign customers reverse the FROM and TO addresses.

Check for proper custom forms and packaging.

o **C.O.D. (Mailing)**

Supply the C.O.D. forms, if necessary explain the procedure for completion.

Make certain that the customer understands that he or she must pay the C.O.D. Postage and C.O.D. Fee at the time of mailing the item.

o **C.O.D. (Pick-up)**

If a customer is in line to pick-up a C.O.D. the Lobby Director may accept checks for C.O.D.'s.

Make sure that the check is made payable to the sender of the C.O.D., not to the Postal Service.

If the customer is paying in cash, he or she remains in the line to be served by a window clerk.

Make certain that the customer knows they must:

- Pay back the C.O.D. Postage
- Pay back the C.O.D. Fee
- Pay the cost of the item.

**o Money Orders**

The only assistance the Lobby Director can provide is information on money order fees. Ensure that the customer is planning to pay in cash.

**o Packaging Products**

If a customer informs the Lobby Director that he/she would like to purchase one or more packaging products (padded bags, boxes, etc.) the Lobby Director should give the packaging products to the customers waiting in line.

**o Customer Postage Meters**

Meter Setting procedures may differ from office to office. Many offices have a designated clerk responsible for setting meters. If the urgency demands and time permits, the Lobby Director may set a meter. If you take several meters from customers who normally come back for them, let the customers know when they will be ready.

**o Refunds – Express Mail or Other**

Depending upon the type of transaction the refund is for, the Lobby Director may provide the customer with PS Form 3533 Application for Refund, so they may begin to fill in the necessary information. Check documentation.

The Lobby Director doesn't give refunds. Any customer seeking a refund remains in line (with the proper forms already completed), and waits for the next available window clerk.

If a customer is filing a claim for reimbursement on insured mail, he should remain in line to be served by a window clerk.

- o **Change of Address**

Explain the procedure for completing the form. Check it for proper completion, and make sure the effective date of the move is indicated. Take the card from the customer and make sure that the change of address card is placed in the designated area or given to a supervisor.

- o **Vacation Hold**

Check the Vacation Hold for proper completion. Verify the starting and end dates with the customer.

The Lobby Director can accept the Vacation Hold request; he or she should make sure that the request is placed in the designated area or given to a supervisor.

- o **Weighing Mail**

Have a small scale available for letters. Customers may be able to purchase stamps in vending equipment or stamps only line.

If parcel scale is available, clerk may assist in weighing parcels.

Once stamps have been applied, the Lobby Director can place the item in the appropriate hamper or hand it over to the window clerk who will place it in the designated hamper.

- o **Delivery Notice/Reminder/Receipt PS Form 3849 (Pickup Notice)**

If the Lobby Director notices that several customers have yellow slips, he/she can collect two to four notices at a time.

The Lobby Director should ask the customers to wait in a convenient place in the lobby.

- o **ZIP Code**

A parcel requires a ZIP Code. Advise customers it is a good idea to use it for all other mail too.

Sometimes customers are lost in the ZIP Code Directory, if possible, quickly explain how it is arranged with smaller cities with one code at the beginning of the state and larger cities are subsequently listed alphabetically, then by P.O. Box and street. Familiarize yourself with all the uses of the book and it will help you often.

APPENDICES



**Service consultants shorten lines**

## **PMG Frank praises lobby director program**

*--Los Angeles Postal Spectrum June, 1988*

A lobby improvement program in our Northwest Area station has captured the attention of Postmaster General Anthony Frank.

Since early December, service consultants have been stationed in all 14 of the lobbies in the Northwest Area, assisting customers upon their entrance to the post office.

These clerks, wearing red vests and distinctive badges, greet customers before they reach the windows. They authorize checks, provide information on filling out customs forms, direct customers to Express Mail windows or "Stamps Only" windows and provide information and assistance in many other postal matters.

The program was an instant hit. Area Manager James Smith said he was getting more than 20 complaints per week in his area regarding window service. Now, he doesn't get any!

PMG Frank heard about the service consultants when he was in Los Angeles for the National Postal Forum and his first comment was, "I think I've died and gone to heaven!" When he was out doing news media interviews, Mr. Frank asked if he could visit some stations unannounced to see the service consultants in action.

He was taken to the Village and Barrington Stations and was very impressed with what he saw. He immediately incorporated the innovation into his keynote address to the 1,544 Postal Forum participants and mentioned it in all his media interviews.

The PMG said he is considering national use of what he calls the "Lobby Director Program."

Bicentennial Clerk John Moore, who has been a service consultant since the program started, says customers "are very positive; they really like the

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attention we give them. And we do make the lines shorter." Clerks, like Moore, spend about 70 percent of their time as service consultants and, during less busy hours, go back behind the counters to their original job of window clerk.

And the beauty of the program, as Area Manager Smith points out, is that it doesn't cost us anything. The service consultants are window clerks who work in the lobbies and, by doing so, keep customers happy and move our lines more quickly.

The idea for the program originated with Director of Marketing and Communications Ron Barco with assistance from Division Controller Tony Velardi. It was supported by City Operations Director John Galloway who asked Area Manager Smith to implement it.

The plan is for the other areas of the city to incorporate the program soon with as many as 75 percent of our stations and branches using service consultants by the end of summer.

In the future, this program will be called the "Lobby Director" program.

## BOB LEVEY'S WASHINGTON

THE WASHINGTON POST TUESDAY, DECEMBER 27, 1988

You could have knocked me over with a feather. The scene was the post office in the 1100 block of 19th Street NW, at lunch hour, five days before Christmas. A prescription for sardined humanity? Yes, indeed. The line was about 25 deep when I joined it, with a knowing sigh that said, "Levey, you'll be here for the next 45 minutes."

After about 45 seconds, a woman in a Postal Service blazer came over and asked if she could help me.

"I'd like to buy some stamps," I said.

"Just stamps and nothing else?"

"Just stamps and nothing else."

Whisk went my hefty self, out of line and in front of a clerk named Charles. He cheerfully sold me two rolls of 25s in less than a minute. I was out the door faster than I can recite my nine-digit Zip Code.

Better wipe off your specs, because you may not see these words again for quite a while:

Hooray, Postal Service!

Way to expedite. Way to manage. Way to go.

INSIGHT / DECEMBER 19, 1988

### Helpers Aim to Speed Holiday Postal Lines

The holiday rush is on at the U.S. Postal Service, which estimates that more than 12.9 billion pieces of mail, including more than 2 billion holiday greetings and 70 million holiday packages, will be mailed before the end of the year. To cope with the flood of customers, the Los Angeles division of the Postal Service is sending red-vested window clerks into the lines to handle customer queries and otherwise speed up the sometimes painfully slow process of posting mail.

In addition to answering questions, the specially trained lobby directors, as they are called, guide customers to package pickup areas and assist them in filling out such forms as customs cards for international mailings and address changes before they reach a service window. "We don't have the statistics to back it up, but we know the lines move quicker," says David Mazer, communications manager for the service's Los Angeles division. Mazer measures success by the drop in customer complaints. "In a 12-office test earlier this year, the number of complaints about window service dropped from 25 a month to zero," he says. Now 56 of the 60 post offices in his division operate lobby director programs.

The public may eventually see the red-vested workers nationwide. More than a dozen divisions, from Boston and New York to Phoenix and Portland, Ore., are establishing similar programs, according to Mazer.

# LOBBY DIRECTOR PROGRAM



Amherst Bee December 14, 1988

## Trivia from Bee staffers...

by GEORGE J. MEASER, Bee publisher

● **GOOD SERVICE** — A tip of the Christmas hat also to the staff of the Williamsville branch of the U.S. Post Office.

Waiting time has been reduced for its clients by careful planning and expediting the package service. An experienced window clerk mans a separate portable desk to weigh packages and answer customer questions before the customer reaches the regular postal window. Using this unique system, the window clerk only has to punch the postage tape and collect the monies for the postage.

The system, set up on an experimental basis, has substantially cut the waiting time for postal service. The Williamsville branch is the busiest of the Buffalo sectional center.

## POST OFFICE PROMISES LESS TIME IN LINE

Westmore News May, 1989

Are you tired of waiting in line for 15 minutes only to be told that you were standing in the wrong line? The Port Chester Post Office promises to change that experience with its new Lobby Director program.

The program, part of a Westchester Field Division agenda, is designed to ensure that postal retail services are accessible in a timely and efficient manner.

According to Daniel Kalso, acting superintendent of postal operations at the Port Chester Post Office, the Lobby Director program started in the West Coast postal system to give customers individual attention. "With this program we hope to personalize each transaction as best we can and help in cutting the waiting time," he said.

The program began on Monday, May 15 in Port Chester. Enrico Luchetta, who attended the Postal Education Center in Mount Vernon for training, is the local lobby director.

He will be responsible for directing customers to the proper line for their transaction, helping with the paperwork before they reach the service window and reducing the overall wait time.

Since the program began, customers have been very receptive, Luchetta said. "They liked that they could ask questions before they reached the window."

"The reaction has been very positive," said Port Chester Postmaster Basilio S. Caserta. "Our last name is service and that is what we're giving by endeavoring to reduce our customers' time in line. I'm excited about the Lobby Director program and so are my clerks."



# POSTAL LEADER

May 23, 1989

## Lobby directors point customers in the right direction

The Lobby Director Program, a proven-successful method to reduce lines in larger units, is rolling out nationally this month.

Initiated in the Los Angeles Division in 1987, the program takes an active, customer-oriented approach to lobby management. The message to customers is clear: "We are aware that you are here, and we will do everything possible to serve you as expeditiously as possible."

The goals of the program are carried out by "lobby directors," friendly, knowledgeable uniformed window clerks, ready to assist customers and provide information before the customer reaches the window.

The benefits are clear. Customers

have personal contact with a postal employee as soon as they walk in the door. Lines are cut significantly because lobby directors can pre-certify checks, explain various services, provide forms and direct customers to vending machines.

The directors spend the busiest part of their day assisting customers in line, but when there is less activity in the lobby they step behind the counter as window clerks. They perform virtually the same duties as window clerks, with the exception of money handling. To help achieve a professional and polished image, directors wear special uniforms — blue blazers, blue slacks or skirts, optional red or blue vests, ties and scarves, and a gold

badge.

Gloria Cheek, marketing specialist in the Office of Retail at Headquarters, says 11 divisions have tested the program. Since the test, the program expanded to 34 divisions at more than 300 sites. Decisions on what lobbies will employ the new program will be made at the local level, she says. Eight hours of training designed specifically for lobby directors will be given at division offices.

Cheek says that where the program is introduced, there is a significant decrease in customer complaints, an increase in customer compliments, and improved employee pride and morale.

(continued on page 7)

## Lobby (from page 1)

"It is quite obvious that retail customers appreciate the extra attention we give them," says Bob Pate, manager of station operations at the South Troost Station in Kansas City, MO. "Our lobby directors have received a lot of smiles lately," he says.

# Postal Retail Happenings



## They say it east and say it west: the lobby director program's best

From Los Angeles, CA to Columbia, MD come accolades for the innovative Lobby Director Program, now being implemented on a national basis.

"It's fabulous!" explained Alfred M. Fowler, Postmaster of Columbia, MD.

"It's going nationwide," said Gloria D.R. Cheek, Program Manager, Office of Retail, "in places that meet the criteria."

The Lobby Director Program, which features a distinctively clad facilitator on the customer side of the screenline to assist mailers and speed service, has already been implemented at 300 locations in 34 of the 75 divisions, Cheek said.

Training materials to promote further expansion of the system are now being provided to the field, including a printed overview and a videotape which focuses on the program's advantages from the perspectives of customers, managers and employees.

Divisions are encouraged to implement the Lobby Director Program in offices where, among other criteria:

- Ninety percent of the customers are not served in less than 3.5 minutes.
- The office experiences long lines at peak mailing periods.
- An inordinate number of complaints are received about poor counter service or employee discourtesy.

"After identifying offices where the program should be implemented," Cheek said, "the first thing a division must do is select a coordinator/trainer."

The quality of the person selected for that function will determine whether or not the program is a success, she said.

"The coordinator has to understand retail and have a working knowledge of the operations side of the business," Cheek noted.

"And, most importantly, he or she must be enthusiastic about the Postal Service and the program, and be able to project that enthusiasm to others."

"What we're trying to do with this program," Cheek observed, "is to provide in large post offices the type of personal service that is characteristic of small offices."

"The aim is to set a new standard for customer service." ■

## Los Angeles customer complaints produced lobby director program

The Lobby Director Program grew out of the frustration that Manager James Smith experienced over the large number of complaints received in the Northwest Area of Los Angeles concerning long lines and poor window service.

"It occurred to me that hotels have their concierges and airlines have their expeditors. So why shouldn't we go that way," Smith explained.

"I took the idea to John Galloway, our Director of City Operations, and Ron Barco, Director of Marketing Communications, and they said go for it. Postmaster C.W. King fully endorsed the program.

"So, in November, 1988, we selected Olivia Johnson of Palm Station as our first Lobby Director.

"She did a magnificent job! She made people know we were aware of their presence, we were happy to have them there, and we were going to give them good service while they were there.

"Within hours after implementation, we knew this was the way to go. Ken Boheim was designated city coordinator and we extended the program to 14 stations.

"Today, we have Lobby Directors in all 60 Los Angeles postal units and complaints have dropped to zero" Smith said. ■

## Columbia, MD lobby director program turns customer complaints to praise

Prior to last Christmas, the Columbia, MD post office was receiving many complaints about the quality of retail counter service provided and the waiting time required to get it.

"We implemented the Lobby Director Program and it is absolutely wonderful," said Postmaster Alfred M. Fowler.

"We've gotten at least 200 customer service cards saying how wonderful the program is," he added. "It's fabulous!"

Fowler said the system facilitates things for the window clerks and it "makes the customers feel that we care for them."

"With this program, customers are thoroughly prepared when they reach the window. The Lobby Director finds out what type of service they need, explains their various options, and helps them fill out any necessary forms while they're waiting.

"This saves time at the window and gives the customer a sense of accomplishment while he or she is waiting for service.

"Our Lobby Director is Ann Spiegler and her backup is Tony Brandi," Fowler said. "They are excellent. They love what they're doing, and that's important. For this program to succeed, you've got to have someone as your Lobby Director who's really enthusiastic about the Postal Service."

Fowler said it is vital that the Lobby Director understand that he or she is the Postal Service, as far as those waiting customers are concerned. ■

SUMMARY OF CUSTOMER COMMENTS  
PORTLAND DIVISION

1. Your Lobby Director really helped speed up our trip through the line.
2. Really like the Lobby Director Program.
3. Lobby Director excellent to expedite lines, thanks.
4. The service has been very pleasant and efficient, particularly the Lobby Director Program.
5. "Lobby Director" Program excellent, helps to keep lines moving. Keep it up!
6. Great help by postman stationed in lobby. Time saver for all concerned. Made for a pleasant experience. Young man helpful, kind and friendly to all.
7. Very good, compared to last year.
8. Cheerful Lobby Director, very helpful, clerks helpful.
9. Quick friendly service.
10. Thanks for being open Saturdays. The extra helper in line helped a lot too.
11. The lobby assistance on insurance, etc. really sped things up. Please keep him.
12. Excellent customer service, even with a smile.
13. Jon Gray was scooting folks along, a big help.
14. The best service ever, thank you.
15. I really appreciated having the postal worker helping in the waiting line.
16. The person out in the lobby helping with customer's mailings and labeling was a great help, shows the Post Office Department cares about the public.
17. Lobby package assistance is an excellent idea. This is a superb job under considerable pressure.
18. Excellent organization, i.e., stamps only. We came from \_\_\_\_\_, OR) to Portland (13 miles) because of the attitude of staff here. Please advise personnel. We love it here.
19. Lobby Director Program is a stroke of genius. Director is excellent, helpful, knowledgeable and cheerful. Just what we need. Keep it up!
20. Great idea to have a greeter at the door to speed up service.
21. Fantastic new service. Lobby Director of great service. Friendly attitude.
22. Particularly pleased with Lobby Director who helped me re-box oversized package to Japan. Very helpful. Thanks.
23. Second time I've had the pleasure of your lobby attendant service customers with a cheery "Hello, how may we serve you?"
24. They sure worked hard and efficient so I didn't mind the wait.
25. You have spectacularly good service in this office, everyone should follow your example.
26. Service immensely improved. Thank you.
27. I am very impressed with the speed of service. Also pleased with your concern for customer satisfaction.
28. Lobby Director was helpful and very friendly. I like your new service.
29. My packages were handled efficiently and properly. There was very little waiting. Your people were alert and courteous. Thank you.

**Lobby Director Evaluation**

Post Office: \_\_\_\_\_ Date \_\_\_\_\_ Time \_\_\_\_\_

Lobby Director \_\_\_\_\_ Supv./Manager \_\_\_\_\_

**General Observations**

1. Is the Lobby Director in proper uniform? Is the uniform clean and pressed?
2. Is he/she well groomed?
3. Has the cash drawer been set up?
4. Has the lobby been policed to dispose of any debris customers may have left on writing tables, etc?
5. Are writing tables well-stocked with mailing forms?
6. Does the Lobby Director have a work station that is stocked with all necessary supplies (including retail products) to assist customers in the lobby?
7. Is vending equipment stocked and operational? If the machine is out of order, has a professional out-of-order sign been placed on it, and has the manager or the responsible person been informed?

COMMENTS: - \_\_\_\_\_  
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## Lobby Director Evaluation

### Observations of the Lobby Director in Action

Does the Lobby Director:

1. Quickly (without asking a supervisor) go into the lobby when the number of customers in line exceeds two times the number of clerks serving?
2. Smile and greet each customer?
3. Try to assist each customer in line regardless of whether or not the customer appears to need their assistance?
4. Move down the line to assist customers rather than waiting at the head of the queue?
5. Identify customer mailing needs?
6. Recommend the services that best meet the customer's needs?
7. If necessary, explain the features and benefits of our various services to assist customers in selecting a product or service?
8. Ensure that customers have the necessary forms and that they are properly completed?
9. Check to see if parcels are wrapped properly and help customers wrap packages to meet mailing requirements?

COMMENTS: \_\_\_\_\_

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Lobby Director Evaluation

Observations of the Lobby Director in Action

Does the Lobby Director:

- 10. Provide retail products, i.e., padded bags, boxes etc., allowing customers to prepare their mailing before they reach the window?
- 11. Direct customers to vending machines and to any special service window, such as Stamps Only, Express Mail, or Pick-up?
- 12. Answer questions?
- 13. Approve checks?
- 14. Deliver vacation hold and accountable mail to customers in the lobby.
- 15. Handle inquires and complaints properly?
- 16. Accept changes of address, P.O. Box applications and request for vacation holds?
- 17. Is Lobby Director confident, comfortable, and in control (Customer/Lobby Director interaction)?
- 18. Demonstrate patience and courtesy and respect for our customers?
- 19. Up-sell postal products and services as value-added services to our customers?

COMMENTS: \_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

Lobby Director Evaluation

Observations of the Lobby Director in Action

Does the Lobby Director:

- 20. Close each transaction by thanking the customer or telling them the next step, i.e., "the next available clerk will help you", etc?
- 21. Follow-up, if something remains unresolved, such as a complaint or inquiry?
- 22. Quickly return to serving customers at the window after assisting all the customers in the lobby?

General

- 1. Are substitutes available to relieve the primary director for lunch, breaks and to cover off days and leave?
- 2. Do the director and the clerks work well together as team?

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Recommendations: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Action Taken: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# We Deliver

You know we're gonna be there,  
Don't think twice,  
Service is part of our name.  
It's better to rely than to roll the dice;  
No one else does it the same.  
We're a part of the country,  
A part of your town,  
Faces you see everyday.  
We know what we're doing,  
We got it down,  
We're gonna keep it that way!

We deliver, we deliver,  
Through the rain and the sleet and the snow,  
Like we've always done.  
We deliver, we deliver,  
Because the Eagle flies higher and surer  
than anyone.  
We deliver, we deliver,  
It's the reason you trust us,  
You know that we're gonna come through;  
We're the Postal Service, we deliver for you!

It's part of our tradition to serve you well.  
We're people who give you our best.  
We're a team that's got a mission  
And you can tell we'll never settle for less!

We deliver, we deliver,  
Through the rain and the sleet and the snow,  
Like we've always done.  
We deliver, we deliver,  
Because the Eagle flies higher and surer  
than anyone.  
We deliver, we deliver,  
It's the reason you trust us,  
You know that we're gonna come through;  
We're the Postal Service, we deliver for you!

When your business expands,  
When your family extends,  
When it's Christmas next week,  
When you move,  
When you just want to catch up with friends,

We deliver, we deliver,  
Through the rain and the sleet and the snow,  
Like we've always done.  
We deliver, we deliver,  
Because the Eagle flies higher and surer  
than anyone.

We deliver, we deliver,  
It's the reason you trust us,  
You know that we're gonna come through;  
We're the Postal Service, we deliver for you!

— Original 2½ minute version

