



Retail Operations — Focus on Retail

Handbook PO-208

February 1999

A. Explanation. This is the initial publication of Handbook PO-208. Intended for use by postmasters, managers, and supervisors with retail responsibility, this handbook provides the cornerstone to understanding the policies and procedures for day-to-day retail management. This Handbook is one of the MarketBasket Tools provided by Retail Operations Support. Handbook PO-208 was prepared jointly by both field and headquarters personnel with significant support from Field Retail Operations Group.

B. Distribution

1. **Initial.** This document is being distributed to the field and will be accompanied by training for each district postmaster, manager, and supervisor with retail responsibility.
2. **Additional Copies.** Order additional copies from the Material Distribution Center (MDC) using Form 7380, *MDC Supply Requisition*.

C. Comments

1. Submit questions and comments about the content of this directive in writing to:

RETAIL OPERATIONS SUPPORT
US POSTAL SERVICE
475 L'ENFANT PLAZA SW RM 4347EB
WASHINGTON DC 20260-2242

2. Address suggestions about the organization or language of this directive to:

RETAIL EDITOR
CORPORATE PUBLISHING AND INFORMATION MANAGEMENT
US POSTAL SERVICE
475 L'ENFANT PLAZA SW RM 2800
WASHINGTON DC 20260-1540

D. Effective Date. This handbook is effective February 1999.

A handwritten signature in cursive script that reads "Patricia M. Gibert".

Patricia M. Gibert
Vice President
Retail

Contents

1	Introduction	1
11	Corporate Goals	1
111	USPS Statement of Purpose	1
112	Retail Mission Statement	1
113	CustomerPerfect! Goals	1
12	Retail Diagnostic Tools	1
121	Retail Unit Profile	1
122	Facility Readiness Checklist — Mandatory USPS Postings	10
2	Retail Operations	19
21	The Retail Unit	19
211	Types of Retail Facilities	19
211.1	General	19
211.2	Traditional Post Offices	19
211.3	Stations	19
211.4	Branches	20
211.5	Postal Store	20
211.6	Contract Postal Units (CPUs)	20
211.7	Community Post Offices (CPOs)	20
22	Retail Analysis Program (RAP)	20
221	General	20
222	When To Conduct Surveys	20
223	The Postal Store Retail Analysis Program (PSRAP)	21
224	Workhour/Workload Management	33
224.1	LDC 45: Window Services	33
224.2	LDC 48: Customer Service Duties — Administrative/Miscellaneous	33
23	Government Services	34
231	Introduction	34
232	Services	34
24	Alternative Retail Services	35
241	Introduction	35
242	Contract Postal Units (CPUs) and Community Post Offices (CPOs)	35
242.1	CPUs	35
242.2	CPOs	36
242.3	Administration	36
242.4	Terminating a CPU	37
242.5	Discontinuing a CPO	38

243	Mobile Retail Units	38
244	Other Retail Products and Services	38
25	Stamp Sales	38
251	Stamps on Consignment (SOC)	38
251.1	Accounting Period Responsibilities	39
251.2	Annual Responsibilities	39
252	Stamps by Mail (SBM)	39
252.1	General	39
252.2	Daily Responsibilities	39
252.3	“As-Needed” Responsibilities	40
253	Stamps by Fax (SBF)	45
254	Stamps by Phone	45
255	Stamps by Automated Teller Machine (ATM)	45
256	Stamps by Rural Carrier	45
257	Self Service Vending	45
257.1	Goals	45
257.2	Self Service Vending Checklist	46
257.21	Daily Responsibilities	46
257.22	Accounting Period Responsibilities	46
257.3	How To Attain Our Goals	47
257.31	Educate Customers and Employees	47
257.32	Advertise Self Service Equipment	47
257.33	Place Self Service Equipment in Non-Postal Locations	47
257.34	Re-Deploy Self Service Equipment	47
26	Customer Services	50
261	Post Office Box/Caller Service	50
262	Business Mail Entry (BME)	50
263	Coin-Operated Photocopiers	50
264	Packaging Materials	53
27	Methods of Payment	53
28	Keys to Retail Success	54
3	Management Responsibilities	55
31	Setting and Achieving Retail Goals	55
311	Introduction	55
311.1	Unit Goals	55
311.2	Retail Goals	55
311.3	Performance Monitoring	55
312	Goal 1: Improve Customer Service — Guidelines	56
312.1	Select Best Service Level	56

312.2	Provide Retail Training	56
312.3	Communications	56
313	Goal 2: Increase Postal Revenue — Guidelines	57
313.1	Marketing	57
313.2	Sales Techniques	57
313.3	Tracking Retail AIC Performance	57
313.31	Using AICs	57
313.32	Featured Product of the Week	58
314	Goal 3: Reduce Postal Costs — Guidelines	58
314.1	Eliminating Financial Losses	58
314.2	Seeking Alternative Retail Methods	58
314.3	Staffing	58
314.4	Controlling Workhours	59
32	Responsibilities of Management	59
321	Managing Performance	59
322	Defining Performance	59
323	Recognizing Performance	61
323.1	Recognition for Satisfactory and Outstanding Performance	61
323.2	Recognizing Unsatisfactory Performance	61
324	Attendance Control	62
324.1	Management Responsibilities	62
324.2	Employee Responsibilities	62
325	Uniforms and Shoes	62
325.1	General	62
325.2	Clerks Not Scheduled to Work the Retail Counter	62
325.3	Uniform Allowance	63
326	Personal Appearance	63
327	Behavior and Personal Habits	63
33	Maintaining Safety	64
331	Responsibilities	64
331.1	Management Responsibility	64
331.2	Lost Work Day Injuries (LWDI)	64
331.3	Employee Responsibility	64
332	General Safety Rules	65
34	Maintenance	65
341	Housekeeping	65
342	Building Repairs	66
35	Security	66
351	Mail	66
352	Postal Funds	66
353	Postal Property	66

354	Employee Security	67
355	Lost or Stolen Keys	67
355.1	Inventory	67
355.2	Semi-Annual Survey	67
36	Federal Aviation Security	68
4	Financial Procedures	71
41	Traditional Post Offices	71
411	General	71
411.1	Responsibilities	71
411.2	Accounting Procedures	71
412	Accountbook	72
412.1	Reporting	72
412.2	Recording	72
413	Statement of Account	72
413.1	SFA Offices and Postal Stores	72
413.2	Offices	73
414	Postal Banking	73
414.1	Overview	73
414.2	Deposits — SFA Offices and Postal Stores	73
414.3	Deposits — Non-SFA Offices	74
414.4	Daily Bank Deposit Procedures	74
414.5	Cash Reserve	74
415	Managing Accountability	75
415.1	General	75
415.11	The Unit Reserve/Main Stock	75
415.12	Custodian	75
415.13	Calculating Stamp Stock Limits	75
415.14	Ordering Cycle	76
415.15	Ordering Stamp Stock	76
415.16	Reference Material	77
415.2	Stock Discrepancies	78
415.21	General	78
415.22	Verification	78
415.23	Product Discrepancy	78
415.3	Counts/Examinations	80
415.31	Stamp Credits	80
415.32	Cash Retained	80
415.33	Securing Combinations and Keys	80
416	Trust and Suspense	81

416.1	Trust Funds	81
416.2	Reporting	81
416.3	Trust and Suspense Summary (TASS)	81
417	Opening and Closing Procedures	82
417.1	Opening	82
417.2	Closing	82
418	Revenue Account Identifier Codes	84
419	Recommended Training Courses	85
42	Postal Stores	85
421	Introduction to the "World of Retail"	85
421.1	General	85
421.2	Disclaimer	85
422	Postal Stores	85
422.1	General	85
422.2	Components	86
423	Accountability	86
423.1	Segmented Inventory Accountability	86
423.11	Unit Inventory Assignment	87
423.12	Reporting	87
423.2	Unit (Retail) Accountability Implementation	87
423.21	Pre-Conversion Qualifications/Procedures	87
423.22	Final Clerk Close-out — Transaction Reporting	88
423.23	Final Clerk Close-out — Stock Accountability	88
424	Converting to a Postal Store: Overview	89
425	Security	91
426	Initial Disk Requirements	91
427	Equipment	92
428	AICs and Class Codes of Stamps	92
428.1	General	92
428.2	Standard Keying Unit (SKU) Number and Universal Product Code (UPC)	93
428.3	Item Number Conversion	93
428.4	Products	94
43	Procedures	94
431	Stock Disk Procedure: Unisys and MOS	94
431.1	General	94
431.2	Reporting Procedures	95
431.3	Clerk IRT Disks and Cash Retained	95
431.4	Unisys Stamp Stock Disk: Setup	95
431.41	Unisys IRT Disk Setup	95
431.42	Stamp Stock Setup	96
431.43	Stamp Stock: PS Form 17	96

431.44	Stamp Stock: Stock Received From Supplier	97
431.45	MOS Stamp Stock Disk: Setup	97
431.46	Stamp Stock Disk: Adding and Deleting Records	98
431.47	Stamp Stock Disk: PS Form 17	98
431.48	Stamp Stock Disk: Stock Received from Supplier	99
432	Loose Stock Procedures (Retail Floor Stock)	99
432.1	Defining Loose Stock	99
432.2	Setting Limits	99
432.3	Establishing Individual Quantities	100
432.4	Securing Loose Stock	100
432.41	General	100
432.42	Procedures	100
433	IRT Procedures for the Full Service Retail Window	100
433.1	Clerk Full Service Close-Out	100
433.11	Advance Remittance	100
433.12	Unit Close-Out	101
434	Point of Sale (POS) System	102
434.1	Cash Register	102
434.2	POS Cash Register/IRT: Clerk Close-out	102
434.21	Advance Remittance	102
434.22	Final Remittance	102
434.23	Tender Report	103
435	Unit Close-out	104
435.1	General	104
435.2	Point of Service (POS) ONE	105
435.3	Daily Operations for the Retail Window	105
435.31	Opening Employee	105
435.32	Window Clerks	106
435.33	POS ONE Clerk Close-Out	106
435.4	Cash Count: Clerk Cash Retained (AIC 753)	107
435.5	Stamp Stock Count	107
435.51	Unit Stamp Accountability	107
435.52	Inventory Count	108
435.53	Procedures	108
435.54	Overage	109
435.55	Shortage	109
435.56	Supporting the Claim for Loss	109
435.57	Stock Levels and Limits	110
435.58	Special Notes	110
436	Performing Postal Retail Store Inventory Counts	110
436.1	Examination Procedure	110

436.2	Processing and Double-checking Figures	110
436.3	Defining Shrinkage	111
436.4	Determining Shrinkage: When You're Certain of Your Count	111
437	Finance Control Records	111
5	Unit Performance	129
51	Voice of the Customer — Measuring Quality of Service	129
511	Quality of Service	129
512	Evaluation	129
52	Customer Satisfaction Measurement (CSM) System: Ease of Use (EOU) Index	129
521	General	129
522	CustomerPerfect!	130
523	EOU: Residential	130
523.1	Components	130
523.2	Diagnostic Frequency	130
523.3	Reports	130
523.4	Questions	131
523.5	Improvement Strategies	131
523.51	Staffing and Service Hours	131
523.52	Window Activities and Customer Service	132
523.53	Lobby Activity and Equipment	132
523.54	Service Suggestions	133
523.55	Improving Customer Perceptions	133
524	EOU: Business	133
524.1	Components	133
524.2	Response Categories	134
524.3	Diagnostic Frequency	134
524.4	Results	134
53	Consumer Service Cards	134
531	General	134
532	Local Procedures	134
54	Mystery Shopper	135
541	General	135
541.1	Purpose	135
541.2	Benefits	135
541.3	Retail Unit Proficiency Index (RUP)	136
542	Mystery Shopper Roles and Responsibilities	136
543	Mystery Shopper Coordinator	136
55	Greet, Inquire, Suggest, and Thank ("GIST")	136
551	General	136

56	Measuring Productivity and Proficiencies	138
561	Productivity	138
562	Proficiencies	138
563	Out of Tolerance	138
563.1	Monitoring	139
563.2	Unit Accountability	139
563.3	Scanning Errors	139
564	Unit Performance Indicators	139
564.1	Revenue Efficiency Indicator (REI)	139
564.2	Transaction Efficiency Indicator (TEI)	140
564.3	Hourly Revenue Efficiency Indicator (HREI)	140
564.4	Retail Analysis Program (RAP)	140
564.5	Reports	140
564.51	IRT/POS/Cash Register Reports	140
564.52	Operational Reports	141
564.53	Standard Field Accounting System (SFAS) Reports	141
564.54	Vending Equipment Sales and Service (VESS) Reports	141
564.55	Postal Service Financial Reports (PSFR)	141
564.56	Box Activity Tracking System (BATS) Reports	142
564.57	National Workhour Reporting System/Labor Utilization Reports (NWRS/LURS)	142
564.6	Executive Information System (EIS)	142
6	Customer Focus	144
61	Communications	144
611	Addressing Customer Concerns	144
612	Telephone Courtesy	144
613	Complaint Handling	144
614	Customer Correspondence	145
615	Handling Complaints on Fraud and Unwanted Mail	145
615.1	Mail Fraud	145
615.2	Unwanted Advertising	145
615.3	Undesirable Mail	145
615.4	Sexually Oriented Mail	145
615.5	Unsolicited Merchandise	146
616	Customer-friendly Publications	146
617	Using the Postal Service Web Site	147
617.1	Internet	147
617.2	IntraNet	147
62	Consumer Affairs	148
621	Training	148

622	Claims and Inquiries	148
622.1	Domestic Mail Claims	148
622.2	International Mail Claims	149
622.3	Local Adjudication	149
622.31	Procedures	149
622.32	Approval of Refunds	150
622.33	Payment of Refunds	150
623	PS Forms 4314-A and 4314-C, The Consumer Service Card	150
623.1	General	150
623.2	Procedure	151
623.3	Benefits	151
624	Customer Advisory Councils	151
625	Mail Recovery Centers	152
625.1	General	152
625.2	Mail that Should Not Be Sent to the MRCs	152
625.3	Mail Disposal Procedures	152
625.4	Locations of MRCs	152
626	Customer Satisfaction	153
63	Customer-related Programs	153
631	Service in 5 Minutes or Less	153
632	Mover's Guide	153
633	Commercial Mail Receiving Agency (CMRA)	153
633.1	Start Mail Delivery	153
633.2	End Mail Delivery	154
64	Customer-Related Policies	154
641	Conduct on Postal Property	154
642	Counterfeit or Damaged Money	154
642.1	General	154
642.2	Reporting Procedures	155
642.3	Counterfeit Currency Detection Pens	155
643	Diversity	155
643.1	Special Interest Groups	155
643.2	Point Talk for Diverse Dialects	155
644	Holiday Closings	156
645	Inquiries on Custom and Duty Fees	156
646	Recall of Mail	156
65	Refunds	157
651	Self Service Vending	157
651.1	Local	157
66	Retail Outreach	157
661	Stamp Suggestion Committee	157

662	Postal Shopping	157
662.1	From Home	157
662.2	Alternate Sites	158
7	Lobby Management	159
71	Retail Image	159
711	Introduction	159
712	Lobby	159
713	Service in 5 Minutes or Less	159
714	Signage/Identity	160
714.1	Exterior	160
714.11	Retail	160
714.12	Corporate	160
714.13	Retail Sign Components	160
714.14	Ordering Information	161
714.2	Interior	161
714.21	Interior Stripe	161
714.22	Self Service Area	161
714.23	Credit/Debit/"Next-Station-Please" Counter Sign	161
714.24	Slatwall Signs	161
714.25	Ordering Information	162
714.26	What Not To Do	163
72	Flags	163
721	Introduction	163
722	Prisoners of War/Missing in Action (POW-MIA) Flag	163
723	Administrative Support Manual (ASM) Compliance	164
73	Hours of Service	164
731	General	164
732	Lobby Hours	164
74	Retail Products and Services	165
741	Forms/Labels	165
742	Form Holders	165
743	List of Core Products and Services	166
743.1	Special Services	166
743.2	Stamps/Philatelic Products	166
743.3	Retail Packaging Products	166
743.31	Premium Services	166
743.32	Miscellaneous	167
75	Safety Issues	167
76	Lobby Director	167

761	Program Objective	167
762	Lobby Director Supply List	168
77	Displaying Products, Commemoratives, and Collectibles	168
771	Limited	168
772	Open	169
773	A Clean Store Sells More	169
78	Merchandising Basics	169
781	Selling Merchandise	169
782	Additional Notes	170
782.1	Display Position	170
782.2	Display Tips	170
782.3	Maximize Space	171
783	Product Mix	171
784	Slatwall/Merchandise Standards	171
785	Controlling Inventory	172
786	Approaches to Merchandising	172
786.1	Audio/Visual	172
786.2	Vocal	172
786.3	Sensory	173
786.4	Point of Purchase (POP) Displays	173
786.5	Zone Merchandising	173
787	Point of Purchase (POP) Materials	175
787.1	Menuboard	175
787.2	Duratrans	175
788	Open Merchandising Support	175
788.1	Retail Calendar	175
788.2	Planograms	176
79	Postal Stores/New and Upgraded Facilities	177
791	Standardization Charts	177
8	Equipment	193
81	Customer Service Equipment	193
811	Traditional Post Offices	193
811.1	Associate Office Infrastructure (AOI)	193
811.2	Integrated Retail Terminal (IRT): MOS or Unisys	193
811.3	Credit/Debit Card Acceptance Terminal	193
811.4	Postage Validation Imprinter (PVI)	193
811.5	Money Order Imprinter	194
811.6	Postage Meters	194
811.7	Point of Service (POS) ONE	194

811.71	Overview	194
811.72	IBM and NCR	194
811.73	Network Connectivity	194
811.74	Future Enhancements	195
811.75	Deployment	195
811.76	Retail Site Verification Program (RSVP)	195
811.77	Accounting and Inventory	195
811.78	Training	195
811.79	Retail Data Mart	196
812	Open Merchandise and Postal Store Security	197
812.1	Shrinkage	197
812.11	Employee Theft	197
812.12	Customer Theft	197
812.2	Electronic Article Surveillance (EAS) System: Contractor Checkpoint	197
812.21	Antennas/Gates	198
812.22	Tags/Labels	198
812.221	Tag Placement	198
812.222	Caution	199
812.23	Deactivation	199
812.24	De-tuners	199
812.25	Alarm Triggers	199
812.26	Early Alarms	199
812.27	Exit Alarms	200
812.28	If the Customer Agrees... ..	200
812.29	If the Customer Does Not Agree... ..	200
812.291	The Alarm Log	200
812.292	System Testing and Integrity	201
812.293	Testing Antennas	201
812.294	Testing Deactivators	201
812.295	Summary: Checkpoint (Electronic Article Surveillance)	201
812.3	Primary Cash Register — Point-of-Sale Terminal	201
812.4	Satellite Inventory Terminal	201
82	Scanning Equipment	203
821	Traditional Post Offices	203
821.1	Comprehensive Tracking and Tracing System (CTT)	203
821.2	Delivery Confirmation Scanner	203
821.3	Open Merchandise — Telxon Unit Scanner	203
83	Lobby Equipment	204
831	Copy Machines	204
832	Closed-Circuit Television (CCTV) Camera	204
832.1	General	204

832.2	Postal Unit Responsibility	204
833	Burglar Alarm System	205
834	Postal Lobby Video Network (PLVN)	205
835	Self Service Scales	205
836	Self Service Vending Equipment	205
9	Initiatives	207
91	Revenue and Customer Satisfaction Initiatives	207
911	Introduction	207
912	Celebrate the Century™	207
913	Looney Tunes™	207
914	Commemorative Stamps	207
915	Pictorial Cancellations	208
916	Stock for Promotions or Presentations	208
92	Product Initiatives	209
921	Philatelic Products	209
922	Temporary Stations	209
923	Packaging Products	209
924	PhoneCards™	210
925	Retail Merchandise	210
926	PC Postaget Products	210
926.1	General	210
926.2	Information Based Indicia (IBI)	211
926.21	General	211
926.22	Placement Information	211
926.23	Postage Payment	211
926.3	Sample Information Based Indicia (IBI)	211
926.4	Customer Ease of Use and Benefits of PC Postage	213
93	Program Initiatives: Stampers	213
931	General	213
932	Inquiries	214
94	Service Initiatives	214
941	National Programs	214
941.1	Delivery Confirmation	214
941.2	Post Office Express	214
942	Service in 5 Minutes or Less	215
943	Test Products	215
95	Other Initiatives	215
951	Special Services	215
951.1	When Proof of Mailing Is Required	216

951.11	Certificate of Mailing	216
951.12	Certified Mail	216
951.13	Return Receipt for Merchandise	216
951.14	Registered Mail	216
951.15	Return Receipt	216
951.2	Collect on Delivery (COD)	216
951.3	Insurance	217
951.4	Restricted Delivery	217
951.5	Special Handling	217
951.6	Business Reply Mail	217
951.7	Merchandise Return Service	217
951.8	Postal Money Order	217
952	Alternative Stamp Purchasing Services	217
953	International Special Services	218
953.1	Express Mail International Service (EMS)	218
953.2	Global Priority Mail	218
953.3	International Surface Mail M-bags	218
Appendix A — Telephone Numbers		219
Appendix B — Checklist of USPS References and Sources		221
Appendix C — Glossary		225
Appendix D — Acronyms		237
Index		239

Exhibits

Exhibit 113	
CustomerPerfect! Goals and Subgoals	2
Exhibit 121	
Retail Unit Profile	3
Exhibit 122	
Facility Readiness Checklist	11
Exhibit 222a	
RAP-1	22
Exhibit 222b	
RAP-2	23
Exhibit 222c	
RAP-3	24
Exhibit 222d	
RAP Reference Guide	25
Exhibit 223a	
PSRAP-1A	26
Exhibit 223b	
PSRAP-1B	27
Exhibit 223c	
PSRAP-2C (Cash Register Analysis)	28
Exhibit 223d	
PSRAP-2F (Full Service Counter Analysis)	29
Exhibit 223e	
PSRAP-3	30
Exhibit 223f	
PSRAP Reference Guide	31
Exhibit 252.2a	
Sample Press Release	41
Exhibit 252.2b	
Stamps by Mail Fulfillment Process	42
Exhibit 252.3a	
Sample Customer Letter	43
Exhibit 252.3b	
Sample Customer Survey Questionnaire	44
Exhibit 257.22	
PS Form 8130, Vending Equipment Sales and Service Daily Activity Log	48
Exhibit 263	
Coin-Operated Photocopier Service and Usage Report (from Handbook AS-707E)	51

Exhibit 322a	
Management Retail Responsibilities Review Checklist	60
Exhibit 322b	
Individual Performance Review	61
Exhibit 36	
Form XAS-1, Aviation Security Field Compliance Reviews and Self Audit	69
Exhibit 415.23	
PS Form 8144, Stamp Discrepancy Report	79
Exhibit 416.3	
Four Common Types of Errors	81
Exhibit 417.2	
Financial Procedures Review Checklist	83
Exhibit 437a	
Finance Records Checklist	114
Exhibit 437b	
Bait Money Order Program Control Log	115
Exhibit 437c	
Annual Cross Key Check (Reference: Handbook F-1, 426.2, Step 8)	116
Exhibit 437d	
Key Inventory List (Reference: Handbook F-1, 426.2, Step 8)	117
Exhibit 437e	
Sample Postal Store Audit Form	118
Exhibit 437f	
Modified PS Form 3294	119
Exhibit 437g	
Sample Checkpoint Activity Log	126
Exhibit 437h	
Inventory of Sealed Envelopes 6-Month Inspection (Reference: Handbook F-1, 372.3)	127
Exhibit 437i	
Security Video Tape Log	128
Exhibit 791a	
Standard Lighting Fixtures/Lamps — StorCAD/D V2.0	178
Exhibit 791b	
Standard Finishes from StorCAD/D V.3.0 (issued August 1998)	179
Exhibit 791c	
Sample Lobby Management Review Checklist	187
Exhibit 791d	
Open Merchandising Operations Standards — Checklist	188
Exhibit 812.291	
Alarm Log	202

1 Introduction

11 Corporate Goals

111 **USPS Statement of Purpose**

“To provide every household and business across the United States with the ability to communicate and conduct business with each other and the world through prompt, reliable, secure and economical services for the collection, transmission and delivery of messages and merchandise.”

112 **Retail Mission Statement**

To become a leader in the retail industry by providing the ultimate in retail convenience for our customers, while increasing our core product and growing market share in the new product lines.

113 ***CustomerPerfect!* Goals**

The *CustomerPerfect!* goals and subgoals are shown in Exhibit 113.

12 Retail Diagnostic Tools

121 **Retail Unit Profile**

The Retail Unit Profile (see Exhibit 121) is a tool designed to provide essential information for a specific unit. This tool is an introduction to all aspects of the unit, providing a better means for operating that unit. Regular use of the profile will not only help you to know your operation better, it will provide a means for such information to be made available to anyone coming into the unit.

Note: This sample unit profile should be photocopied first. DO NOT USE THE ORIGINAL. Complete a photocopied profile annually and maintain it in your Handbook PO-208 binder.

Exhibit 113

CustomerPerfect! Goals and Subgoals

Voice of the Customer		
Goal	Subgoals	Indicators
Improve customer satisfaction.	Provide timely delivery.	Percent of First-Class and Priority Mail delivered on time as measured by the External First Class Measurement System (EXFC) Overnight, EXFC 2-3 day, and Priority End-to-End (PETE) targets, respectively.
	Provide consistency.	Selected measures from the Index of Customer Satisfaction Measurement (CSM), which correlate customer experience with consistent delivery time and reliability.
	Provide accurate service.	Selected measurement results that characterize customer experience with misdelivery and damage.
	Make affordable.	A price change versus a Consumer Price Index (CPI) change.
	Provide ease of use.	CSM targets for Composite (all segments), Residential households, Small/large business accounts, Premier accounts, and National accounts.
Voice of the Employee		
Goal	Subgoals	Indicators
Improve employees' and organizational effectiveness.	Employees demonstrate in the workplace the required knowledge of unit goals and performance proficiencies for their assigned work.	Employees are knowledgeable of unit goals and performances. Training received in prescribed curriculum for all levels of employees and proficiency is visible in work processes.
	Anticipate complementary needs and deploy people to meet organizational requirements.	A measurement of the process development.
	Ensure a safe work environment.	The Lost Workday Injury rate.
	Enhance workplace environment to improve relationships with employees.	A measurement of the process development.
Voice of the Business		
Goal	Subgoals	Indicators
Improve financial performance.	Increase revenue from existing or enhanced products and services.	The Economic Value Added (EVA) target for each fiscal year.
	Net income from new products and services.	The determination of a target for each product.
	Control costs through re-engineering, decreasing re-work and cycle time, process management, substituting capital for labor.	Expense reduction indicators in development and achievement of targeted budget expense reductions.
	Control costs by achieving productivity gains.	Total Factor Productivity target and the Labor Productivity target.
	Use pricing as a competitive tool while keeping rate increases below rate of inflation.	A price change versus the CPI.
	Achieve positive equity.	Net income.

Exhibit 121 (p. 1)
Retail Unit Profile

Retail Unit Profile

Date Completed: _____ Completed by: _____

Office: _____ Address: _____

City: _____ State: _____ ZIP: _____ - _____

Finance No.: _____ Standard Field Accounting No.: _____

Phone: _____ Fax: _____

Type of Unit (e.g., MPO, STA/BR, Store, CPU): _____ CAG: _____

Administrative Office: _____

Building

Year Constructed: _____ Last Renovated: _____ Owned or Leased: _____

Able to Expand: Yes No Historical Site: Yes No

Lessor Name: _____ Phone: _____

Lessor Address: _____

Retail

P.O. Box							
Lobby Hours	M	T	W	TH	F	Sat	Sun
Open:	_____	_____	_____	_____	_____	_____	_____
Close:	_____	_____	_____	_____	_____	_____	_____

No. of Retail Windows: _____ No. of IRTs: _____ No. of Point of Sale: _____

No. of Fixed Credits: _____ No. of Cash Registers: _____

Retail Hours	M	T	W	TH	F	Sat	Sun
Open:	_____	_____	_____	_____	_____	_____	_____
Close:	_____	_____	_____	_____	_____	_____	_____

Dedicated Retail Windows (stamps only, parcels, Express, Philatelic stores):

Exhibit 121 (p. 2)

Retail Unit Profile**Customer Special Requests:**

Name:

Phone:

Request:

Staffing

No. of Retail Supervisors: _____

No. of Full-Time Window Clerks: _____ No. of PTFs: _____ No. of PTRs: _____

T-6? Yes No

Schedule: _____

NAME	6A	7	8	9	10	11	12P	1	2	3	4	5	6	7	8

How many custodial hours are dedicated to retail operation? _____

How are they used in relation to the hours of operation?

Meters

Are meters set over the front retail counter?

Yes

No

Do you use the Meter Activity Tracking System (MATS)?

Yes

No

Are postage meters examined at this unit?

Yes

No

Are meters installed and withdrawn at this unit?

Yes

No

Exhibit 121 (p. 3)
Retail Unit Profile

P.O. Boxes

Size	Total No.	Rented
1	_____	_____
2	_____	_____
3	_____	_____
4	_____	_____
5	_____	_____
Total	_____	_____
Total Parcel Lockers	_____	_____

Does the unit use a P.O. Box waiting list? Yes No

Average waiting list (quantity) _____

Any off-site P.O. Box units? Yes No (if yes, where)

Location: _____

Served by clerk or carrier? _____

List of potential sites: _____

Are you using the Box Administration Tracking System (BATS)? Yes No

If so, what software version? _____

Box mail arrival profile: _____

Box mail up time: _____

Exhibit 121 (p. 4)
Retail Unit Profile

Vending

On-Site (PS-53 C or D; PS-22; PBM-2; PBM-2A;
 PBM-6; PBM-7; PCM1625-A or 1625-B;
 PBSM-624; other — please specify)

Average AP Revenue per Machine

_____	_____
_____	_____
_____	_____
_____	_____

Off-Site Vending

Equipment Type	Location	Address	AP Revenue
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

On-Site SSPC Tech? Yes _____ No _____

Name: _____ Schedule: _____ N/S Days: _____

Are consumer vending machine refunds controlled by the SSPC technician,
 supervisor, or T-6? _____

Exhibit 121 (p. 5)
Retail Unit Profile

Other Postal Retail Programs

Stamps on Consignment Agreements

Name/Location/ Phone	Hours of Operation	Contract Replenishment — Amount
_____	_____	_____
_____	_____	_____
_____	_____	_____

Contract Postal Units in Vicinity

Location	Hours of Operation	Annual Revenue
_____	_____	_____
_____	_____	_____
_____	_____	_____

Is there a postage meter in this CPU? Is it leased or provided by the Postal Service?

Review the following to determine your hours of operation.

Local Competition

Name/Location	Hours of Operation
_____	_____
_____	_____
_____	_____

Exhibit 121 (p. 6)
Retail Unit Profile

Budget/Unit Performance

Retail Revenue for	Plan	SPLY	Actual
FY _____	_____	_____	_____
FY _____	_____	_____	_____
Budgeted Hours:			
FY _____			
LDC 38	_____	_____	_____
LDC 40	_____	_____	_____
LDC 44	_____	_____	_____
LDC 45	_____	_____	_____
LDC 46	_____	_____	_____
LDC 47	_____	_____	_____
LDC 48	_____	_____	_____
LDC 80	_____	_____	_____
LDC 94	_____	_____	_____

When was the last Retail Analysis Program (RAP) performed? MO/YR _____

Are RAP study results consistent with staffing profile shown earlier in this profile? Y/N _____

If not, provide proposed staffing as shown on RAP3.

Potential Growth in Area: _____

Comments:

Exhibit 121 (p. 7)

Retail Unit Profile

Major expenditures to the office for the retail operation in FY _____:

Major expenditures anticipated for the retail operation in FY _____:

Comments on retail potential of this unit (include vending, CPU, type of community, traffic flow, revenue growth, etc.):

SECURITY: Stamp Storage — How many security containers do you have? _____

Are they adequate? _____

If you have five or more security containers, consider requesting a vault. Stamped envelope rooms are not authorized for open storage of stamps or money orders. It is adequate for other retail products and stamped envelopes.

122 **Facility Readiness Checklist — Mandatory USPS Postings**

The Facility Readiness Checklist (see Exhibit 122) is a checklist designed to help you identify areas that need attention. All facilities must be properly maintained. Regular use of this checklist provides a means for tracking maintenance resolutions.

Note: This sample checklist should be photocopied first. DO NOT USE THE ORIGINAL. Complete a photocopied checklist quarterly and maintain it in your Handbook PO-208 binder.

Exhibit 122 (p. 1)
Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
PARKING LOT							
Daily	Clean Parking Lot	Clear of all cigarette butts, trash, leaves, debris, and oil spills.			Notify custodial staff or contract locally and place duties in contract.	COB	PM, Supv., Maintenance
Weekly	Adequate Lighting	Lighting adequate to provide safe parking for customers after normal working hours.			PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	7 Days	PM, Mgr., Maintenance
As needed	Car Stops Painted	Visible for safety and appearance.			Contract locally; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Car Stops in Good Condition	No cracks, protruding angle iron, etc.			Contract locally; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Parking Lot Striped	Visible for safety and appearance.			Contract locally; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Adequate Customer Parking	Ample parking available for customer needs and to avoid traffic congestion.			PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Handicapped Parking Identified	Handicapped parking should be in close proximity to customer entrance, clearly marked.			Check with city; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110 or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Traffic Signs in Good Condition	Signs are marked clearly, posted in correct locations, properly installed, rust-free, freshly painted.			Check with city; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance

Exhibit 122 (p. 2)

Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
PARKING LOT (continued)							
As needed	Lot Surface in Good Condition	Cracks and pot holes filled in and repaired.			Contract locally; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Snow and Ice Removal	Will take precedence for customer safety when necessary.			Notify custodial staff or contract locally and place duties in contract.	ASAP	PM, Mgr., Maintenance
GROUNDS							
Daily	Lawn, Mowed and Litter-free	Lawn should be cut to present a good appearance and be free of cigarette butts, trash, leaves, and debris.			Notify custodial staff or contract locally and place duties in contract.	2 Days	PM, Mgr., Maintenance
Weekly	Trees and Shrubs, Trimmed and Attractive	Landscaping should be properly maintained, dead limbs trimmed from trees and shrubs.			Notify custodial staff or contract locally and place duties in contract.	5 Days	PM, Mgr., Maintenance
Weekly	Sidewalks Neatly Edged	Grass trimmed from edge of sidewalk to present a neat and orderly appearance.			Notify custodial staff or contract locally and place duties in contract.	5 Days	PM, Mgr., Maintenance
FRONT WALKS and ADJOINING SIDEWALKS							
Daily	Front Walk Clean	Clear of all cigarette butts, trash, leaves, debris, gum, and spills.			Notify custodial staff or contract locally and place duties in contract.	Close of Business (COB)	PM, Mgr., Maintenance
Weekly	Adequate Lighting	Lighting adequate to provide safe entrance for customers after normal service hours.			PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	2 Days	PM, Mgr., Maintenance
Weekly	Walk Surface in Good Condition	Cracks and pot holes filled in and repaired.			Contract locally; PS Form 4805 completed. Ref: ASM Chapter 5, Handbook MS-110, or contact area maintenance.	15 Days	PM, Mgr., Maintenance
BUILDING FRONT / DOORS / WINDOWS							
Daily	U.S. Flag	Flag ready for display prior to opening for business; untattered, clean, not faded.			Purchase new flag from MDC. Contact VFW, Boy Scouts of America, or American Legion for disposal.	COB	PM, Mgr., Maintenance

Exhibit 122 (p. 3)
Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
BUILDING FRONT / DOORS / WINDOWS (continued)							
Daily	Windows and Doors Clean	Free of smudges, grime and fingerprints; window ledges and door thresholds clear of dirt buildup.			Notify the custodial staff.	COB	PM, Mgr., Maintenance
As needed	Building in Good Repair	Stone, brick and siding in good repair; clear of stains and dirt; paint is not faded or peeling; no broken doors or windows; Push and Pull signs on the door, handles securely fastened.			PS Form 4805 completed; contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	New Corporate Logo Visible	Current corporate logo should be visible and in good condition.			PS Form 4805 completed; contact area maintenance.	30 Days	PM, Mgr., Maintenance
As needed	Handicapped Accessible	Building should have ramps and automatic doors, following ADA guidelines when possible.			PS Form 4805 completed.	6 Months	PM, Mgr., Maintenance
OUTSIDE COLLECTION BOXES							
Daily	Collection Box Pickup Times (Label 55)	Current pickup times should be posted using authorized label that is in good condition.			Label 55B should be in lobby of the post office. Label 55A should be on the outside boxes. For request: Call (712) 642-4030.	2 Days	PM, Mgr., Maintenance
Daily	Aviation Security Label DDD-1	Notice must be posted on each box.			PS Form 4805 completed.	COB	PM, Mgr., Maintenance
Weekly	Collection Boxes Clean and in Good Condition	Boxes should be free of dirt buildup, dent free, freshly painted, free of rust and sharp edges and properly installed and anchored.			Contact local body shop/touch up with spray paint. Buy new box (\$211 + cost of latch and snorkel). PS Form 4805 completed.	30 Days	PM, Mgr., Maintenance
BOX LOBBY							
Daily	Floors and Carpet Clean	Floors and carpets swept, clear of trash, leaves, debris, dirt, mud, and water.			Notify the custodial staff.	COB	PM, Supv., Maintenance
Daily	Floors and Carpet in Good Repair	Damaged floor tiles, linoleum and carpet replaced when necessary.			PS Form 4805 completed.	30 Days	PM, Mgr., Maintenance
Daily	Public Pay Phones	Should be operational and free of fingerprints with a phone book.			Notify the custodial staff. If not working, call the vendor.	COB	PM, Supv., Maintenance

Exhibit 122 (p. 4)

Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
BOX LOBBY (continued)							
Daily	Glass Display Cases	Displays should be organized, clean and free of smudges and fingerprints.			Notify the custodial staff; contact Retail staff or re-stock/change.	COB	PM, Supv., Maintenance
Daily	Tables and Countertops	Properly anchored; clean, smudge-free, neat and organized; no plants, personal belongings, or pictures; broken laminate should be repaired; ink residue should be removed.			Notify the custodial staff.	COB	PM, Supv., Maintenance
Daily	Waste Receptacles	Clean, painted, dent-free with plastic liners; positioned for customer convenience, emptied as needed.			Notify the custodial staff.	ASAP	PM, Supv., Maintenance
Daily	Aviation Security Label DDD-3	Notice must be posted on each box.			PS Form 4805 completed.	COB	PM, Mgr., Maintenance
Weekly	5-Digit ZIP Code Directories	Current National 5-Digit ZIP Code directories in the lobby; no tattered pages or cover.			Order through local supply system or call 800-238-3150 ext 447.	30 Days	PM, Supv., Maintenance
Weekly	State ZIP+4 Directories	Current State ZIP+4 directories in the lobby; no tattered pages or cover.			Complete PS Form 4242 to order or call 800-238-3150 ext 447.	30 Days	PM, Supv., Maintenance
Weekly	Lighting Adequate and Clean	Lighting fixtures should be clean and free of cobwebs; replace all broken parts; globes and bulbs should be of appropriate wattage.			Notify the custodial staff.	COB	PM, Supv., Maintenance
Weekly	Good Slip-Resistant Floor Mats	Mats should be appropriately placed and clean; no frayed ends or corners that could cause a trip hazard.			North American Mat Co., 800-533-2225. Postal Products Unlimited, 800-229-4500. American Supply Co., 800-456-6501. GSA, 800-525-8027.	7 Days	PM, Supv., Maintenance
As needed	Curtains and Blinds	Curtains and Blinds should be neat, clean and stain free.			Notify the custodial staff.	7 Days	PM, Supv., Maintenance
As needed	Postmaster/Manager Nameplates	Should be posted in counter area next to Postmaster/Manager names.			Notify the custodial staff and complete PS Form 7381.	7 Days	PM, Supv., Maintenance
As needed	Days and Hours of Operations	Should be posted near each customer entry way.			Notify the custodial staff and complete PS Form 7381.	7 Days	PM, Supv., Maintenance

Exhibit 122 (p. 5)

Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
BOX LOBBY (continued)							
As needed	Credit Card Advertising	Should be posted near each customer entry way as well as each work station.			Notify the custodial staff and contact Retail Specialist.	7 Days	PM, Supv., Maintenance
As needed	Post Office Box Cut-Off Times	Should be posted near post office box service area, on the wall.			Notify the custodial staff.	7 Days	PM, Supv., Maintenance
As needed	Letter Drop Dispatch Times	Should be posted on wall near the letter drop.			Notify the custodial staff.	7 Days	PM, Supv., Maintenance
As needed	Parcel Drop	Should have aviation security notice posted next to parcel drop.			To order new notices: Call 800-610-8734.	7 Days	PM, Supv., Maintenance
As needed	Walls and Ceiling, Clean and Painted	Walls and ceilings should be free of smudges, cobwebs, and watermarks and should be freshly painted in rice white or dover white with appropriate color accents.			Devoe-2H20P; Pittsburg-2531; Glidden-50YY83/057; Benjamin Moore-969 Base 1; Sherwin Williams-SW1648. Dover or Rice white. Landlords cannot be forced to use these colors.	30 Days	PM, Mgr., Maintenance
As needed	Walls and Ceiling in Good Repair	Cracks, nail holes and ceiling tiles should be replaced or repaired.			PS Form 4805 completed	30 Days	PM, Mgr., Maintenance
FORMS / LABELS / ENVELOPES							
Daily	Forms and Envelope Holders	Should be in good condition, well-stocked with clean forms; holders should not be dusty, cracked or scratched.			Complete PS Form 7381 and order through local office store or Postal Products Unlimited: 800-229-4500.	COB	PM, Supv., Maintenance
Daily	Priority and Express Mail Supplies	All Priority Mail and Express Mail supplies: Envelopes (all sizes), labels, tape, boxes (all sizes); Global Priority Mail Supplies and International Express Mail supplies.			Contact retail staff to restock, change or add pricing. Priority Bbox can be attached to the wall with one side cut out to hold extra boxes with logo already visible.	ASAP	Retail Spec./ Retail Supv.
Daily	Forms, Which Should Be Available	Consumer Service Cards, Insured, Certified and Return Receipts, Movers Guide, Stamps by Fax/Mail and other required items.			Contact retail staff to restock, change or add pricing. Stacking plastic baskets can be used to display forms.	ASAP	Retail Spec./ Retail Supv.

Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
RETAIL PACKAGING PRODUCTS							
Daily	Inventory of Products	ALL SIZES of: Padded Bags, Self-sealed Envelopes, Shipping Boxes, Photo Mailers, Mailing Tubes, Garment Boxes, Audio/Video Cassette Mailers, Various Tapes, Bubble Wrap and Stamp Dispenser.			Contact retail staff about pricing, changes, restocking. Neatly display products and keep an adequate stock on hand.	ASAP	Retail Spec./ Retail Supv.
As needed	Mandatory USPS Postings	POS 7 — Rules/Regulations Governing Conduct on Postal Property POS 76 — Hazardous Materials POS 158 — Possession of Firearms on Postal Property POS 296 — Notice of Reward			Order from supply source (WASC/EASC). These postings must be uniform in size and framed or placed in the Bulletin Board, refer to POM, Section 125.	30 Days	Retail Spec./ Retail Supv.
As needed	Mandatory USPS Postings	Missing and Exploited Children posters and Deadbeat Parent posters			Received in Postal Bulletin.	30 Days	Retail Spec./ Retail Supv.
As needed	Other Postings and Materials	POS 103 — Domestic Postal Rates and Fees PS 3203 — Printed Stamped Envelopes PS 3227 — Stamps By Mail Envelopes PS 3575 — Mover's Guide PS 3576 — Change of Address Request PS 3800 — Receipt for Certified Mail PS 3806 — Receipt for Registered Mail PS 3414 — Consumer Service Card PS 5639 — EMCA Application LAB 106 — Priority Mail Sticker PUB 19 — Mailer Guide PUB 25 — Guide to Bus Mail Preparation PUB 39 — Stamp Coloring Books PUB 201 — Postal Products and Services PUB 225 — Intro. to Stamp Collecting PUB 227 — Prepare and Wrap Packages			Order from supply source (WASC/EASC). These forms are up to the discretion of the Postmaster.	30 Days	Retail Spec./ Retail Supv.

Exhibit 122 (p. 7)
Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
COUNTERLINE							
Daily	Workstations	Clean, well-organized and full stocked with necessary forms and supplies.			Contact the retail staff.	COB	Retail Spec./ Retail Supv.
Weekly	Supplies	Lobby supplies should be readily available, i.e. pens, tape, sponges.			Contact the retail staff.	ASAP	Retail Spec./ Retail Supv.
Weekly	Retail Packaging Products	Packaging products should be easily accessible for window clerk to sell.			Contact the retail staff.	ASAP	Retail Spec./ Retail Supv.
As needed	Baffle Screen	Installed behind the window area to block customer's view of the work room area; screen should be free of clutter to compliment the retail lobby area.			Complete PS Form 4805.	30 Days	PM, Mgr., Maintenance
WINDOW CLERK							
Daily	Appearance	Wearing complete official neat and clean, wrinkle-free uniform, with legible name badge; employee should be well groomed.			Discuss with the employee.	ASAP	PM, Supv., Retail
SELF SERVICE							
Daily	Self Service Vending Equipment	Operational and properly stocked; clean and current product available.			Contact the responsible employee or SSPC Tech.	ASAP	PM, Supv., Retail
Daily	Lobby Scale	Operational and clean; current Domestic and International rates are posted or available through the scale.			Notify custodial staff and complete PS Form 4805 for repair.	COB	PM, Supv., Retail/Retail Specialist
Daily	Coin-Operated Lobby Copier	Operational and clean; should be stocked with paper and have clear operating instructions, and fees should be posted.			Review agreement with the company or contact their representative.	See Agreement	PM, Supv., Retail/Mgr., Maintenance
Weekly	Weighing and Rating Unit (WRU)	Operational and customer receipt roll is functional and replaced as needed.			Screen malfunction: unplug from the wall.	COB	PM, Supv., Retail, Maintenance
As needed	Post Office Boxes	Clean; Box number clearly and uniformly marked; numbers professionally printed and not handwritten or taped.			Contact Procurement Office for replacement; complete PS Form 7381.	30 Days	PM, Mgr., Maint/ Procurement

Exhibit 122 (p. 8)
Facility Readiness Checklist

Frequency	Description	Criteria	Y/N	Assessment	Action/By	Resolution	Follow-up
MERCHANDISING							
Daily	Retail Packaging Products	Product displayed and stocked as open merchandising whenever possible, with prices clearly and professionally marked.			Notify responsible employee.	7 Days	PM, Supv., Retail/Retail Specialist
Weekly	Current Promotions	Seasonal or special banners, posters and point-of-purchase displays; see Lobby Management.			Notify window clerk. Call toll-free number assigned to the promo to order materials.	ASAP	PM, Supv., Retail/Retail Specialist
Weekly	Ongoing Promotions	Displays should be neat and current. Remove any Point-of-Purchase material that is worn or expired.			Notify responsible employee or call toll-free number in HQ for extras.	ASAP	PM, Supv., Retail/Retail Specialist
Weekly	Posters	Current stamp issue/promo posters should be uniformly displayed in frames — NO TAPED POSTERS — should be removed when promo expires.			Notify responsible employee or call toll-free number in HQ for extras.	7 Days	PM, Supv., Retail/Retail Specialist
Weekly	Philatelic Items	Display mint sets, new stamps issue, stamp folios, current issue of Guide to U.S. Stamps and brochures to encourage stamp collecting.			Contact retail staff to restock, change or add pricing. Place items in open customer view, in a locked display case or a clear acrylic frame.	7 Days	Retail Spec./ Retail Supv.

2 Retail Operations

21 The Retail Unit

211 Types of Retail Facilities

211.1 General

Post offices are established and maintained to ensure that complete postal services are available to all customers in specific areas. Post offices are categorized through a cost ascertainment grouping (CAG), which is based on allowable postal revenue units for the second proceeding fiscal year. A revenue unit is the average amount of revenue per fiscal year from postal rates and fees for 1,000 pieces of originating mail and special service transactions.

- a. CAG A–G: 950 or more revenue units
- b. CAG H–J: at least 190 but fewer than 950 revenue units
- c. CAG K: at least 36 but fewer than 190 revenue units
- d. CAG L: fewer than 36 revenue units.

211.2 Traditional Post Offices

Traditional post offices may have some or all of the following:

- a. Full Service: for selling traditional postal services and postage stamps at a retail window.
- b. Merchandising Area: for displaying a limited amount of self-select items such as stamps, merchandise, and packaging products.
- c. Self Service: for providing complete self service offering a lobby scale, postage vending machines, and letter drops.
- d. Rent-a-box: Post Office boxes which provide an alternate delivery service to our customers.

211.3 Stations

Stations are post offices inside the corporate limits or city carrier delivery area of the city or town where the main post office is located.

211.4 Branches

Branches are outside the corporate limits or city carrier delivery area of the city or town in which the main post office is located.

211.5 Postal Store

The postal store is our newest concept in presenting our products and services to our customers, and is our general standard for all new retail units. The postal store has unit accountability and open merchandising. Open merchandising displays postal products and merchandise, including shrink-wrapped stamps, for customers to self-select and take to a cash wrap, where a clerk completes the sale.

211.6 Contract Postal Units (CPUs)

A contract postal unit (CPU) is a retail unit that is operated for the Postal Service by an individual or company in the private sector in order to provide nearly all retail services to postal customers.

211.7 Community Post Offices (CPOs)

Community post offices (CPOs) are contract units that provide service in small communities where an independent post office has been discontinued. A CPO bears its community's name and ZIP Code as part of a recognized mailing address. For more information, see the *Postal Operations Manual* (POM) 123.

22 Retail Analysis Program (RAP)

221 General

The Retail Analysis Program (RAP) is our primary way to determine the staffing of postal retail facilities. RAP is an operations research and marketing tool that helps local managers make better decisions about staffing to meet customer needs.

RAP surveys can show the need for:

- a. More or fewer personnel.
- b. More efficient scheduling of personnel.
- c. More staff, equipment, or facilities to deal with inadequacies.

222 When To Conduct Surveys

RAP surveys should be conducted every year, and are required to be performed at least once every 5 years. Conduct RAP surveys more frequently on an as-needed basis where there has been a significant change that affects revenues, workload, and/or customers (such as the establishment of a contract postal unit in the service area). This is especially necessary in areas that show growth or decline in population. The manager, Operations

Support, at the district level is responsible for the administration of this program. RAP surveys should not be conducted during traditionally slow (June, July, and August) or traditionally heavy (December holiday season) periods.

Note: If you are proposing major renovations to your facility or a new facility, you must complete a RAP survey as supporting documentation. See sample attachments regarding RAP (Exhibits 222a–d).

223 The Postal Store Retail Analysis Program (PSRAP)

The Postal Store Retail Analysis Program (PSRAP) is another staffing tool for postal store locations. It is very similar to the original RAP program and will provide an accurate method of balancing store workhours with customer flow/workload. As in the post office RAP, the PSRAP is not used to arbitrarily reduce or increase personnel in the postal store. It will show slow or peak periods to help managers adjust staffing during these times. See sample PSRAP forms as Exhibits 223a–f. For more information, see POM 121.

Exhibit 222a
RAP-1

CITY		STATION/BRANCH	WINDOW #	ZIP CODE	DATE	DAY		
Instructions: Record the number of window transactions (III II) in the appropriate columns for each half-hour period. A sale of stamps is one transaction; a sale of stamps and a purchase of a money order are two transactions; acceptance or delivery of two parcels are two transactions; etc. EXCEPTION - record articles from firm books by circling the number of items; example 14.								
HOURS	1ST/3RD CLASS - UNDER 11 OZ. LETTERS, FLATS, SPRs POSTAGE SALES	PRIORITY, PARCELS, MONEY ORDERS	EXPRESS, REGISTERED, C.O.D.	PASSPORTS, METER SETTINGS	BOX RENT	CERTIFIED INSURED SPECIAL SERVICE	MISC. SERVICES	NON-REVENUE SERVICES
<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f</i>	<i>g</i>	<i>h</i>	<i>i</i>
7:00-7:30								
7:30-8:00								
8:00-8:30								
8:30-9:00								
9:00-9:30								
9:30-10:00								
10:00-10:30								
10:30-11:00								
11:00-11:30								
11:30-12:00								
12:00-12:30								
12:30-1:00								
1:00-1:30								
1:30-2:00								
2:00-2:30								
2:30-3:00								
3:00-3:30								
3:30-4:00								
4:00-4:30								
4:30-5:00								
5:00-5:30								
5:30-6:00								
6:00-6:30								
6:30-7:00								
TOTALS								

PS Form RAP-1
Feb 1995

Exhibit 222b
RAP-2

CITY		STATION/BRANCH		ZIP CODE		DAY		DATE				
						MONDAY						
MONDAY INSTRUCTIONS: Add the tally marks for each half-hour period in each column from the RAP-1 form and multiply by the time factor for each column. Enter that number into the correct half-hour period on the RAP-2 Form.												
TOTAL # OF TRANSACTIONS DAILY WALK-IN-REVENUE REVENUE PER TRANSACTION				<table border="1"> <tr> <td>0</td> </tr> <tr> <td>\$0.00</td> </tr> <tr> <td>\$0.00</td> </tr> </table>						0	\$0.00	\$0.00
0												
\$0.00												
\$0.00												
HOURS	(.777)	(1.083)	(1.969)	(5.06)	(2.875)	(1.792)	(1.787)	(1.188)	TOTALS	NUMBER WINDOWS OPEN		
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)		
7:00-7:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
7:30-8:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
8:00-8:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
8:30-9:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
9:00-9:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
9:30-10:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
10:00-10:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
10:30-11:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
11:00-11:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
11:30-12:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
12:00-12:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
12:30-1:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
1:00-1:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
1:30-2:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
2:00-2:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
2:30-3:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
3:00-3:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
3:30-4:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
4:00-4:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
4:30-5:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
5:00-5:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
5:30-6:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
6:00-6:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
6:30-7:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		
TOTALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0		

PS FORM RAP-2, June, 1997

eew/ds @

Exhibit 222c
RAP-3

CITY		STATION/BRANCH			ZIP CODE		Number of Transactions			Walk-in-Revenue			Avg Rev per trans		DATES SURVEYED						
0		0			0		0			\$0.00			\$0.00		1/0/00 through 1/6/00						
INSTRUCTIONS: Enter totals from RAP-2, column j under WORKLOAD and column k under ACTUAL (ACT). Total and divide actual and proposed by 2 to arrive at hours used and hours proposed. Convert WORKLOAD to hours by dividing by 60.																					
Total LDC 45 workload																			0.00		
	MONDAY			TUESDAY			WEDNESDAY			THURSDAY			FRIDAY			SATURDAY			SUNDAY		
	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R
HOURS	T	WORKLOAD	O	T	WORKLOAD	O	T	WORKLOAD	O	T	WORKLOAD	O	T	WORKLOAD	O	T	WORKLOAD	O	T	WORKLOAD	O
7:00-7:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
7:30-8:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
8:00-8:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
8:30-9:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
9:00-9:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
9:30-10:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
10:00-10:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
10:30-11:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
11:00-11:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
11:30-12:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
12:00-12:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
12:30-1:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
1:00-1:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
1:30-2:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
2:00-2:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
2:30-3:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
3:00-3:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
3:30-4:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
4:00-4:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
4:30-5:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
5:00-5:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
5:30-6:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
6:00-6:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
6:30-7:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
WORKLOAD	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
STAFFING ADJUSTMENT		0.0			0.0			0.0			0.0			0.0			0.0			0.0	

PS FORM RAP-3, June, 1997

cen/ds @

Exhibit 222d

RAP Reference Guide

ITEM	COLUMN	ITEM	COLUMN
Advance Deposit (All Classes)	H	Letters (Mailing)	B
Annual Permit Fees (Payment)	H	Library Rate	C
APO Mailings	D	Local Transportation Payments	H
Bill Payments (Phone, Gas, etc.)	H	M-Bags	G
Bird Stamp Sales	B	Meter (Settings, Removal)	E
Book Rate	C	Money Orders – Cash/Filing	C
Bound Printed Matter	C	Money Order – Tracers	H
Box Rentals (All Services)	F	PAL (Parcel Air Lift)	G
Bulk Mail Acceptance	H	Parcel Post (Mailings)	C
Business Reply Delivery	H	Parcel Post (Pickups)	I
Caller Service Fees (Payment)	F	Passports	E
Canceling of letters and flats	I	Permit Imprints	H
Certificate of Mailing	G	Philatelic Sales	B
Certified Letter or Flat (Mailing)	G	Phone Card Sales	B
Certified Letter or Flat (Pick up)	I	Postage Due (All transactions)	H
Change of Address (Acceptance)	I	Postage Sales	B
COD (Mailing)	D	Postal Products	B
COD (Pickup)	H	Post Cards	B
Customs (Mailing)	D	Priority Mailings	C
Customs (Pickup)	H	Priority Mailings – Global	D
Domestic Money Orders	C	PO Box Key	H
Envelopes (Stamped)	B	PVI (Barcode Only)	I
Express Mail Acceptance (All types)	D	Refunds (All Types)	H
Flats (Mailing – 1st or 3rd class)	B	Registered (Mailings)	D
Food Coupons	H	Registered (Pickups)	I
FPO – Mailings	D	Retail Sales	B
Hold Mail (Acceptance, Pickup)	I	Return Receipts	G
Inquiries (All types)	I	SAM (Space Available Mail)	G
Insured (Mailings)	G	Selective Services	H
Insured (Pickups)	I	Special Delivery	G
Insured International Mail	G	Special Handling	G
International Express	D	Stamp Guides	B
International Mailing (letter, package)	D	Trust Entries/Withdraws	H
International Money Order	C	Vending Transactions	H
International Reply Coupon	B	Weight Entry	I
		ZIP Code Directories	B

Exhibit 223a
PSRAP-1A

UNITED STATES POSTAL SERVICE
RETAIL TRANSACTION ANALYSIS
POSTAL STORE TRANSACTION RECORD

CITY		STATION		WINDOW #	REGISTER #			ZIP CODE		DATE		DAY		ALARM LOG
HOURS	CUSTOM ASSIST	POSTAGE SALE			RETAIL PRODUCT			PHILATELIC PRODUCT			MIXED SALE			
	NON-REVENUE	CASH	CHECK	CREDIT	CASH	CHECK	CREDIT	CASH	CHECK	CREDIT	CASH	CHECK	CREDIT	
7:00-7:30														
7:30-8:00														
8:00-8:30														
8:30-9:00														
9:00-9:30														
9:30-10:00														
10:00-10:30														
10:30-11:00														
11:00-11:30														
11:30-NOON														
NOON-12:30p.m.														
12:30-1:00														
1:00-1:30														
1:30-2:00														
2:00-2:30														
2:30-3:00														
3:00-3:30														
3:30-4:00														
4:00-4:30														
4:30-5:00														
5:00-5:30														
5:30-6:00														
6:00-6:30														
6:30-7:00														
TOTALS														

PSRAP-1A
JUNE 1997

Exhibit 223b
PSRAP-1B

UNITED STATES POSTAL SERVICE
RETAIL TRANSACTION ANALYSIS
POSTAL STORE TRANSACTION RECORD

CITY		STATION/BRANCH	WINDOW #	REGISTER #	ZIP CODE	DATE	DAY
HOURS	1ST/3RD CLASS UNDER 11 OZ. LETTERS, FLATS, SPRs (b)	PRIORITY, PARCELS, MONEY ORDERS (c)	EXPRESS, REGISTERED, C.O.D. (d)	PASSPORTS, METER SETTINGS (e)	BOX RENT (f)	CERTIFIED, INSURED, SPECIAL SERVICE (g)	MISC. SERVICES (h)
7:00-7:30							
7:30-8:00							
8:00-8:30							
8:30-9:00							
9:00-9:30							
9:30-10:00							
10:00-10:30							
10:30-11:00							
11:00-11:30							
11:30-NOON							
NOON-12:30 p.m.							
12:30-1:00							
1:00-1:30							
1:30-2:00							
2:00-2:30							
2:30-3:00							
3:00-3:30							
3:30-4:00							
4:00-4:30							
4:30-5:00							
5:00-5:30							
5:30-6:00							
6:00-6:30							
6:30-7:00							
7:00-7:30							
TOTALS							

PSRAP-1B
JUNE 1997

Exhibit 223c
PSRAP-2C (Cash Register Analysis)

CITY				STATION/BRANCH			ZIP CODE		DAY MONDAY				DATE			
TOTAL # OF TRANSACTIONS 0.0				DAILY WALK-IN-REVENUE \$0.00			REVENUE PER TRANSACTION \$0.00									
MONDAY																
HOURS	CUST ASSIST 0.799	POSTAGE SALES (totals)	RETAIL PRODUCTS (totals)	PHILATELIC SALES (totals)	MIXED SALES (totals)	ALARM LOG .973	COLUMN (b) .777	COLUMN (c) 1.083	COLUMN (d) 1.969	COLUMN (e) 5.06	COLUMN (f) 2.875	COLUMN (g) 1.792	COLUMN (h) 1.787	WORK- LOAD TOTALS	# WNDWS OPEN	
7:00-7:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
7:30-8:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
8:00-8:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
8:30-9:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
9:00-9:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
9:30-10:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
10:00-10:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
10:30-11:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
11:00-11:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
11:30-NOON	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
NOON-12:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
12:30-1:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
1:00-1:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
1:30-2:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
2:00-2:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
2:30-3:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
3:00-3:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
3:30-4:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
4:00-4:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
4:30-5:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
5:00-5:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
5:30-6:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
6:00-6:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
6:30-7:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	
TOTALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0	

CASH REGISTER ANALYSIS
PS FORM PSRAP-2C, JUNE 1997

Exhibit 223d
PSRAP-2F (Full Service Counter Analysis)

CITY 0				STATION/BRANCH 0			ZIP CODE 0		DAY MONDAY			DATE 1/0/00			
TOTAL # OF TRANSACTIONS 0.0				DAILY WALK-IN-REVENUE \$0.00				REVENUE PER TRANSACTION \$0.00							
MONDAY															
HOURS	CUST ASSIST 1.188	POSTAGE SALES (totals)	RETAIL PRODUCTS (totals)	PHILATELIC SALES (totals)	MIXED SALES (totals)	ALARM LOG .973	COLUMN (b) .777	COLUMN (c) 1.083	COLUMN (d) 1.969	COLUMN (e) 5.06	COLUMN (f) 2.875	COLUMN (g) 1.792	COLUMN (h) 1.787	WORK- LOAD TOTALS	# WINDWS OPEN
7:00-7:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
7:30-8:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
8:00-8:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
8:30-9:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
9:00-9:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
9:30-10:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
10:00-10:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
10:30-11:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
11:00-11:30 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
11:30-NOON	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
NOON-12:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
12:30-1:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
1:00-1:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
1:30-2:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
2:00-2:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
2:30-3:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
3:00-3:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
3:30-4:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
4:00-4:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
4:30-5:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
5:00-5:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
5:30-6:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
6:00-6:30 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
6:30-7:00 p.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0
TOTALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0

FULL SERVICE COUNTER ANALYSIS
PS FORM PSRAP-2F, JUNE 1997

Exhibit 223e
PSRAP-3

CITY 0	STATION/BRANCH 0			ZIP CODE 0			Number of Transaction 0			Walk-in-Revenue \$0.00			Avg Rev per trans \$0.00			DATES SURVEYED 1/0/00 through 1/5/00					
CASH REGISTER WORKLOAD 0.00 HRS			FULL SERVICE WORKLOAD 0.00 HRS			PSRAP Workload 0.00 HRS															
	MONDAY			UESDAY			WEDNESDAY			THURSDAY			FRIDAY			SATURDAY			SUNDAY		
	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R	A C		P R
HOURS	T	WRKLD	O	T	WRKLD	O	T	WRKLD	O	T	WRKLD	O	T	WRKLD	O	T	WRKLD	O	T	WRKLD	O
7:00-7:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
7:30-8:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
8:00-8:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
8:30-9:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
9:00-9:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
9:30-10:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
10:00-10:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
10:30-11:00 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
11:00-11:30 a.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
11:30-NOON	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
NOON-12:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
12:30-1:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
1:00-1:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
1:30-2:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
2:00-2:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
2:30-3:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
3:00-3:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
3:30-4:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
4:00-4:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
4:30-5:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
5:00-5:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
5:30-6:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
6:00-6:30 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
6:30-7:00 p.m.	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0
TOTAL WORKLOAD	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
STAFFING ADJUSTMENT		0.0			0.0			0.0			0.0			0.0			0.0			0.0	

PS FORM PSRAP-3. JUNE 1997

Exhibit 223f

PSRAP Reference Guide

ITEM	COLUMN	ITEM	COLUMN
ADVANCE DEPOSIT (ALL CLASSES)	PSRAP1B - H	LETTERS (MAILING)	PSRAP1B - B
ANNUAL PERMIT FEES	PSRAP1B - H	LIBRARY RATE	PSRAP1B - C
APO MAILINGS	PSRAP1B - H	LOCAL TRANSPORTATION	PSRAP1B - H
BILL PAYMENTS (PHONE, GAS, ETC.)	PSRAP1B - H	M-BAGS	PSRAP1B - G
BIRD STAMP SALES	PSRAP1A - POSTAGE	METERS (SETTINGS, REMOVAL)	PSRAP1B - E
BOOK RATE	PSRAP1B - C	MONEY ORDERS (BUY/CASH)	PSRAP1B - C
BOUND PRINTED MATTER	PSRAP1B - C	MONEY ORDER TRACER	PSRAP1B - H
BOX RENTALS (ALL SERVICES)	PSRAP1B - F	PAL (PARCEL AIR LIFT)	PSRAP1B - G
BULK MAIL ACCEPTANCE	PSRAP1B - H	PARCEL POST (MAILINGS)	PSRAP1B - C
BUSINESS REPLY DELIVERY	PSRAP1B - H	PARCEL POST (PICKUPS)	PSRAP1A - Non Revenue
CALLER SERVICE FEES (PAYMENT)	PSRAP1B - F	PASSPORT (PROCESSING)	PSRAP1B - E
CANCELING OF LETTERS AND FLATS	PSRAP1A - Non Revenue	PASSPORT (INQUIRIES)	PSRAP1A - Non Revenue
CERTIFICATE OF MAILING	PSRAP1B - G	PERMIT IMPRINTS	PSRAP1B - H
CERTIFIED LTR/FLT (MAILING)	PSRAP1B - G	PHILATELIC SALES	PSRAP1A - PHILATELIC
CERTIFIED LTR/FLT (PICKUP)	PSRAP1A - Non Revenue	PHONE CARDS	PSRAP1A - RETAIL
CHANGE OF ADDRESS (ACCEPTANCE)	PSRAP1A - Non Revenue	POSTAGE SALES	PSRAP1A - POSTAGE
COD (MAILING)	PSRAP1B - D	POSTAGE DUE TRANSACTIONS	PSRAP1B - H
COD (PICKUP)	PSRAP1B - H	POSTAL PRODUCTS	PSRAP1A - RETAIL
CUSTOMS (MAILING)	PSRAP1B - D	POSTAL CARDS - STAMPED	PSRAP1A - POSTAGE
CUSTOMS (PICKUP)	PSRAP1B - H	PRIORITY - GLOBAL	PSRAP1B - D
DOMESTIC MONEY ORDERS	PSRAP1B - C	PRIORITY - DOMESTIC	PSRAP1B - C
ENVELOPES (STAMPED)	PSRAP1A - POSTAGE	PO BOX KEY PURCHASE	PSRAP1B - H
EXPRESS MAIL ACCEPT.(ALL TYPES)	PSRAP1B - D	PVI (BARCODE ONLY)	PSRAP1A - Non Revenue
FAX (CUSTOMER)	PSRAP1B - H	REFUNDS (ALL TYPES)	PSRAP1B - H
FOOD COUPONS	PSRAP1B - H	REGISTERED (MAILINGS)	PSRAP1B - D
FLATS (MAILING - ANY CLASS)	PSRAP1B - B	REGISTERED (PICKUPS)	PSRAP1A - Non Revenue
FPO - (MAILING)	PSRAP1B - D	RETAIL PRODUCT SALES	PSRAP1A - RETAIL
HOLD MAIL (ACEPT./PICKUP)	PSRAP1A - Non Revenue	RETURN RECEIPTS	PSRAP1B - G
INQUIRIES (ALL TYPES)	PSRAP1A - Non Revenue	SAM (SPACE AVAILABLE MAIL)	PSRAP1B - G

ITEM	COLUMN	ITEM	COLUMN
INSURED (MAILINGS)	PSRAP1B - G	SELECTIVE SERVICES	PSRAP1B - H
INSURED (PICKUPS)	PSRAP1A - Non Revenue	SPECIAL DELIVERY	PSRAP1B - G
INTERNATIONAL MAIL (LTR/PACKAGE)	PSRAP1B - D	SPECIAL HANDLING	PSRAP1B - G
INTERNATIONAL EXPRESS	PSRAP1B - D	STAMP GUIDES	PSRAP1A - PHILATELIC
INTERNATIONAL INSURED MAIL	PSRAP1B - G	TRUST FUNDS (ALL TYPES)	PSRAP1B - H
INTERNATIONAL MONEY ORDER	PSRAP1B - C	VENDING TRANSACTIONS	PSRAP1B - H
INTERNATIONAL REPLY COUPON	PSRAP1A - POSTAGE	WEIGHT ENTRY (INQUIRY)	PSRAP1A - Non Revenue
		ZIP CODE DIRECTORIES	PSRAP1A - RETAIL

224 **Workhour/Workload Management**

To maintain your Retail Workhour Budget, you must monitor clock rings and Labor Distribution Code (LDC) usage. Listed below are acceptable duties for LDC 45 and LDC 48. In CAG offices H–L offices only, all nonsupervisory hours used in Customer Service activities are reported in LDC 47.

224.1 **LDC 45: Window Services**

All nonsupervisory hours of employees serving customers at windows, firm callers, general delivery customers, and other activities in support of retail operations.

Duties

1. Set up counter.
2. Serving customers at retail counter.
3. Audits of stamp credits.
4. Advance deposits.
5. Stock requisitioning.
6. Close counter/final PS Form 1412-A.
7. Passport application.

224.2 **LDC 48: Customer Service Duties — Administrative/Miscellaneous**

All nonsupervisory hours of Customer Service employees assigned to dispatch activities, office work, recordkeeping, and miscellaneous retail activities at stations, branches, and associate offices, including stewards duty time, travel time, and meeting time. Also includes nonsupervisory hours used in support of delivery service, such as working postage due, insured, COD, customs, passport processing, and business reply mail; serving the carrier cage, performing markup activities in units other than Computerized Forwarding System (CFS) sites, and other miscellaneous customer service and clerical activities. In addition, includes bulk mail acceptance; PS 1412-A, *Daily Financial Form*, consolidation; and financial activities in facility without a specified staff.

Duties

1. Consolidating unit PS Form 1412-A.
2. Dispatch.
3. Retail consolidated unit (RCU) backup transmission.
4. Scanning Express Mail with CTT scanner.
5. Manual handling and scanning accountables.
6. Express Mail delivery by clerks.
7. General office duties/telephone answering/ordering supplies.
8. Nixies.
9. Post office box maintenance.
10. Opening/closing office.

11. Business reply mail (BRM) PET.
12. Posting BRM/postage due accounts/second notices.
13. Bulk mail.
14. Recording distribution volumes.
15. Claims and inquiries.
16. Copy machine administration.
17. Carrier check-in and -out.
18. Timekeeping.
19. Computerized Forwarding System (CFS) dispatch.
20. Trust fund recordkeeping.
21. Safety/service talks.
22. Collecting mail from mail drops.
23. Verifying periodicals and undeliverable bulk business mail (UBBM).
24. Some vehicle maintenance operations analyst (VOMA) duties.
25. Stamps by Mail/Fax.
26. Periodical verification.
27. Caller Service.

23 Government Services

231 Introduction

The Postal Service offers a variety of services on behalf of other government agencies.

232 Services

Following are some of the services we offer on behalf of other government agencies:

- a. *Bird Stamps* — Federal law requires persons ages 16 and older who hunt migratory birds (ducks and geese, for example) to obtain migratory bird hunting and conservation stamps, commonly known as “duck stamps.” These stamps may not be used for postage. Post offices act as agents of the U.S. Fish and Wildlife Service by selling these stamps. For more information on Bird Stamps and Migratory Bird Stamps (duck stamps), see *Administrative Support Manual* (ASM) 422.4 and Handbook F-1, *Post Office Accounting Procedures*, sections 427, 437.2, 447.2, and 461.
- b. *Burial Flags* — Postmasters at CAG A–J offices and CAG K offices at county seats must cooperate with the Department of Veterans Affairs (VA) when requested to act as depositories for burial flags. On the death of a veteran and in compliance with rules and regulations issued by the VA, a depository must issue a flag to drape the casket. For information on burial flags, see ASM 473.11.

- c. *Passport Acceptance* — The Postal Service, in agreement with the Department of State, assists Passport Services and field Passport Agency Offices in accepting passport applications. Passport Services determines the areas (city, county, or state) where the public needs additional service. The Postal Service determines whether postal facilities in an area are able to help without adversely affecting normal operations.

For more information on passports, see ASM 422.2 or contact your district retail office.

- d. *Selective Service* — For many years, the Postal Service has assisted the Selective Service System (SSS) with its registration effort by providing space in post office lobbies for registration materials. Mail in registration forms should be ordered and made available in the lobby. These forms are no longer “round stamped.”

For information on Selective Service, see POM 172.

24 Alternative Retail Services

241 Introduction

The Postal Service uses various alternative retail services to improve customer service, increase postal revenue, and reduce postal costs.

242 Contract Postal Units (CPUs) and Community Post Offices (CPOs)

242.1 CPUs

A CPU is a postal unit that is a subordinate unit within the service area of a main post office. It is usually located in a store or place of business and is operated by a contractor who accepts mail from the public, sells postage and supplies, and provides selected special services. Request a CPU contract under any of these conditions:

- a. If a newly developed community requires retail services, but does not yet warrant a Postal Service facility.
- b. If current retail units are not able to serve customers efficiently because of either limited space or high customer demand.
- c. If flexibility in service hours is needed.
- d. If only limited retail services are necessary.
- e. If an independent post office has been closed.
- f. If the Postal Service will realize benefits such as service, scheduling, cost, or other benefits from a CPU.
- g. When you identify a need for a CPU, contact the District Retail Office. They are responsible for handling the CPU process for offices in their jurisdiction. They will process all paperwork and be the liaison between

all parties — Administrative Services Office, purchasing and materials service center, and others.

- h. You will need to give the District Retail Office the following information:
 - (1) Proposed location of the CPU (specific geographical boundaries).
 - (2) Proposed hours of operation.
 - (3) Types of operations to be performed.
 - (4) List of potential businesses/contacts for the CPU.
 - (5) Estimated number of customers to be served.
 - (6) Estimated anticipated revenue.

242.2 **CPOs**

CPOs are contract units that provide service in small communities where an independent post office has been discontinued. A CPO bears its community's name and ZIP Code as part of a recognized mailing address.

242.3 **Administration**

When the contract is awarded, the contracting officer must issue a notice of award and appoint a contracting officer's representative (COR). The COR is the Postmaster, Station/Branch, or designee that has jurisdiction over the geographical area in which the CPU/CPO is located. The COR is responsible for all contract administration as described in Chapter 4 of Handbook AS-707F, *Contracting for Contract Postal Units*. Descriptions of these duties follow categorized by frequency:

- a. *Accounting Period.*
 - (1) Check the appearance and operation of the contract unit.
 - (2) Ensure that the USPS signage is posted in the contract unit.
 - (3) Review operating service hours.
 - (4) If the contractor is not providing exclusive service at the window, remind him or her in writing that the contract requires a separate window for postal transactions. If the change is not made within 30 days, advise the COR and contact your District Retail Office. They will work through the purchasing and materials service center to prepare a letter addressing a solution to the problem.
 - (5) Ensure the unit is neat, clean, and meets USPS standards. If not, remind the contractor in writing of the contractual obligation to maintain a neat unit. If the change is not made within 30 days, contact your District Retail Office so they can work through the PSC to prepare a letter addressing a solution to the problem.
 - (6) Ensure that the contractor follows the USPS Aviation Mail Security procedures. If not, remind the contractor in writing of their contractual obligation to comply with these instructions as well as to conduct security audits. If compliance is not made immediately, contact your district retail office so they can work with the Postal Systems Coordinator (PSC) to close the unit.

- (7) Call and spot-check each unit to determine if they are receiving stamp stock and supplies in a timely manner. Verify that they are receiving postal support and are operating within their agreement. If you have concerns, follow-up with the District Retail Office for support.
- b. *Annual.*
- (1) Ensure that an annual financial and operations audit is conducted. Review CPU operating procedures with the contractor. If the unit is not following procedures, assign someone to review the unit immediately.
 - (2) Verify that the CPU has a current copy of the *Contract Postal Unit Operations Guide* (Publication 116) and follows procedures outlined in the guide. If not, order a guide through the material distribution center (MDC) or ask the District Retail Office for a copy.
 - (3) Examine the bond amount to make certain it is adequate and that the bond will not lapse before the next review. If it is not adequate, ensure that the contractor needs as much stock as they are maintaining. If they do not need the stock, arrange for them to return it to the stamp distribution network (SDN) or stamp distribution office (SDO). If the unit requires the amount of stock they are maintaining, advise them that they must increase their bond level to an appropriate amount as determined by the USPS. Send the new bond to the District Retail Office for forwarding to the purchasing and materials service center and the District Accounting Office.
- Note:** On a semi-annual basis, ensure that all operators and clerks in the contract units have received training. If there are any new employees, consult your District Retail Office or postal employee development center for assistance as needed.
- c. *Additional.*
- (1) Be responsive to the needs of the contractor. Make any necessary contacts and calls, and answer questions for operators of contract units.
 - (2) In addition to the annual financial audit, conduct random audits as necessary.
 - (3) If you become aware of any service hours or day changes at a unit, immediately notify the District Retail Office.
 - (4) Submit all requests for contract increases to the District Retail Office.

242.4 Terminating a CPU

Under clause OB-490, Contract Duration and Termination (Contract Postal Unit), either the contracting officer or the contractor may terminate the contract — with 60 days' written notice. If it is necessary to protect the Postal Service's interest, the contracting officer may terminate the contract with only

1 day's written notice. If a CPU has a Postal-owned postage meter, it must be immediately returned to the postal unit and accounted for.

242.5 **Discontinuing a CPO**

To officially discontinue a CPO, contact your district Post Office Review Coordinator. If a CPO has a Postal Service-owned postage meter, it must be immediately returned to the postal unit and accounted for.

For more information on CPUs and CPOs, see Handbook AS-707F, *Contracting for Contract Postal Units*, Handbook PO-101, *Post Office Discontinuance Guide*, and POM 123.

243 **Mobile Retail Units**

For special events, holidays, etc., we provide service by taking the post office to our customers. Most districts have equipment for a mobile retail unit. Contact your District Retail Office for availability. In some areas, mobile units have permanent routes and take postal services to our customers on a daily basis.

244 **Other Retail Products and Services**

In an effort to increase revenue, post offices are now selling a variety of stamp-related retail merchandise. Some of the national initiatives include Celebrate the Century (CTC)[™], Looney Tune[™] products, and a variety of merchandise promotions tied to major stamp releases. Product is shipped from a central fulfillment center, and each office has an account number for ordering additional merchandise. Call-ins need to be made on a weekly basis for maintaining inventory. If you need merchandise and it is not available from the fulfillment center, transfers can be made by calling your District Retail Office. Centrobe — a contract distribution center, is currently managing fulfillment, distribution, and inventory. They can be reached at 1-800-247-4000.

25 **Stamp Sales**

251 **Stamps on Consignment (SOC)**

In the SOC program, the Postal Service distributes First-Class Mail, Express Mail, and Priority Mail postage stamps to retailers for resale to the general public. Consignees are an agent of the Postal Service and can only sell stamps at face value. The Postal Service consigns stamps to retailers for a period of 30 days. The objective of the program is to provide a convenient way for household customers to combine stamp shopping with retail shopping. To meet this objective, postal management solicits local retail chains or postal contractors to provide the service. The District Retail Office is responsible for marketing and implementing the Stamps on Consignment program and for reporting sales of stamps on consignment in AIC 095. For more on SOC, see POM 153. The majority of consignments are managed by

a subcontractor to the USPS. They provide all services including order placement, information requests, and product distribution, as well as handle all problems. Some consignments are handled by post offices; if so, the following procedures should be followed.

251.1 **Accounting Period Responsibilities**

Accounting period responsibilities are as follows:

- a. Use PS Form 8047-X, *Stamps on Consignment Replenishment and Analysis Record*. (Exhibit 153.23 in the POM).
- b. Review how frequently stamps on consignment are replenished.
- c. Check agreements to ensure that stamps are replenished every 30 days. If stamps are not being replenished, advise the agreement holder of the requirements of the contract. If the frequency does not improve, contact the District Retail Office to either change or cancel the agreement.
- d. Verify that proper replenishment requirements (80–120%) and product types are being met.

251.2 **Annual Responsibilities**

Annual responsibilities are as follows:

- a. Post the items available to promote stamp sales.
- b. Provide official decals on registers, doors, and windows to promote stamp sales at the unit. To order decals, contact the MDC office or your District Retail Office.
- c. Make sure that the agreement is current. If the agreement is not current, contact the District Retail Office.
- d. Review the agreement to ensure that stock being consigned is correct.

252 **Stamps by Mail (SBM)**

252.1 **General**

SBM gives businesses and households a convenient, cost-effective way to purchase stamps by mail. To meet this objective, retail managers must increase customer awareness and improve the efficiency of the order fulfillment process. For more information, see the POM 151 and the exhibits at the end of this chapter.

252.2 **Daily Responsibilities**

Daily responsibilities are as follows:

- a. Promote customer accessibility and awareness. (See Exhibit 252.2a)
- b. Set up workstations for filling SBM orders. (See Exhibit 252.2b)
- c. Requisition PS Form 3227, *Stamps by Mail*, PS Form 3227-S, *Stamps by Mail-Spanish*, and PS Form 3227-R, *Stamp Purchase Order (Rural)*, from the appropriate MDC.

- d. Ensure that SBM order forms are pre-addressed to the location of fulfillment.
- e. The forms should be on display in your lobby.
- f. Every Stamp by Mail order filled will include an order form, a Personalized Stamped Envelope order form (PS Form 3203), and a Stamps by Fax (where applicable) order form. To get the forms, contact the local supply office.
- g. Make sure that AIC 094 is used to log revenue for Stamps by Mail.
- h. All orders must be filled within 24 hours after receiving the order.

252.3 **“As-Needed” Responsibilities**

- a. Sample Customer Letter. (Exhibit 252.3a)
- b. Sample Customer Survey Questionnaire. (Exhibit 252.3b)

To increase usage, conduct a full coverage mailing including all deliveries and post office boxes, i.e., before major holidays or quarterly.

Exhibit 252.2a

Sample Press Release**FOR IMMEDIATE RELEASE****Sample Press Release for Stamps by Mail**

Just in time for the holiday season, the U.S. Postal Service is offering a way to avoid crowds. Postmaster (*name*) announced this week that his/her office will be distributing Stamps by Mail order forms during November to residents and businesses throughout (*name of town*).

Under the U.S. Postal Service Stamps by Mail program, customers may purchase a variety of postage stamps in various denominations and quantities just by filling out an order form. The special order form with envelope requires no postage, is preaddressed, and contains clear instructions on how to complete it. To order stamps, the customer simply completes this order form, encloses payment in the form of a check or money order, seals the envelope, and drops it in a mailbox or hands it to the letter carrier. Receipts are available on request. Customers can expect to receive their orders in 2–3 business days.

Stamps by Mail is an excellent service for busy families who have little time for shopping, for senior citizens or handicapped customers who find it difficult to travel, and for customers who simply want to avoid a visit to the post office.

To receive a Stamps by Mail order form or additional information on this program, please call (*the name of the post office*) at (*telephone number*) between (*hours of business*) Monday through Friday.

Postmaster/Manager

Exhibit 252.2b

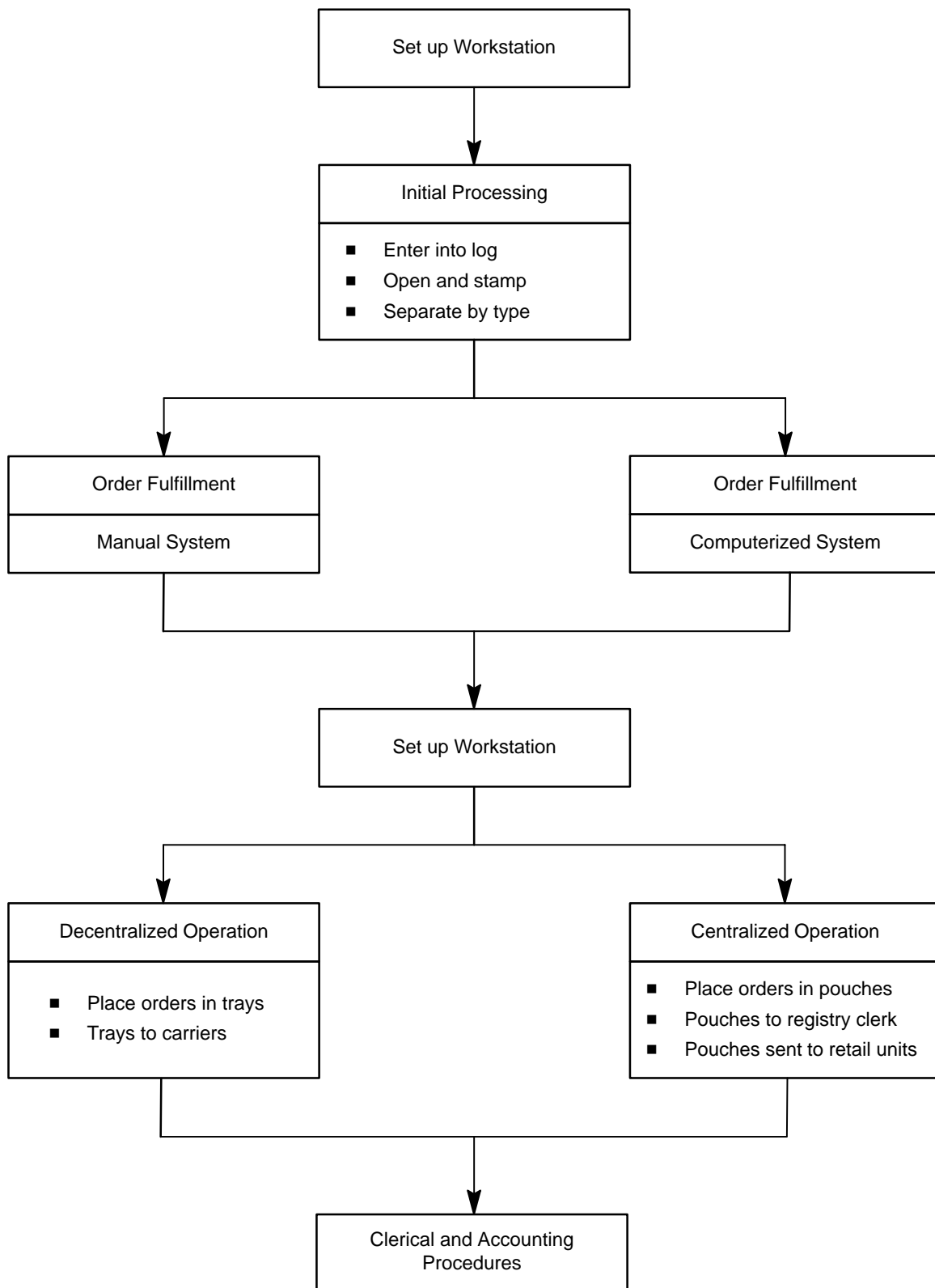
Stamps by Mail Fulfillment Process

Exhibit 252.3a

Sample Customer Letter

United States Postal Service
(Postal Facility)
(City/State/ZIP+4)

Dear Postal Customer:

Thank you for ordering Stamps by Mail. With regard to your order:

1. The stamps we enclosed do not match your order because:

☐ The cost of your order was greater than the amount of your check and we made an adjustment.

☐ The cost of your order was less than the amount of your check and we have enclosed the difference in additional postage.

2. Your order form was returned because:

☐ Your check was not signed.

☐ No check or money order was enclosed.

☐ Other. Explanation:

Please make the necessary correction and return your order form and payment to us. We will process your order promptly.

3. We sincerely apologize for the delay in processing your order. Next time you place a Stamps by Mail order, please help us speed your order by:

We value your business. A new order form is enclosed for your convenience.

Sincerely,

Your Local Postmaster

Exhibit 252.3b

Sample Customer Survey Questionnaire**STAMPS BY MAIL CUSTOMER SURVEY QUESTIONNAIRE**

PLEASE HELP US HELP YOU -- We would like you to complete the following survey about your needs for postal services so that we can serve you better. Return your completed form in the postage-paid, return envelope provided.

1. Is this stamp purchase for: ☐ Personal use? ☐ Company or business use?
2. How did you find out about Stamps by Mail?

<input type="checkbox"/> From a postal employee	<input type="checkbox"/> From a person other than a postal employee
<input type="checkbox"/> Received order form in the mail	<input type="checkbox"/> Picked up order form in the post office lobby
<input type="checkbox"/> Other (Specify): _____	
3. How many days did it take to receive your stamps after you mailed the order? _____
4. How much money do you usually spend each time you buy stamps? **(Please answer both.)**
 At the post office (P.O.): _____ Through Stamps by Mail: _____
5. Why do you purchase Stamps by Mail? **(Check ALL that apply.)**

<input type="checkbox"/> Can't leave home	<input type="checkbox"/> Avoid trip to post office	<input type="checkbox"/> Avoid waiting in line at post office
<input type="checkbox"/> Save time	<input type="checkbox"/> Post office too far away	<input type="checkbox"/> Can't get to post office during normal hours
<input type="checkbox"/> Other (Specify): _____		
6. Will you purchase Stamps by Mail again?

<input type="checkbox"/> Definitely	<input type="checkbox"/> Probably	<input type="checkbox"/> Probably not	<input type="checkbox"/> Definitely not
-------------------------------------	-----------------------------------	---------------------------------------	---
7. How many times did you purchase stamps by each of the following methods over the past year?

Stamps by Mail _____	Post office van _____
Post office window _____	Supermarket _____
Postal Service vending machine _____	Other _____
8. What is your ZIP Code? (Record ZIP Code of business if stamps not for personal use.) _____
9. In which category is your age?

<input type="checkbox"/> Under 18	<input type="checkbox"/> 25-34	<input type="checkbox"/> 45-54	<input type="checkbox"/> 65 or over
<input type="checkbox"/> 18-24	<input type="checkbox"/> 35-44	<input type="checkbox"/> 55-64	
10. In which category was your total household income last year?

<input type="checkbox"/> Under \$15,000	<input type="checkbox"/> \$35,000-\$64,999	<input type="checkbox"/> \$100,000 or over
<input type="checkbox"/> \$15,000-\$34,999	<input type="checkbox"/> \$65,000-\$99,999	
11. Do you have any suggestions to improve the Stamps by Mail program?

Thank you for taking the time to complete this survey!

253 Stamps by Fax (SBF)

Many offices offer this service to their business customers. Two ways of handling this are:

- a. Customers fax their orders for collect on delivery (COD) delivery by their carrier.
- b. Customers fax their orders and arrange for a specified pick-up time.

Log revenue for Stamps by Fax in AIC 094.

For information and guidance, consult your District Retail Office.

254 Stamps by Phone

By calling 1-800-STAMP-24 (782-6724), customers may order stamps and make purchases with VISA[®], MasterCard[®], or Discover[®] credit cards. This toll-free number is available 24 hours a day, 7 days a week. There is a service charge, however, and stamps are delivered by mail in 3–5 business days.

255 Stamps by Automated Teller Machine (ATM)

Customers use this service to purchase stamps at a bank ATM. The bank may receive stamps through a standard Stamps on Consignment contract or purchase them outright from a post office. To participate in the program, a bank or retailer needs to have an ATM, appropriate software, and available canisters. Stamps are sold at face value but the banks are allowed to charge a transaction fee. These consignment contracts have a 30-day float period. The District Retail Office is responsible for this program. Most consignments for ATM stamps are managed by a subcontractor.

256 Stamps by Rural Carrier

Customers who are serviced by rural carriers may order stamps from their carrier by using PS Form 3227R.

257 Self Service Vending**257.1 Goals**

Self Service has three goals:

- a. *Become 98% operational.* Improve equipment maintenance and stock being offered. Develop a streamlined method of stocking the machines. If you need assistance with this, contact your District Retail Office.
- b. *Increase revenue.* Re-deploy equipment not meeting our revenue minimums to different locations. Evaluate machine revenue until we find the “right” location for the “right” machine. This will be handled by the District Retail Office.
- c. Improve both the Customer Satisfaction Measurement (CSM) and Ease of Use (EOU) for our customers.

Meeting the first two goals will improve our CSM and EOU index. If a unit uses the Facilities Readiness Checklist and follows up as recommended, self service vending sales (AIC 096) will increase and be reflected through the Executive Information System (EIS) and the Postal Revenue Activity Report (PRAR).

Note: It is important to establish and maintain separate accountabilities for self service equipment. If you have a self service postal center (SSPC) technician, set up a single accountability and give the SSPC technician a Standard Field Accounting (SFA) number.

257.2 Self Service Vending Checklist

257.21 Daily Responsibilities

- a. Ensure that the equipment is operating and that there are no out-of-service lights or messages. If the equipment is not operating, follow these steps:
 - (1) Affix a Label 6 "Out of Service" sign to the front of the machine. Do not use handwritten signs/labels.
 - (2) Call the vending employee, SSPC Technician, or maintenance for immediate repair.
 - (3) If there is a situation that cannot be resolved, contact the District Retail Office for assistance.
- b. Make sure that the equipment is clean and free of graffiti.
- c. Check electronic message board (where available). Be sure messages are appropriate.
- d. Ensure that current and appropriate items are stocked in the equipment. If equipment is not stocked properly, contact an SSPC technician or vending operator to exchange stock. Advise the employee to consult the national quarterly vending product report from Headquarters for a list of available stock (distributed to the field by quarterly *Postal Bulletin* articles).

Follow-up is the key to achieving the 98% goal. If you are not receiving timely action when problems arise, contact your District Retail Office for assistance.

257.22 Accounting Period Responsibilities

Review the equipment's performance to see if it is meeting required minimum revenues.

- a. Multi-commodity machine (1625A or 1625B): \$5,000/AP
- b. Booklet/coil combination machine (PBSM-624): \$2,130/AP
- c. Booklet machine (PBM2, PBM2A, PBM6 or PBM-7): \$550/AP
- d. Coil machine (PS-22 or PS-53C or D): \$500/AP

At the end of each AP, immediately submit PS Form 8130, *Vending Equipment Sales and Service, Daily Activity Log* (VESS Report) (Exhibit 257.22), to the District Retail Office. Be sure that VESS reports are completed accurately, including revenue, workhours, out-of-service days with

reason, and mileage (if you drive to a site to service equipment). The District Retail Office will analyze these reports to be sure minimums are being met.

257.3 **How To Attain Our Goals**

257.31 **Educate Customers and Employees**

The SSPC technician, vending operator, or designee needs to educate customers and employees to:

- a. Show customers how to operate equipment.
- b. Teach employees how to help customers with the self-service equipment.

257.32 **Advertise Self Service Equipment**

To make customers aware of the self service area in the lobby:

- a. Deliver flyers in post office boxes .
- b. Mail flyers to customers.

If self service equipment is installed, the lobby should be open 24 hours, if possible, for customer convenience.

257.33 **Place Self Service Equipment in Non-Postal Locations**

Placing self service vending in “other people’s” businesses can be a good way to increase revenue and provide customer service. Selected locations must show return on investment. Contact the District Retail Office for assistance. PS Form 8185, *Vending Equipment License Agreement*, is the required form.

257.34 **Re-Deploy Self Service Equipment**

The District Retail Office will review revenue reports. If revenue does not reach plan in 3–6 accounting periods, the following action will be taken:

- a. Put equipment on a list for re-deployment.
- b. Advise any office where changes will be made.
- c. A typewritten or computer-generated notice, approved through the District Retail Office, should be posted in the lobby informing customers 30 days before removing the equipment.
- d. Complete PS Form 4805, *Maintenance Work Order*, and move the equipment to a better location.

If there is a reason to retain the equipment, talk to your District Retail Office.

Exhibit 257.22 (p. 1)
PS Form 8130, Vending Equipment Sales and Service Daily Activity Log



**Vending Equipment Sales and Service
 Daily Activity Log**
(See Instructions on Reverse)

AP	FY
----	----

Location Information				Servicing Employee Information				AP Totals											
ZIP + 4		Servicing Employee Name		Servicing Employee ID Number		AP Total Office Workhours/Mins.		Miles Driven											
Location Name		Type Code	Work Address		Commercial Number ()		AP Total Service Workhours/Mins.												
Street Address		City and State		Check One <input type="checkbox"/> Postmaster <input type="checkbox"/> SSPC Tech. <input type="checkbox"/> Supervisor <input type="checkbox"/> Clerk <input type="checkbox"/> Other:		AP Travel Time (Hours/Mins.)		Misc. Cost											
City and State		ZIP + 4				AP Total OT Workhours/Mins.													
Machine Serial #:				Model Code:				Model Name/Type:				<input type="checkbox"/> Add <input type="checkbox"/> Delete							
a. Service Date																			
b. Office	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
c. Service	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
d. Overtime	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
e. Revenue																			
f. Transactions (See Reverse)																			
g. Out-of-Service																			
Machine Serial #:				Model Code:				Model Name/Type:				<input type="checkbox"/> Add <input type="checkbox"/> Delete							
a. Service Date																			
b. Office	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
c. Service	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
d. Overtime	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
e. Revenue																			
f. Transactions (See Reverse)																			
g. Out-of-Service																			
Machine Serial #:				Model Code:				Model Name/Type:				<input type="checkbox"/> Add <input type="checkbox"/> Delete							
a. Service Date																			
b. Office	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
c. Service	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
d. Overtime	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
e. Revenue																			
f. Transactions (See Reverse)																			
g. Out-of-Service																			
Machine Serial #:				Model Code:				Model Name/Type:				<input type="checkbox"/> Add <input type="checkbox"/> Delete							
a. Service Date																			
b. Office	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
c. Service	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
d. Overtime	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:	:
e. Revenue																			
f. Transactions (See Reverse)																			
g. Out-of-Service																			

PS Form 8130, July 1998 (Page 1 of 2)

Exhibit 257.22 (p.2)

PS Form 8130, Vending Equipment Sales and Service Daily Activity Log**INSTRUCTIONS**

Record accounting period (AP) activity for vending equipment on this form. Each employee associated with the vending equipment operation must complete a form detailing the equipment serviced and maintained during the accounting period. All vending equipment related time and costs must be reported.

REPORTING PERIOD

Enter the accounting period and fiscal year for which the information on this completed form represents.

LOCATION INFORMATION

ZIP + 4 Enter the ZIP + 4 for the geographical location where the equipment is located (i.e., if the equipment is installed in a free standing unit in a shopping mall parking lot use the ZIP + 4 assignment for the mall).

NAME Enter a location name that local personnel will recognize when referencing the location.

ADDRESS Enter the street address of the location.

CITY / ST Enter the city / state of the location.

TYPE CODE Enter the two-digit type code from the list below.

TOTAL OFFICE HOURS Enter the sum total of "b" entries here.

TOTAL SERVICE HOURS Enter the sum total of "c" entries here.

TRAVEL TIME Enter the total time spent in transit for this location for the accounting period.

TOTAL O.T. Enter the sum total of OT entries here.

MILES DRIVEN Enter the total mileage charged to this location for the accounting period.

MISC. COST Enter the dollar and cent amount for any rent, utilities, or cleaning supplies used during the accounting period. (i.e., Enter one hundred and twenty-five dollars and thirty-five cents as \$125.35. Enter one hundred and twenty five dollars as \$125.00).

SERVICING EMPLOYEE INFORMATION

I.D. # This number is assigned by the database when the location is established. A new employee will be given the next sequential number by the VESS system database. This number may be determined by contacting the Division VESS program administrator.

NAME Enter the name of servicing employee whose activities are reported on this form.

ADDRESS Enter the street address where servicing employee is domiciled.

CITY / ST Enter the CITY / ST where the servicing employee is domiciled.

ZIP + 4 Enter the ZIP + 4 where the servicing employee is domiciled.

TEL. # List the COMMERCIAL telephone numbers if known.

JOB TITLE Check the appropriate box. If "OTHER" include title and pay level.

MACHINE INFORMATION

MACH. SERIAL # Enter the serial number located on a boiler plate identification tag affixed to the machine.

MODEL CODE Enter the appropriate model code from the list below.

MODEL NAME/TYPE Enter the appropriate model name / type from the list below.

ADD / DELETE Check the appropriate box to add or delete a machine.

a. Enter the service date of service activities.

b. Enter the number of office workhours. Office workhours are workhours are the number of hours and minutes spent counting currency, preparing deposits and stock requisitions, performing accounting functions, auditing, depositing currency, arranging for repair and replacement of failed subassemblies, and providing customer service including reimbursements.

c. Enter the number of service workhours. Service workhours are workhours are the number of hours and minutes spent servicing the equipment by loading stock, collecting cash, replacing modules (troubleshooting), and general housekeeping.

d. Enter the number of overtime hours. Postal overtime pay is a premium pay to eligible employees for work performed after eight paid hours in any one service day or forty paid hours in any one service week.

e. Enter revenue. Revenue is the money collected from the machine on each servicing day. Add all daily entries and place the sum total in the column to the right. (i.e., One hundred twenty-five dollars thirty-five cents should be entered as \$125.35. One hundred twenty-five dollars should be entered as \$125.00).

f. When requested to monitor transactions, enter the total number of transactions generated by the corresponding machine during the accounting period. (Refer to Retail Vending Operational and Marketing Handbook, PO-102 for instructions on monitoring transactions for a particular machine type.)

g. Enter the out-of-service code. The out-of-service code is the four digit code based on the following: the first two digits represent the total number of days a machine is out-of-service. The second two digits are based on the following code table:

01 = VALIDATOR
02 = COIN MECHANISM
03 = CONTROLLER
04 = DISPENSER
05 = ELECTRICAL
06 = OTHER
07 = JAM
08 = JACKPOT
09 = SWITCH
10 = PHYSICAL DAMAGE
11 = RELOCATION

EXAMPLE: 04-03

The first two digits indicate the machine was OUT-OF-SERVICE for four days. The second two digits indicate the primary reason was a defective controller.

NOTE: In the event a machine is inoperative for various reasons on different dates during the accounting period, indicate the OUT-OF-SERVICE code you feel was most predominant in the AP TOTALS column.

AP TOTALS Total rows e thru g, left to right, for each machine listed. Enter the sum in the appropriate AP TOTALS block. (Make entries for items "f" and "g" only when applicable.)

CURRENT EQUIPMENT CODES

MODEL CODE	ITEM NUMBER	MODEL NAME	TYPE
117	V-3504C	PS-53C	SVM
118	V-3504D	PS-53D	SVM
119	V-3504C	PS-53C MOD	SVM
120	V-3510	PS-22	SVM
205	V-1065D	PBM-2	BVM
206	V-1065E	PBM-6	BVM
207	V-1065D	PBM2A	BVM
208	V-1065F	PBM-7	BVM
307	V-3508B	PCM-1625	PCM
308	V-3508C	PCM-1625B	PCM
420	V-7407C	SCC-3	SCC
500	V-	WRU	WRU
601	V-3508D	PBSM-624	BSM

LOCATION TYPE CODES

LOCATION TYPE	CODE
Postal Branch	BR
Postal Main Office	MO
Postal Station	ST
Postal Store	PS
Aviation / Airport	AV
Bank	BK
College	CL
Corporation	CO
Department Store	DS
Gift Shop	GS
Government Location	GL
Hospital	HP
Hotel	HT
Post Office Express	PE
Supermarket	SM
Mall	MA
Misc. / Other	MI
Military Postal	ML

26 Customer Services

261 Post Office Box/Caller Service

Post office box rent and caller fees are high-revenue-generating services. Customers demand a convenient, alternative delivery system—especially business customers who need their mail early in the day. For specific procedures on post office box administration, see the *Domestic Mail Manual* (DMM), Sections D910 and D920, and POM 141.4.

262 Business Mail Entry (BME)

The DMM Quick Service Guide provides basic information on permit imprints and basic mailability for First-Class Mail and Standard Mail (A) and (B). For more details, see DMM Modules M and P.

Be sure that all permit fees are paid annually. Do not accept mailings until permit fees have been paid.

Generally, documentation is required from a mailer when a mailing is presented to the USPS. Documentation provides the following:

- a. Describes the content of the mailing.
- b. Details the volume and postage data.
- c. Substantiates the rate or discount eligibility.
- d. Reports the result of a process (presort, barcoding, etc.).
- e. Supports the claims contained on the postage statement accompanying the mailing.
- f. Allows the USPS to verify its accuracy.

Documentation must be submitted when specified for the rate claimed or postage payment method used. If you have questions on permits, contact the District Mailing Requirements office.

263 Coin-Operated Photocopiers

The Postal Service permits coin-operated photocopying machines for customers to use in the lobby. The machines are owned and maintained by commercial firms, which are selected on a competitive basis. Coin-operated photocopiers provide a valuable service to the public, and also generate revenue for the Postal Service. We receive a portion of the proceeds from these machines. For more information, see Handbook AS-707E, *Contracting for Coin-Operated Photocopiers*, POM 144, and Exhibit 263. If a coin-operated photocopier is not available at a nearby commercial establishment (within 500 feet of your facility), and your facility is not under a coin-operated photocopier contract, the installation head should survey area customers to determine:

- a. Whether there is a need for a coin-operated photocopier.
- b. The number of photocopies that would be run per month.

Generally, it is not feasible to maintain a coin-operated photocopier for fewer than 500 copies each month.

Exhibit 263 (p. 1)

Coin-Operated Photocopier Service and Usage Report (from Handbook AS-707E)

Contract No.: _____

Postal Accounting Period: _____

Contractor's Name: _____

Postal Fiscal Year: _____

Machine Make/Model: _____

USPS Facility: _____

Machine Serial No.: _____

Address: _____

Installation Date: _____

Telephone No.: (____) _____

Charge per Photocopy: _____

Charge per
USPS Photocopy: _____

METER READINGS (ending meter reading minus beginning meter reading equals total number of photocopies for the postal accounting period)

	Machine Meter	Bypass Meter	Coin Meter
Ending Number			
Beginning Number			
Total Photocopies			

1. Actual funds collected (from _____ through _____) \$ _____
2. Less amount of refunds to customers (from page 2) - \$ _____
3. Total = \$ _____
4. Total number of bypass photocopies _____
5. Less number of service/test photocopies - _____
6. Total number of USPS bypass photocopies = _____
7. Amount for USPS bypass photocopies (line 6 x \$.____) \$ _____
8. USPS commission (____% x line 3) \$ _____
9. Minus USPS bypass charge (from line 7) - \$ _____
10. Total USPS commission (line 8 - line 9) = \$ _____
11. Vendor share (____% x line 3) \$ _____
12. Plus USPS bypass charge (from line 7) + \$ _____
13. Total vendor share (line 11 + line 12) = \$ _____
14. If applicable: Less ____% Assessments for Revenues Lost - \$ _____
15. Total amount due vendor (line 13 - line 14) = \$ _____

Assistant COR Signature_____
Date sent to contractor_____
Contractor's Signature_____
Date returned to Asst. COR

Distribution: Original - Contractor, Assistant COR's file; Copy - COR

Exhibit 263 (p. 2)

Coin-Operated Photocopier Service and Usage Report (from Handbook AS-707E)

SERVICE/MAINTENANCE CALLS DURING POSTAL ACCOUNTING PERIOD _____

Date of Call	Time of Call	Photocopier Problem	Date of Service	Time of Service	# of Test Copies*	Tech.'s Initials

* Enter total on line 5, page 1

REFUNDS TO CUSTOMERS DURING POSTAL ACCOUNTING PERIOD _____

Date	Amount of Refund*	Reason for Refund	Recorder's Signature

264 **Packaging Materials**

Packaging Products should be available in every post office. These are the “core products” that should be in each office:

Core Products	Recommended Sizes
Padded Bags	6" x 10" 10.5" x 16" 14.5" x 20"
Boxes	2" x 10" x 8" 20" x 14" x 10"
Round Mailing Tubes	2" x 16" 2" x 24"
Square Tubes	3" x 3" x 14.5" 3" x 3" x 36.5"
Bubble Wrap	16" x 9" x 3/16"
Photo Mailer	9.75" x 12.25"
Address Label (self-adhesive)	N/A
Sealing Tape	2" x 55 yards
Envelopes (white)	6" x 9" 10" x 13"
Plastic Stamp Dispenser	N/A

N/A = not applicable.

For pricing and ordering, consult your District Retail Office, who can also tell you about other packaging products you can order. Record sales of packaging products in AIC 093. For more information, see POM 134 and Handbook F-1, 77.

27 **Methods of Payment**

Customers may pay for postage in a number of ways:

- a. By credit and debit cards for postal products and services at most postal offices (Exceptions: Credit cards may not be used to pay for money orders, collect on delivery articles, or passport application fees.)
- b. In cash or by postal money order at the time of purchase.
- c. By an advance deposit account.
- d. By check for all postal products and services except money order and COD items. (Checks must be made payable to U.S. Postal Service or to Postmaster — title only — for the exact amount of the transaction.) Refer to your local check acceptance policy.

All payments for postage are made for the full face value. There are no discounts for the purchase of postage in any amount. For more information, see POM 136 and Handbook F-1, 31.

28 Keys to Retail Success

To achieve retail success, review the following suggestions of other retailers:

1. Customer Satisfaction

Successful retailers make customer satisfaction a top priority, because without the customer, the business cannot exist for long.

2. Contemporary Appearance

Successful retail facilities have a contemporary look, with layout, décor, and color schemes all working together to create an appealing atmosphere that raises customer expectations about retailer products and services.

3. Courteous Employees

Successful retailers employ friendly people who are genuinely interested in helping customers.

4. Easy Access to Merchandise

Successful retailers put merchandise on display and make it easily available for customers to see and touch, to make it easier to browse and buy. They also provide products and services that customers want and need. They also know the features and benefits of their products.

5. Convenient Locations

Successful retailers choose high-traffic areas because that is where most of the customers are.

6. Convenient Hours

Sometimes, successful retailers are open 12 hours a day, 7 days a week, because the longer a store is open, the more convenient it is for customers and the more opportunity there is for the store to increase revenue.

7. Consistency

Successful retailers are reliable because consistency is what customers expect.

8. Clean Stores

Successful retailers keep their stores neat, clean, and inviting because they care about the impression that they make on their customers.

9. Adjust to Customer Needs

Successful retailers listen to their customers and continually adjust their way of doing business to fit customer needs, like adding new products and services based on trends and extending hours during the holidays.

10. Efficiency

Successful retailers provide fast and efficient service. They even increase staff at peak hours so they can maintain the same level of service no matter what time of day it is or how busy they become.

3 Management Responsibilities

31 Setting and Achieving Retail Goals

311 Introduction

311.1 Unit Goals

The postmaster, manager, or supervisor must set unit goals that address the three retail goals of the Postal Service:

- a. Improve customer service.
- b. Increase postal revenue.
- c. Reduce postal costs.

311.2 Retail Goals

Here are some examples of retail goals:

- a. Improve your “Ease of Use” scores.
- b. Improve your “Mystery Shopper” score; achieve 100%.
- c. Achieve an increase to same period last year in AIC 093 Packaging Products to meet your FY Packaging Product goal.
- d. Increase revenue per workhour.
- e. Achieve workhour budget.

311.3 Performance Monitoring

Management also must regularly monitor and review performance to achieve the goals. Here are some examples:

- a. Monitor “Ease of Use” scores.
- b. Monitor “Mystery Shopper” scores.
- c. Monitor specific retail AICs to same period last year (SPLY) and/or plan to track increases in sales.
- d. Compare LDC 45 workhours to walk-in revenue and/or number of transactions.

To accomplish our goals in retail, everyone must work together as a team.

312 Goal 1: Improve Customer Service — Guidelines

312.1 Select Best Service Level

Based on your understanding of your customers' changing needs, determine the best locations, hours of business, and service levels for all retail outlets. Consider all retail methods to meet your customers' needs. Many retail transactions do not have to be handled at a retail window, including:

- a. Stamps by Mail (SBM).
- b. Stamps by Fax (SBF).
- c. Stamps by Phone.
- d. Stamps on Consignment (SOC).
- e. Self service vending equipment.

Recognize that retail methods must be selected, designed, and conveniently located to meet the needs of the customer.

312.2 Provide Retail Training

Training is an on-going process. Management must ensure that clerks regularly receive pertinent, retail-related training such as:

- a. Each week, update clerk training through service talks.
- b. Postal publications, such as the *Consumer's Guide to Postal Services and Products* and the *Postal Bulletin* are excellent sources for information.
- c. Every day, monitor each clerk's performance to identify training needs. Use coaching to improve individual performance on the job.
- d. All employees must understand USPS products, services, and distribution methods, and everyone must provide prompt, courteous service.
- e. All window clerks must follow the *GIST* procedures:
 - (1) **G**reet customers in a courteous and professional manner.
 - (2) **I**nquire to determine customer needs.
 - (3) **S**uggest postal products and services in response to need.
 - (4) **T**hank customers when closing each transaction.

Note: Remember that the most important customer is the one you are serving at the moment; therefore, treat him or her with courtesy. A positive retail image is developed one customer at a time.

312.3 Communications

Positive communications are key to a productive work environment. Some suggestions for promoting this are as follows:

- a. Openly discuss the unit's retail goals with your window personnel. Developing a team concept is paramount to the unit's success. To make the retail operation more successful, encourage all employees to

participate in service talks and openly exchange ideas. Set up an internal system to provide new and updated retail information to clerks.

- b. Communicate goals and objectives. Keep window clerks focused on meeting customer needs and expectations. Educate customers about our product line so they can choose the appropriate product or service. Emphasize the customer's point of view and expectations (Ease of Use) by providing service in 5 minutes or less.
- c. Lead by example to develop cooperation and enthusiasm. Make sure that you know our services and products and use your retail skills. Treat your employees professionally.
- d. Train employees to respect customers equally, regardless of birthplace, education, age, gender, neighborhood, race, social circle, economic status, values, skills, appearance, lifestyle, etc. Valuing diversity is accepting and appreciating peoples' uniqueness. (For more on diversity, see Publication 305, *Diversity Development*.)
- e. Train employees to be tactful and patient with dissatisfied customers.

Note: PEDC/training specialists are a resource for specific classes or subjects.

313 **Goal 2: Increase Postal Revenue — Guidelines**

313.1 **Marketing**

Manage and market current products and services. Look at the customer's demographics and needs and address them by using target marketing with Point of Purchase (POP) displays and advertising. Demographic product reports are generated and available from your district Retail office. For example, use Global Priority, packaging products, post office boxes, and others. For detailed information, see Chapter 9, *Initiatives*, of this handbook.

313.2 **Sales Techniques**

Use effective sales techniques. Identify customer needs by asking the questions: When does it need to arrive? Is proof of mailing or delivery needed? Is insurance needed? Be sure to acquaint customers with:

- a. Basic and add-on services.
- b. Philatelic products.
- c. Packaging products.
- d. New products, special product promotions.
- e. Postage payment alternatives.

313.3 **Tracking Retail AIC Performance**

313.31 **Using AICs**

Use AICs to track retail performance and compare it to SPLY. By analyzing these codes, you can determine the percentage of your business in a particular area. Then, you can adjust your merchandising strategy by

displaying the right products in the right place, to increase sales in areas with better profit margin or markup, e.g., Priority Mail or packaging products. More AIC codes will be added to track revenue of new products. To increase revenue and improve AIC performance, use a range of techniques to highlight specific products or services such as:

- a. Correct use of AICs.
- b. In-office competitions.
- c. Direct mail campaigns.
- d. POP signage.

313.32 **Featured Product of the Week**

Focusing on one of these special services — the “Featured Product of the Week” — can both increase revenue and teach customers about our products. Allowing clerks to select the featured product of the week increases ownership. Use basic merchandising techniques to highlight the “Product of the Week.” For specific AIC information, see Chapter 4, Financial Procedures, of this handbook.

314 **Goal 3: Reduce Postal Costs — Guidelines**

314.1 **Eliminating Financial Losses**

You can reduce costs by eliminating financial losses. The retail supervisor or designee must maintain control over back office stock storage. See Handbook F-1, *Post Office Accounting Procedures*, Section 131 and Chapter 4, Financial Procedures, of this handbook, for more information.

314.2 **Seeking Alternative Retail Methods**

Promote SBM, Stamps by Phone, SBF, Stamps by ATM, SOC, and self service vending; they are less costly than selling stamps at the counter and can be more convenient for the customer. For these programs to be effective, the customer must be made aware of them through mass mailings, advertising, and visible signage. For more information, see the sections on special services in Chapter 9, Initiatives.

314.3 **Staffing**

Staffing is key to the effectiveness of a retail unit. Using the right number of clerks at the right time is critical to the efficient use of window workhours and improved customer service. To determine your staffing needs, use the RAP and/or the PSRAP. Careful observation and management of retail operations will help you match workhours to workload. In addition, review customer satisfaction measurement (CSM) and customer complaint data. Be aware of customer perception. Provide a lobby environment that reduces customer perception of long waiting times using:

- a. Lobby directors.
- b. Video displays.
- c. Queuing systems, i.e., take-a-number.

Note: This also allows customers the opportunity to browse, self-select, etc. For more information on RAP or PSRAP, see Chapter 2, Retail Operations, in this handbook.

314.4 Controlling Workhours

Controlling workhour usage is vital to operating an efficient retail unit and attaining budget goals. Each office is allocated an annual workhour budget which is spread by week. Match “retail workhours” to “retail workload.” Save hours during slow periods to use during peak periods. If clerks aren’t needed on the window, use them in other operations or reduce part-time flexible hours. For more information, see Chapter 5, Unit Performance, in this handbook.

32 Responsibilities of Management

321 Managing Performance

Retail success depends on the efforts of everyone. Management has the obligation to:

- a. Recognize and reward outstanding performance.
- b. Retrain or use corrective actions for poor performance.
- c. Management must make clerks aware of the importance of the unit retail goals.

Management must give individual encouragement or correction on a daily basis.

322 Defining Performance

Evaluate the individual performance of employees as outstanding, satisfactory, or unsatisfactory based on the *Employee and Labor Relations Manual* (ELM) definitions of outstanding and unsatisfactory performance as follows:

- a. ELM 375.1, Outstanding Performance: Outstanding performance is a level of performance which far exceeds that which is normally expected of an individual in a particular position and is far above the performance and achievement of most satisfactory employees in terms of productive effort, proficiency and significant contributions to the Postal Service.
- b. ELM 375.2, Unsatisfactory Performance: Unsatisfactory performance is a level of performance which is repeatedly or consistently below the minimum requirements expected of an employee in the position based on an evaluation of such job-related factors as reliability, willingness to work with fellow employees, quantity or quality of work production, and attendance.

Note: To evaluate your unit and your window clerk’s individual performance, use the sample checklists (see Exhibits 322a, Management Retail Responsibilities Review Checklist, and 322b, Individual Performance Review).

Exhibit 322a

Management Retail Responsibilities Review Checklist

Goal Setting		Yes	No
1	Are retail goals established for your retail unit?		
2	Do the retail clerks know their unit retail goals?		
Improve Customer Service			
3	Do the clerks have adequate knowledge of the products/services?		
4	Do the clerks recognize the importance of the customer by using G.I.S.T.?		
5	Do the clerks know the latest scores for Ease of Use and Mystery Shopper?		
6	Has the office used some retail method above the norm that has been designed and conveniently located to meet the needs of the customer (e.g., Stamps by Mail, Stamps by Fax, etc.)?		
7	Are the clerks educating the customer on postal products or services?		
8	Are customers being served in 5 minutes or less?		
Increase Postal Revenue			
9	Are retail AIC totals being used to track performance?		
10	Is the office marketing to the customer's needs?		
11	Does the office use the Retail Efficiency Indicator (REI) and Hourly Retail Efficiency Indicator (HREI) to measure revenue?		
Reduce Postal Costs			
12	Has a RAP been performed?		
13	Has the information from the RAP been used to provide proper staffing?		
14	Is the Transaction Efficiency Indicator (TEI) being used to monitor workhour usage to retail workload?		
15	Is the window operation monitored to ensure correct workhour usage and reporting?		
Individual Performance Management			
16	Does management recognize outstanding performance?		
17	Does management recognize satisfactory performance?		
18	Does management recognize unsatisfactory performance?		
19	Are PS Forms 3972 up to date?		
20	Are PS Forms 3972 reviewed each month?		
21	Is corrective action taken for unsatisfactory performance?		
22	Do the clerks present a professional image and is the uniform policy enforced?		
Safety			
23	Is employee safety performance monitored?		
24	Does management provide a safe workplace environment for employees and customers?		
Maintenance/Security			
25	Is the window area well organized, neat, and clean?		
26	Is the facility well maintained on the interior (e.g., clean and in good repair)?		
27	Is the facility well maintained on the exterior (e.g., trash and landscaping)?		
28	Does management provide security for mail, postal funds, postal property, employees, and customers?		
Aviation Security			
29	Is your unit in compliance with the USPS Aviation Mail Security Audit program?		
30	Are you performing USPS Aviation Mail Security Self Audits?		
Totals			

Exhibit 322b

Individual Performance Review

Individual Performance Review	Outstanding	Satisfactory	Unsatisfactory
Is the clerk using Greet, Inquire, Suggest, Thank (GIST)?			
Is the clerk's work area clean and organized?			
Is the clerk wearing proper uniform?			
Does the clerk treat all customers with equal respect, regardless of age, race, status, or transaction type?			
Has the clerk's accountability been in tolerance the last three audits?			
Does the clerk or lobby assistant move the line to achieve the goal of service in 5 minutes or less?			
Does the clerk provide security to postal funds and stamps?			
Does the clerk demonstrate knowledge of Postal products and services?			
Does the clerk demonstrate initiative to increase the retail performance of the office?			
Does the clerk provide a satisfactory number of transactions per hour?			
Is the clerk in regular attendance?			
Does the clerk perform his/her duties in a safe manner?			

323 **Recognizing Performance**323.1 **Recognition for Satisfactory and Outstanding Performance**

Following are some effective ways to recognize satisfactory and outstanding performance:

- a. A sincere verbal thank-you from the employee's supervisor.
- b. A certificate of appreciation.
- c. A letter of commendation.
- d. Individual recognition.
- e. Unit recognition (with input from local union).
- f. A special Achievement Award.
- g. A Quality Step Increase (bargaining unit employee only).
- h. SPOT (non-bargaining unit employee only).

323.2 **Recognizing Unsatisfactory Performance**

Following are some effective ways to recognize unsatisfactory performance:

- a. A private discussion with the employee.
- b. Retraining of the employee.
- c. Ensuring that the employee has the proper tools.
- d. Ensuring the employee understands expectations.
- e. Document training and discussions following the National Agreement.

324 Attendance Control

324.1 Management Responsibilities

Unscheduled absences hinder our ability to achieve the retail goals. To control unscheduled absences, *management must*:

- a. Inform employees of leave regulations.
- b. Discuss attendance with an employee.
- c. Maintain and review PS Form 3972, *Absence Analysis*, and PS Form 3971, *Request for or Notification of Absence*.
- d. Take necessary corrective action.

324.2 Employee Responsibilities

Employees must:

- a. Maintain their assigned schedules.
- b. Avoid unscheduled absences.
- c. Provide acceptable evidence for absences when required.

For more information on management and employee responsibilities, see ELM 511.

325 Uniforms and Shoes

325.1 General

Supervisors are responsible for observing the uniforms of employees and taking appropriate corrective action, when necessary, to ensure that employees are properly attired. Postal employees are responsible for being properly dressed for duty. They are expected to maintain high standards of appearance, presenting to the public the best tradition of service and efficiency while performing their official duties. Uniformed employees are responsible for conforming to all uniform regulations and wearing only authorized uniforms and combinations. When scheduled to work the retail window, all clerks should wear complete and proper uniform attire, pants or skirt, shirt, and tie. All clothing must be clean, neat, professional, and pleasing.

Proper footwear is mandatory. Work shoes should be fully enclosed at the heel, toe, and sides and made of leather or a substantial synthetic material (canvas or nylon is not acceptable). For more information on uniforms, see ELM 932.1. For more information on shoes, see Handbook EL-814, *Postal Employees Guide to Safety*.

325.2 Clerks Not Scheduled to Work the Retail Counter

Clerks who are not scheduled to work the retail counter should have a clean uniform available in case they are needed at the window. If no uniform allowance is provided, the clerk must dress in a professional manner, which includes a necktie for men. Shorts, sleeveless tops, and jeans in any form are unacceptable. For more information, refer to ELM 932.1.

325.3 Uniform Allowance

If you or your employees qualify, contact Human Resources in your district to ask for a uniform allowance. If you do not qualify, district management may provide a uniform or similar type clothing to wear when working the window.

326 Personal Appearance

Supervisors must continually observe the uniforms of employees and take appropriate action to ensure that employees are properly attired. A customer perception of poorly dressed employees, or employees not in uniform, reduces credibility and trust. All managers and employees must be adequately and appropriately dressed for duty. All must maintain high standards of appearance, representing to the public the best tradition of service and efficiency while performing our official duties. Uniforms should be properly fitted and maintained in a clean, neat, and serviceable condition. For more information on personal appearance, see ELM 931.2.

327 Behavior and Personal Habits

Employees are expected to conduct themselves during and outside of working hours in a manner that reflects favorably upon the Postal Service. Although it is not the policy of the Postal Service to interfere with the private lives of employees, it does require that postal personnel be honest, reliable, trustworthy, courteous, and of good character and reputation. Employees are expected to maintain satisfactory personal habits so as not to be obnoxious or offensive to other persons or create unpleasant working conditions. Following are the clerk's responsibilities for behavior and personal habits:

- a. Maintain assigned schedule. Avoid unscheduled absences. See ELM 511.43.
- b. Work in a safe manner. See Handbook EL-814, *Postal Employee's Guide to Safety*.
- c. Maintain a clean, neat, professional appearance. See ELM 931.261.
- d. Treat all customers with respect — regardless of birthplace, education age, gender, neighborhood, race, social circle, economic status, values, skills, appearance, lifestyle, etc. Valuing diversity is accepting and appreciating peoples' uniqueness. See Publication 305, *Diversity Development*.
- e. Demonstrate loyalty to the USPS. See ELM 666.3.
- f. Obey the instructions of their supervisor. See ELM 666.51.
 - (1) Be knowledgeable on all postal products and services.
 - (2) Be knowledgeable of postal regulations and procedures.
 - (3) Educate customers and market postal products and services.
 - (4) Use Greet, Inquire, Suggest, Thank (GIST) on every transaction.
 - (5) Management should monitor sales questions to provide quality service to customers. (For more, see chapter 5, *Unit Performance*.)

- (6) Offer credit/debit usage for payment.
- (7) Read the *Postal Bulletins*.
- (8) Strive to achieve unit goals.
- (9) Show urgency in completion of duties.
- (10) Assist in keeping work area safe, well-organized, well maintained, neat, and clean.
- g. Protect mail, postal funds, accountable paper, and postal property. See Handbook F-1, 422.1.
- h. Maintain proper levels of product inventory to meet customers' needs. See Handbook F-1, 429.
- i. Do not engage in controversies with customers or coworkers. See ELM 668.26.
- j. Discharge assigned duties conscientiously and effectively. See ELM 666.1.

For more information on behavior and personal habits, see ELM 666.2.

33 Maintaining Safety

331 Responsibilities

331.1 Management Responsibility

All accidents can be prevented. Management at all levels must provide a safe work environment, train employees, and ensure compliance to safety rules and regulations. Each day, accomplish this by observing employees, equipment, work area, customer areas, work practices, and procedures. Safety is a condition of employment.

331.2 Lost Work Day Injuries (LWDI)

A lost work day injury (LWDI) occurs when an employee does not return to work the next scheduled day after an on-the-job injury. Make an attempt to get the employee back to duty immediately following the injury. For instance, within medical restrictions, the employee could return to work if suitable work is available. LWDI is tracked under VOE and negatively impacts unit performance.

For more information on LWDI, see Chapter 5 of the ELM.

331.3 Employee Responsibility

All employees must comply with safety regulations, rules, and procedures. For specific information, see ELM 814.2.

332 General Safety Rules

These general rules benefit the employee:

- a. Never work under the influence of intoxicants or drugs.
- b. Never keep contraband material on postal premises — firearms, dangerous weapons, fireworks, intoxicants, illegal drugs, and others.
- c. Never engage in horseplay, scuffling, fighting, or playing practical jokes.
- d. Never run in postal facilities. Walk down stairs and hold the handrail.
- e. Never toss or throw packages or bundles, unless required by the operation.
- f. Observe all warning signs and notices.
- g. Comply with all safety and health regulations, procedures, and practices.
- h. Keep your work area in a safe and healthful condition through proper maintenance of property and equipment. Immediately report safety hazards and unsafe working conditions.
- i. Comply with all environmental protection regulations, procedures, and practices.
- j. Participate in pollution prevention by reducing waste, recycling, and reusing materials.
- k. Close unattended drawers and doors to eliminate tripping hazards or sources of cuts or abrasions.
- l. Exercise care when you use and store sharp or pointed instruments.
- m. Pick up all debris on the floor, especially rubber bands, straps, and paper clips.
- n. Keep all aisles clear of tripping hazards.
- o. Lift with your legs instead of your back. When objects are too heavy, ask for help.

34 Maintenance

341 Housekeeping

To ensure that the external conditions favor accessibility and perception of corporate image, management must look at the interior and exterior from a customer's point of view. To project a professional business image to postal customers and employees, every retail facility must, at a minimum, be safe, well organized, well maintained, neat, and clean. This includes the areas behind the service counters. The objective is to create an organized working environment that supports employee enthusiasm and efficiency and instills customer confidence. For more information on housekeeping, see Handbook PO-205, *Quick Reference Guide for Postal Lobby Upkeep*, Handbook MS-45, *Field Maintenance Program*, and Handbook MS-47, *Housekeeping — Postal Facilities*.

342 **Building Repairs**

The responsibility for maintaining and repairing postal-owned and leased facilities varies. For help, contact Administrative Services. Whether your facility is leased or owned, management must ensure that the facility is maintained. Management must follow up on maintenance and repair requests to maintain our postal image, safety, and health. For more information, see Chapter 7, Lobby Management, in this handbook.

35 **Security**

Management is responsible for the security of mail, postal funds, postal property, and the security of postal employees. Management must post emergency telephone numbers by every telephone and post emergency after-hours contact name(s) in the lobby.

351 **Mail**

Keep all mail items out of public reach. At all times, protect mail entrusted to your care.

352 **Postal Funds**

Follow these guidelines to keep postal funds safe:

- a. Lock cash drawers during temporary clerk absences.
- b. Store cash drawers in an overnight storage vault or security container.
- c. Never store more than \$100 overnight.
- d. Have clerks turn in cash periodically during the day to avoid large amount of cash at the front counter.
- e. Never count money in view of the customer.
- f. Keep security containers and vaults locked during the day.

For more information, see Handbook F-1.

353 **Postal Property**

Give postage stamps and non-postal stamps the best possible protection. If storage facilities offer different levels of security, keep high denominations in the safest place. The main stock or reserved stock should be accessible only by the main stock or reserved stock custodian. At all times, the postmaster or designee must have sole control over the stock. Retail merchandise needs to be treated as "accountable." When not in use, keep money order forms and imprinters in a safe, security container, or vault. If space is not available, store under protection of a lock. Whenever possible, store money order forms and money order imprinters overnight in different security containers if the containers furnish an equal degree of security. For more information, see Handbook F-1, 422.1. For certain exceptions regarding open merchandise, see Chapter 4, Financial Procedures, of this handbook.

354 **Employee Security**

Here are some guidelines to help ensure the security of employees:

- a. Ensure that exterior lighting is adequate to discourage vandalism, assaults, and break-ins.
- b. To eliminate hiding places, maintain landscaping and remove excessive equipment.
- c. To deter illegal entry, check all entrances and windows.
- d. Maintain control of building access by properly issuing keys and combinations.
- e. Secure all doors, windows, wickets, and dutch doors. Keep all doors and windows of the office locked. If your lobby stays open when no one is on duty, lock all doors, windows, and wickets connecting the lobby with the working portion of the office. Equip all exterior doors and doors with access to the workroom floor with deadbolt locks. Unless the screenline extends to a permanent ceiling and police protection is adequate, lobbies must not remain open when no one is on duty. See Handbook F-1, 371.5.

355 **Lost or Stolen Keys**

355.1 **Inventory**

Postmasters must keep an accurate inventory that includes:

- a. The serial number and brand name of lock.
- b. The number of keys available.
- c. The location of lock by door and/or room number.
- d. How and when all building keys have been disposed of.
- e. Signed receipts for all assigned keys.

When keys are issued, the employee must sign PS Form 1628, *Individual Key Record*. The postmaster or designee must maintain PS Form 1629, *Building Keys Inventory*.

355.2 **Semi-Annual Survey**

Postmasters must conduct a semi-annual physical survey of all building keys. Pay particular attention to:

- a. Master keys.
- b. Exterior entrance keys.
- c. Special keys, such as those for stamped envelope rooms, employee record rooms, etc.

For more information on lost or stolen keys, see ASM Sections 273.47. For more information on postal security, see Chapter 8, Equipment, in this handbook.

36 USPS Aviation Mail Security

Management must ensure that all employees are aware of all current USPS Aviation Mail Security procedures and instructions. Compliance with these instructions is mandatory. These instructions provide a higher level of security and protection for our employees, the traveling public, and civil aviation. Management must perform required official self audits and spot checks of their facility. (See Exhibit 36, Form XAS-1, *Aviation Security Field Compliance Reviews and Self Audit*). For more information, contact your district aviation Security Program Coordinator.

Exhibit 36

Form XAS-1, Aviation Security Field Compliance Reviews and Self Audit

AVIATION SECURITY
FIELD COMPLIANCE REVIEWS
& SELF AUDIT

DISTRICT: _____ **REVISION ISSUED:** 11/11/96
AP: WEEK: FY-_____
FOR USE AT POST OFFICES, STATIONS, BRANCHES AND COLLECTION/DELIVERY UNITS. (Circle one)
NAME & TYPE OF FACILITY: _____ **DATE:** _____ **SELF AUDIT:** _____
AUDITORS NAME : _____ **AUDITOR'S TITLE:** _____ **OFFICIAL AUDIT:** _____

	YES	NO	N/A
1. Are Standard Operating Procedures issued either by the Area or Headquarters available for employees to review, and are employees knowledgeable about their responsibilities under these instructions?			
2. If applicable, are carriers/collectors segregating all domestic mail bearing stamps and weighing 16 ounces or more, and all International Mail weighing 16 ounces or more from the remaining collection mail and maintaining the segregation of this mail until they return to the office?			
3. If carriers/collectors are picking up domestic mail from known customers, including agents accepting mail for subsequent deposit with the Postal Service that otherwise would be regarded as Target Mail, are there procedures in place (round stamp or \$0.00 meter strip or acceptance endorsement) to identify this mail so as to prevent its improper return to the sender?			
4. Do route carriers with collection duties and dedicated collectors turn over Target Mail to a designated individual in a designated area upon return to their installation?			
5. Who makes the decision that mail is Target Mail and must be returned to the sender? A. The carrier/collector			
B. A designated person in the collection office/station			
C. A designated person in the distribution plant			
6. Is that decision based on: A. Estimate of weight			
B. Actual weight of item			
C. Presence of stamps and weight for domestic			
D. Weight of International Mail			
7. If the decision to return mail is made in the plant, is Target Mail sent to the plant in an identified and segregated manner?			
8. Is Target Mail from lobby drops and collection receptacles, or left by customers in an unattended area (including back dock), segregated as Target Mail and returned to the sender?			
9. Is all domestic mail bearing stamps and weighing 16 ounces or more and ALL International and APO/FPO mail weighing 16 ounces or more and accepted over the window being round stamped, canceled or have a no cost \$0.00 meter strip applied?			
10. For International Mail weighing 16 ounces or more and accepted over the window, are: A. revised PS Forms 2976 and 2976-A Custom Declaration forms on hand and available to window clerks? ..			
B. copies of these Customs Declaration being maintained for 30 days?			
C. logs maintained if the old customs form is used?			
D. customers advised that a record of the mailing will be maintained?			
11. Are those carriers/collectors picking up International Mail weighing 16 ounces or over from known shippers: A. removing a copy of the Customs Declaration and returning it to the office to be kept on file for 30 days? . . .			
B. advising customers that a record of the mailing will be maintained?			
12. When dispatching on MVS/HCR trips, is Target Mail kept segregated from all other mail and placarded as Target Mail?			
13. Have all mail boxes, lobby drops and collection receptacles had the Customer Information decal placed on them?			
14. Are acceptance employees checking for a return address prior to acceptance?			
15. Is Target Mail deposited with a postal employee on the back dock, either round stamped or have a \$0.00 meter strip placed on it?			

AUDIT RESULTS

1. Is this facility/operation in compliance? YES _____ NO _____
2. Comments are required for a "NO" answer _____
3. When will this facility be in compliance? _____

Signature of Postmaster/Installation Head _____ Date _____

(Required for all Self Audits and Official Audits)

Signature of District Manager/Designee or _____ Date _____
Area Employee

(Required for Official Audits Only)

4 Financial Procedures

41 Traditional Post Offices

411 General

The following procedures are used in postal retail facilities with traditional retail window operations, as well as open merchandising and postal stores. This chapter provides guidelines and references for use in managing retail finances. This handbook is not intended to supersede or replace any existing USPS document. Continue to follow all existing financial procedures and policies as outlined in the most current edition of Handbook F-1, *Post Office Accounting Procedures*, except as modified by written authorization.

411.1 Responsibilities

Postmasters, managers, and/or supervisors are responsible for their retail operations, e.g., accounting, liability, protecting, etc., as specified in Handbook F-1, Chapter 1. They are to ensure that these operations are well controlled and meet high expectations. When an accountable financial loss occurs and evidence shows that the postmaster or responsible manager enforced U.S. Postal Service (USPS) policies and procedures in managing the post office, the Postal Service grants relief for the full amount of the loss. When evidence fails to show that the postmaster or responsible manager met those conditions, the Postal Service charges the postmaster or responsible manager with the full amount of the loss.

411.2 Accounting Procedures

The USPS utilizes standard field accounting procedures (SFAP), which is a method of accounting for the consolidation of several units by way of data transmission. All postage stock and stationery to SFAP units is received in the stamp distribution office (SDO) or stamp distribution network (SDN) rather than at individual post offices. Postal Service Financial Accounting Procedures exist for the following type offices:

- a. A standard field accounting (SFA) office uses an integrated retail terminal (IRT) or a point-of-service (POS) terminal. It has individual clerk accountability and maintains a unit reserve stock.

- b. A postal store is an SFA office. IRTs, in conjunction with cash registers or POS ONE terminals, are used and a unit accountability is maintained.
- c. Non-SFA offices or non-IRT offices (with the exception of Unisys II IRTs) have individual clerk accountability and a main stock.

412 **Accountbook**

412.1 **Reporting**

Each office, whether an SFA office or non-SFA office, must report daily all financial transactions. These transactions are reported on PS Form 1412-A, *Daily Financial Report*, supported by paper documents. A PS Form 1412-A can be IRT-generated or manually completed, depending on size and level of office. The following steps must be taken when completing a PS Form 1412-A:

- a. In an SFA office, the window clerk completes a final PS Form 1412-A, turns the final and all supporting documents over to the designated close-out employee. The close-out employee verifies and completes a consolidated PS Form 1412-A, which is transmitted to the district Accounting office (DAO).
- b. In a non-SFA office having a Unisys II or III IRT, a final PS Form 1412-A with supporting documents is completed by the window clerks. The designated close-out employee consolidates and prepares a Daily Financial Statement (DFS) and posts the accountbook from the DFS.
- c. In a non-SFA, non-IRT office, a manual PS Form 1412-A is completed, as well as a consolidated PS Form 1412-A, (if more than one person works the retail counter). The accountbook is posted from the PS Form 1412-A daily, and all receipts are verified.

412.2 **Recording**

All entries in the accountbook should be in ink. When an error is made, line it out in red ink, initial it, and write the correct amount above the lined-out entry. *DO NOT ERASE OR OBLITERATE THE ORIGINAL ENTRY.* Post the accountbook cumulative totals at the end of the week, per Handbook F-1, 223.22. Post each day's transaction by the next working day. For more information, see Handbook F-1, Chapter 2.

413 **Statement of Account**

413.1 **SFA Offices and Postal Stores**

SFA offices and postal stores do not have to complete a statement of account. The DAO consolidates all offices that transmit their daily transactions, and completes a SFA statement of account at the end of the accounting period. The DAO also conducts periodic random verifications.

413.2 Offices

Non-SFA offices must submit a PS Form 1555, *Statement of Account*, at the end of each AP or postal quarter to the district Accounting office. All receipts must be verified before submitting the SOA. Non-SFA offices, CAG A–G (First-Class office) must submit a SOA at the end of each AP. Non-SFA offices, CAG H–L must submit a SOA at the end of each quarter. For more information, see Handbook F-1, Chapter 2.

Note: All statement of account forms must be submitted to the district Accounting office with supporting documents and PS Form 1556, *Suspense Items — Support Information*.

414 Postal Banking**414.1 Overview**

This overview is intended to provide a basis for understanding the policies and procedures for daily cash management and postal banking. For additional information regarding management of postal funds, contact your district Accounting office (DAO).

414.2 Deposits — SFA Offices and Postal Stores

- a. SFA offices and postal stores prepare their deposits and report funds in AIC 752. The actual deposit is sent to a bank and the deposit information is transmitted to the DAO, and automatically into a banking system.
- b. Non-SFA offices who bank locally report their telephone transfers in AIC 420. The deposit is *registered* and deposited in a local bank. The postmaster/supervisor does a National Data Corporation (NDC) call-in no later than 11:30 a.m., Monday through Friday. PS Form 3176, *Bank Transaction Record*, must be completed. Every post office must verify their bank statement.
- c. Use the following criteria for call-ins:
 - (1) CAG A–G — Call NDC when the amount of postal funds available for transfer is \$1,300 or more. Except Thursdays, transfer amounts of \$650 or more.
 - (2) CAG H–L — Call NDC when the amount of postal funds available for transfer is \$650 or more. When funds do not accumulate to \$650 or more, call in the amount carried in AIC 802 on the first Thursday of each accounting period.
- d. Non-SFA offices who deposit at a centrally located bank report their deposits in AIC 421. These offices use an automated bank deposit reporting system (such as USPS Talk). The call-in must be made the same day as the deposit is registered to the bank.

414.3 Deposits — Non-SFA Offices

Make deposits when postal funds in excess of the authorized cash reserve reach the following amounts:

- a. CAG A–J offices — Daily, regardless of amount
- b. CAG K–L offices — \$100

414.4 Daily Bank Deposit Procedures

One bank deposit should be made daily. Follow these procedures:

- a. Prepare deposit slips, with the original and a copy (if required) for the bank and a copy for the unit.
- b. Count funds in the presence of a witness (if available). A witness must make an independent count in the presence of the preparer.
- c. Identify all cashed instruments (treasury checks, USPS money orders, etc.) as required.
- d. Enter the total of all checks on the bank deposit slip. Enclose an adding machine tape, showing the amount of each check.
- e. Ensure that all items are properly initialed by the accepting employee and endorsed.
- f. Signatures of the preparer and witness must appear on the back of the unit's copy of the deposit slip. The depositor and witness must also round date and initial over the intersection of the envelope flaps or seal. If a witness is unavailable, this must be noted on the reverse side of the unit's copy of the deposit slip.
- g. Ensure that the bank deposit is balanced. The total of AIC 751 (advance deposit) plus AIC 752 (final deposit) must be equal to the amount of funds deposited.
- h. Deliver the bank deposit to the bank by registered mail, if feasible. Hand-to-hand or night deposit delivery methods may be used, as outlined in Handbook F-1.

For more information, see Handbook F-1, Chapters 1 and 3.

414.5 Cash Reserve

In most cases, normal cash flow through retail operations is adequate to meet the cash needs of the office. This is in addition to the cash portion of a stamp credit.

Cash Reserve	Procedure
Normal cash flow is inadequate:	Withhold in cash up to 5% of the average daily postage sales of the office.
To calculate 5%:	Total AIC 490 for the previous PQ. Divide by the number of business days (Mon. through Fri.) in that PQ and multiply by 5% (.05).
Purpose:	Establish an amount of authorized cash to enable a source of change for retail operations and meet all cash requirements at each station or branch.

Cash Reserve	Procedure
Exceptions:	The district Finance manager must authorize an amount more than 5% of average daily stamp sales. Make a written request with justification for a higher amount; for example, the lower cash amount would adversely affect retail operations. Request exceptions to the 5% level in multiples of \$100. The district Finance manager will reply in writing. Keep the letter of authorization on file at the post office.
Consignment:	Consign to the cash custodian the amounts necessary to maintain the operation on PS Form 3369, <i>Consigned Credit Receipt</i> . Keep the signed PS Form 3369 with the record of stamp credits.
Control:	Stations/branches maintain their portion of the cash reserve (change fund) in cash retained on PS Form 1412-A, <i>Daily Financial Report</i> , AIC 753.

415 Managing Accountability

415.1 General

This section outlines management responsibility for accountable paper functions, including postage stock, stamped paper, and philatelic products. *It is imperative to handle financial procedures in accordance with Chapter 4 of Handbook F-1.*

- a. SFA offices have a unit reserve stock.
- b. Non-SFA offices have a main stock.
- c. Postal stores have unit accountability.

415.11 The Unit Reserve/Main Stock

The unit reserve/main stock should be assigned only to a supervisory employee having no access to the account book. When this is impractical, the postmaster maintains the stock personally. When acceptance is made of the unit reserve/main stock, a PS Form 3294, *Cash and Stamp Stock Count and Summary*, must be signed and dated by the employees involved in the count. The accepting employee must assume responsibility on PS Form 3958, *Main Stock (or Unit Reserve Stock) Transaction Record*. The vault combination must be changed to restrict access only to the stock custodian.

415.12 Custodian

The custodian of the unit reserve/main stock is responsible for maintaining a 9-week stock level with the noted exceptions. The inventory amount of any item number should be sold in a 9-week time frame. For example, if the average weekly sale of \$3 stamps totals 5 stamps or \$15, then the number of stamps in the 9-week inventory should not exceed 45 (i.e., $\$3 \times 5 = \15 ; $9 \text{ weeks} \times \$15 = \135 ; and $\$135 \text{ divided by } \$3 = 45 \text{ stamps}$).

415.13 Calculating Stamp Stock Limits

When calculating the stamp stock limits, each item is calculated separately, and the total value of all item numbers is added together to determine the total accountability of the main stock or unit reserve. The following items are not considered when calculating the stamp stock limit for any location.

Generally, the location receiving these items does not directly determine the quantities of stock received. Therefore, these items are specifically excluded from the calculation of the stamp stock limit.

- a. *Stamp credits.* The value of inventory assigned to an employee from the main stock or unit reserve stock in an office, (e.g., a window clerk's working stock).
- b. *Commemorative stamps.* These are postage stamps which have an item number beginning with number 4. For example, the 32-cent Classic Movie Monsters issue, item number 4425, is a commemorative stamp.
- c. *Migratory-bird hunting and conservation stamps.* Commonly called "duck stamps," migratory-bird hunting and conservation stamps are hunting permits, which are not usable as postage, that the Postal Service sells for the Department of the Interior. For example, the \$15 Canada Goose issue, item number 3328, is the 1997 "duck stamp."
- d. *Philatelic products.* Sometimes called "stamp products," philatelic products are items which contain stamps or pictures of stamps and are designed to promote the hobby of stamp collecting. Philatelic products usually have item numbers in the 8000 series. For example, the 1997 Commemorative Mint Set, item number 8997, contains the actual 1997 commemorative stamps with information about each issue in an attractive hard-cover book.
- e. *Holiday stamps.* Usually issued in October of each year, holiday stamps come in at least two varieties: contemporary and traditional. These stamps have a 5000 series item number for the sheet versions and 6000 series item number for the booklet versions. For example, the 32-cent Holiday Contemporary Holly stamps were in a booklet of 20 stamps with item number 6678.

415.14 **Ordering Cycle**

Each unit has a specific ordering cycle. Stamp orders are made to the SDO/SDN (stamp distribution office/stamp distribution network) or ordered in bulk, depending on location. SFAP post offices order through the SDO/SDN. Non-SFA, CAG A–G post offices place bulk orders for stock through the Bureau of Engraving and Printing (BEP), Stamped Envelope Unit (SEU), or the Government Printing Office (GPO), using the following forms:

- a. PS Form 3356, *Stamp Requisition — Bulk Quantities.*
- b. PS Form 3216, *Requisition for Postal Cards — Bulk Quantities.*
- c. PS Form 3205, *Requisition for Plain Stamped Envelopes.*

For more details on the bulk ordering of stamps, see Handbook F-1, 423.4.

415.15 **Ordering Stamp Stock**

PS Form 17, *Stamp Requisition*, is used to requisition stock through an SDO/SDN. It is very important to use PS Form 17, not only as a proper way

to order stock, but as a “paper trail” to support overages and shortages in an office. Form 17 is for the following:

- a. Scheduled orders to an SDO/SDN of stamp stock, philatelic items, money orders, and vending stock.
- b. Emergency orders to an SDO/SDN.
- c. Window clerk orders to replenish drawer.
- d. Window clerks trading stamps (emergency basis ONLY).
- e. Emergency orders to stamp stock custodian from window clerk.
- f. Window clerks returning stock to stamp stock custodian.
- g. Stamp stock custodian returning stock to an SDO/SDN.
- h. Redeemed stock.
- i. Non-salable stock.
- j. Bird stamps.

Note: In addition to PS Form 17, there is a PS Form 17SX, *Accountable Items Requisition Stamp Distribution Network*, for requisitioning stamp items, and a PS Form 17TX, *Accountable Items Returned Stamp Distribution Network*, for returning stamp items. Please use the appropriate form.

415.16 Reference Material

The following topics for managing stamp stock accountability are outlined in Handbook F-1, Chapter 4. It is important to become familiar with this chapter:

- a. Unit Reserve/Main Accountability.
 - (1) Stamp stock limits.
 - (2) Protecting.
 - (3) Ordering.
 - (4) Automatic distribution.
 - (5) Receiving/accounting/verification.
 - (6) Reporting overages/shortages.
- b. Types of Requisitions: PS Forms 17, 17SX, and 17TX.
 - (1) Scheduled order.
 - (2) Window clerk order.
 - (3) Emergency order.
 - (4) Return stock.
- c. Types of Returned Stock.
 - (1) Damaged stock.
 - (2) Redeemed stock.
 - (3) Non-salable.
 - (4) Bird stamps.

- d. Stamp Credits/Cash Retained/Cash Reserve.
 - (1) Protecting.
 - (2) Consigning.
 - (3) Issuing/recording.
 - (4) Closing.

415.2 Stock Discrepancies

415.21 General

A packaging discrepancy is a mistake in packaging stamps, stationery, or philatelic products. Each stock package has opening instructions on the outside of the package to verify the contents before opening. To verify, count the number of items in the container and compare that number with the quantity stated on the package. For example, packages of stamps that should contain 100 sheets instruct the receiver to peel back one corner of the deck and count the sheets.

415.22 Verification

The receiver should verify that the correct number of sheets are in the package. Any difference in quantity is a mistake. The mistake can be an overage or a shortage in stock. For example, a tray of booklets could contain 297 booklets instead of 300 booklets. If the receiver fails to follow the opening instructions on the package, any claim for loss resulting in a shortage may not be adjusted.

415.23 Product Discrepancy

A product discrepancy is a mistake or defect in printing. For example, stamps printed without perforations are defective. *Under no circumstances may an employee or contractor sell defective stock or keep it for personal use.* Every incidence of a product or packaging discrepancy must be reported to Stamp Acquisitions at Headquarters. However, the way the discrepancy is reported depends on the source of the stock. If the stock is received by a station, branch, contract station, or post office directly from a SDO/SDN, the receiving office reports the discrepancy to the SDO/SDN and the SDO/SDN will report it to Headquarters. For all other post offices who receive stock directly from the manufacturer, follow the procedure described below to report discrepancies. It is very important to report any discrepancy to Headquarters immediately so that the quality of the product can be ensured.

Note: For reporting sealed stock packaging discrepancies, use Exhibit 415.23, PS Form 8144, *Stamp Discrepancy Report*. For more information, refer to Handbook F-1, 446.

Exhibit 415.23

PS Form 8144, Stamp Discrepancy Report**Stamp Discrepancy Report**

Date Reported

InstructionsReport **ALL** stamp irregularities on this form.

1. Separate all Bureau of Engraving and Printing, Government Printing Office, and private contractor's irregularities (*shortages, overages, and defects*).
2. Use a separate form for each contractor's irregularities.
3. Use a separate line for each tray, cube, pad, pack, or carton affected.
4. Verify stamp booklet item numbers (*refer to the last four digits of the UPC code, located on the back of the booklet cover*).
5. Mail completed form to:

QUALITY ASSURANCE
MANAGER, STAMP ACQUISITION
US POSTAL SERVICE
475 L'ENFANT PLAZA SW
WASHINGTON DC 20260-2436

Post Office (*City, State, and ZIP Code*)Telephone Number (*Include Area Code*)

Finance Number

Reporter's Signature

Witness's Signature

Advice of Shipment Date	Registry Number	Item No.	Value and Description	Packing Code (If any)	Enter Quantity in Appropriate Column			Supplier Name
					Shortage	Overage	Defect Description	

PS Form **8144**, January 1994

(Previous editions of this form are obsolete)

415.3 **Counts/Examinations**

The audit function is critical to the integrity of the Postal Service. According to the National Agreement, audit each employee's fixed credit no less frequently than once every 4 months. These counts should be unannounced and completed before or after the clerk has completed any retail transactions. It is recommended that non-bargaining employees be counted annually.

415.31 **Stamp Credits**

Stamp credits are placed in locked containers (away from the retail counterline) following an employee's tour of duty. Each employee assigned a stamp credit must furnish to the installation head two names of postal employees (in order of precedence) whom the employee chooses to witness the count when he/she is absent. Names must be entered on PS Form 3977, *Duplicate Key Envelope*. Use PS Form 3294, *Cash and Stamp Stock Count and Summary*, as your worksheet. (Use PS Form 3293, *Retail Vending Credit Examination* is used to count the separate self service accountability.) One worksheet should be completed by the employee being counted and one worksheet completed by the counting supervisor. When the count is complete, both employees must agree on the count and sign both forms. Upon acceptance and completion of the PS Form 3294, the count information must be transferred to a PS Form 3368, *Stamp Credit Examination Record*. PS Form 3368 provides a history of the employee's stamp credit audits.

415.32 **Cash Retained**

A clerk's cash retained must not exceed 10% of the stamp credit or \$100.00, whichever is smaller. When closing out each day, clerks with consigned stamp credits must visually estimate the cash in coins to meet the authorized cash retained. They must keep enough paper money to complete their authorized cash portion and remit all other funds. A tolerance level is based on the credit amount entered on the employee's PS Form 3369, *Consigned Credit Receipt*, or the highest balance in AIC 853 of PS Form 1412-A from the previous examination, whichever is higher. Tolerance levels are as follows:

Total Stamp Stock (\$)	Tolerance (\$)
Up to 30,000	50
30,0001 to 60,000	100
Above 60,000	150

PS Form 571, *Discrepancy of \$100 or More in Financial Responsibility*, must be completed and disbursed for overages and shortages in excess of \$100.00. For complete auditing instructions, refer to Handbook F-1, Chapter 4.

415.33 **Securing Combinations and Keys**

It is management's responsibility to ensure that funds are secured in vaults, security containers, or safes. The PS Form 3977, *Duplicate Key Inventory (Envelope)*, is used to secure employee keys, passwords, and combinations. For more information, see Handbook F-1, Chapters 3 and 4.

416 Trust and Suspense

416.1 Trust Funds

Trust funds are composed largely of advance deposits for permit imprint, periodicals, business reply, postage due, centralized automated payment system (CAPS), CODs, customs, banking, money order, stamp credit, financial adjustment, Express Mail accounts and other miscellaneous items. USPS maintains separate accounts for each service by customer.

416.2 Reporting

PS Form 3083, *Trust Accounts Receipts and Withdrawals*, must be used for all trust fund activities. PS Form 25, *Trust Fund Account*, may also be used as a miscellaneous trust and suspense ledger. Suspense items are defined as stamp credits; money orders; banking shortages; travel and salary advances; external and internal audit discrepancies; revenue deficiencies; PS Form 1412-A, *Daily Financial Form* differences; and miscellaneous cash items.

416.3 Trust and Suspense Summary (TASS)

SFA offices use the Trust and Suspense Summary (TASS) for all other trust fund activity not identified on PS Form 3083. The TASS is also used to list all suspense items on PS Form 1412-A, and to clear PS Form 1908, *Financial Adjustment Memorandum*. Form 1908 is also a source of documentation for clerk corrective action. Adjustments are made to PS Forms 1412-A when an error is found while verifying support documents. All trust and suspense adjustments must be supported with PS Form 1908. See Exhibit 416.3 for information on errors and corresponding correction procedures. For more information, see Handbook F-1, Chapter 5.

Exhibit 416.3

Four Common Types of Errors

Error	(If) Overreported Receipt	(If) Underreported Receipt	(If) Overreported Disbursement	(If) Underreported Disbursement
Result Equals	Understated Postage Sales	Overstated Postage Sales	Overstated Postage Sales	Understated Postage Sales
Correction to PS Forms 1412-A AIC	Reduce the Receipt AIC	Increase the Receipt AIC	Reduce the Disbursement AIC	Increase the Disbursement AIC
Offset Entry to PS Forms 1412-A AIC	Increase Trust AIC 061	Increase Suspense AIC 761	Increase Suspense AIC 761	Increase Trust AIC 061
Adjustments are to be made by the clerk who made the original error. The adjustments should be made on the following business day.				
Adjustment Entry	Withdrawal from Trust AIC 461	Clear Suspense AIC 361	Clear Suspense AIC 361	Withdrawal from Trust AIC 461
Offsetting Entry	Increase Postage AIC 090	Decrease Postage AIC 090	Decrease Postage AIC 090	Increase Postage AIC 090

417 **Opening and Closing Procedures**

PS Form 1412-A, *Daily Financial Form*, provides individual clerks and stations with a uniform method to report financial transactions. The following are recommended guidelines. There are different types of financial reporting offices; therefore, consult your district financial systems coordinator for additional information pertaining to your office. The *Integrated Retail Terminal User's Guide*, Series 2050, is the reference for Unisys IRT and operating disk functions.

417.1 **Opening**

Opening procedures are as follows:

- a. Verify retail consolidated unit (RCU) transmission.
- b. Contact DAO immediately if transmission is unsuccessful.
- c. Leave IRT/RCU telephone line open.

417.2 **Closing**

Closing procedures are as follows:

- a. Verify Final Remittance, Cash, Checks, Money Orders against AIC 752.
- b. Check AIC 753, Cash Retained, should not exceed authorized amount.
- c. Verify Advance Remittance against AIC 751.
- d. Verify Money Order List against Money Order Vouchers.
- e. Verify Credit/Debit Receipts and Terminal Report against AIC 762 and 772.
- f. Verify Clerk Form 1412 AICs against Supporting Documents.
- g. Check Clerk Accountability Activity (AIC 841 and 848).
- h. Check Clerk Adjustment List.
- i. Consolidate Clerk Disk.
- j. Run Final Form 1412 Report.
- k. Verify Unit Form 1412, AIC 752, against Bank Deposit Slip.
- l. Verify Unit Form 1412, AIC 853, against Clerk Balance List Total.

See Exhibit 417.2.

Exhibit 417.2

Financial Procedures Review Checklist

Item	Procedure	Yes	No
1	Is the first page of the account book completed properly, including name of the office, finance number, and signature? (Handbook F-1, 215.2)		
2	Is a PS Form 25 or other supporting documents maintained for items in AIC 814 Suspense? (Handbook F-1, 352)		
3	Is the bank statement reconciled upon receipt from the bank or no less than monthly? (Handbook F-1, 352)		
4	Do employees have access to the accountabilities of other employees? (Handbook F-1, 426.2)		
5	Do clerks lock cash drawers when they are temporarily away from the window? (POM 126.321)		
6	Are locks changed when a credit is transferred? (Handbook F-1, 426.2)		
7	Do window clerks order stamp stock only once a week and in full units? (Handbook F-1, 425.1)		
8	Is PS Form 3958 prepared each day that there is activity in the Unit Reserve Main Stock? (Handbook F-1, 425)		
9	Are current PS Forms 3369, <i>Stamp Credit Receipt</i> , and PS Forms 3368, <i>Stamp Credit Examination Record</i> , being maintained for each employee? (Handbook F-1, 426.45)		
10	Is excess cash being retained in employee stamp credits? (Handbook F-1, 426.41)		
11	Is PS Form 3294, <i>Cash and Stamp Stock Count and Summary</i> , signed by the supervisor and employee? (Handbook F-1, 429.12)		
12	Do individual trust fund accounts balance and equal the daily closing balance? (Handbook F-1, 512.4)		
13	Are employee overages being withdrawn from trust after 1 year and remitted to AIC 126? (Handbook F-1, 514)		
14	Are stamp credit examinations conducted on an unannounced basis within 4 months and are examinations staggered so that a pattern is not evident to the employee? (Handbook F-1, 429.1 and 429.11)		
15	Is a physical examination performed at least once each 6 months on each Form 3977, to assure it is on hand and intact? (Handbook F-1, 372.3)		

418 Revenue Account Identifier Codes

Following are the Retail AICs:

Identifier Code	Revenue Account
083	Pack and Send
084	Semi-Postal Breast Cancer
085	Celebrate the Century™
086	Precanceled Stamps
090	Postage Stock Sales
091	Bird Stamps Sales
092	Philatelic Product Sales
093	Packaging Product Sales
094	Stamps by Mail or Fax Sales
095	Consignment Replenishment Sales
096	Vending Equipment Sales
097	Looney Tunes™ Stamps
098	Postal Related Merchandise Sales
099	PhoneCards™ (over the window)
101	Domestic Money Order Fees
103	International Money Order Fees
106	Money by Wire Fees/Dinero Seguro
107	Liberty Cash Card Purchase
109	Postage Validation Imprinter (PVI) Sales
110	Postage Meters — Post Office
112	Postage Meter Onsite Fees
115	Box Rent/Caller Service Fee
123	Lobby Services Revenue (From lobby vendors, copiers, etc.)
126	Miscellaneous Non-Postal Revenue
129	Change of Address fees
175	Postage Vending Overage
199	Phone Cards (self-service vending)
231	Looney Tunes™ Products
264	Passport Fee
499	PhoneCard™ Refunds
523	Coupons — Postal Related Products
525	Pre-canceled Stamps Refund
526	Customer Meter Postage Refunded
528	Permit Postage and Fees Refunded
535	Refund of Fees Retail Services
541	Value Added Service Rebates
553	Stamps and Fees Refunded
586	Fee Offset No Fee Money Order
608	Postal Related Merchandise Refund
612	Postage Vending Shortages (over \$100)
621	Postage Vending Shortages (\$100 or less)
624	Refund of Miscellaneous Non-Postal Revenue
676	Express Mail Refund

For more information, see Handbook F-1, Appendix A.

419 Recommended Training Courses

The following courses are recommended. For more information, contact your PEDC or Training Specialist.

- a. "In Balance"
A Postmaster's Guide to Successful Accounting
Course No. 31553-00 TD 265
- b. AM-PM (Administrative Management for Postmasters)
PEDC Correspondence Course No. 31560-00 TD 247-A-1
- c. Newly Appointed PM/Relief/Replacement
Postmaster A-15, Course No. 13563-00 TD 267

42 Postal Stores

421 Introduction to the "World of Retail"

421.1 General

Postal stores have both traditional retail window operations and open merchandise. Postal stores are designed to make us more prominent in the marketplace. Postal stores are the standard for all new retail units and renovations, with \$500,000 and greater in FY walk-in revenue. This section provides guidelines and references to efficiently manage customer service excellence and retail finances; guidelines and forms that have been carefully structured to promote the best results for the USPS; a sample finance control records list; and exhibits of sample "finance control" form.

421.2 Disclaimer

This chapter is *not* all-inclusive nor is it intended to supersede or replace any USPS document. Continue to follow all financial procedures and policies as outlined in the most current edition of Handbook F-1 except as modified by written authorization (e.g., *Postal Bulletin* announcements).

422 Postal Stores

422.1 General

Postal stores represent a standard concept in the way we present our products and services to our customers. Postal stores can be located with another post office operation, such as a delivery or processing operation, or they can stand alone. Generally, it is more cost effective for the USPS and more convenient for customers, if retail is not co-located. Postal stores were created to provide an environment that allows the window clerk to sell postal products and services, rather than being an "order taker." It also gives the window clerk the opportunity to interact with customers and generate sales of postal products and services.

422.2 Components

- a. **Open Merchandise section.** The Open Merchandise area has postal products, including shrink-wrapped stamps, on display for the customer to select. The customer selects the stamps from those on display and takes the purchase to the cash wrap counter or to the full-service window.

The cash wrap counter must be staffed at all times because it is designed to serve customers with quick transactions, such as purchasing stamps and retail products. Customers enjoy the expanded opportunities to select merchandise with little assistance and having separate cashiers to speed their simple transactions. This counter is not designed to provide full-service transactions that are time consuming nor to accept and secure mail or packages. Staffing the cash wrap counter not only serves customers more quickly but also discourages theft.

If there is downtime at the cash wrap, the window clerk should act as a lobby director and assist customers in the full-service line to complete forms and stock and organize the Postal Store area. For further details on the duties and responsibilities of a lobby director, refer to part 76 of this handbook.

- b. **Limited Merchandise section.** This area houses a Limited Merchandise section which, because of limited space and other considerations, displays no shrink-wrapped stamps and only a select variety of products for customer self-selection.

Note: When possible, correct location for the open or limited merchandise section is on the right side of the service lobby and to the right of the parcel slide, see Handbook AS-504, *Standard Building Designs*. This location serves many purposes. One, it reinforces the natural tendency of people to go to their right. Second, it places the merchandise area to the right of the customer. Third, it prevents the parcel slide from acting as a barrier between the customer and the merchandise. Fourth, it places the customer in the closest possible proximity to the merchandise and the cash wrap clerk.

This design increases the tendency of the customer to shop the merchandise area with their eyes and perhaps leave the line. It also allows the cash wrap clerk easy access to the customer to provide assistance and introduce this new service option.

423 Accountability

423.1 Segmented Inventory Accountability

Segmented Inventory Accountability is a new financial concept for a postal store. It consists of subsets that are determined by their purpose:

- a. The unit reserve supplies other sub-inventories such as Stamps by Mail, Rural Carrier, Stamps on Consignment, Self Service, Mobile Unit, and Retail Floor Stock.

- b. Retail accountability is a financial responsibility for employees who work with shared retail floor stock (loose stock, display stock, and philatelic stock). It eliminates the employee from individual accountability for stamp stock inventory. However, retail accountability does not relieve employees of individual financial responsibility for the accurate protection, reporting, and remittance of daily business such as money orders, sales, and cash retained.

423.11 Unit Inventory Assignment

The unit inventory is assigned to the postmaster, store manager, or supervisor. Since he or she does not have personal control of this stock at all times, he or she is relieved of audit shortages unless it can be established that the loss is a direct result of his or her negligence, theft, fraud, or embezzlement. Assistance from the Inspection Service may be requested if warranted, and appropriate action taken following its investigation. Although the store manager is not held financially responsible for shortages, he or she is responsible for the financial integrity of the store and for managing it in a manner that will minimize losses. The unit reserve should be under the direct control of the retail supervisor and stamp stock should be secured in security containers or vaults.

423.12 Reporting

Because of the nature of the postal store, some units may not have authorization to carry the amount of cash retained (usually \$100.00 per clerk) that is required in a postal store. Two weeks in advance of opening/converting to a postal store, the postmaster/manager must submit to their district Finance office a written request to increase their cash retained. Approval is obtained through a Letter of Authorization from the manager, Finance, and must be kept on file in the unit.

Note: Continue to follow all postal financial procedures and policy as outlined in Handbook F-1 except as modified by written authorization (e.g., *Postal Bulletin* announcements).

423.2 Unit (Retail) Accountability Implementation

423.21 Pre-Conversion Qualifications/Procedures

Before a unit can be converted to a postal store, the following qualifications must be met:

- a. The unit must be in balance internally. If not, trust or suspense entries must be in balance.
 - (1) SFA: Clerk's balance tape must equal AIC 853 on Unit PS Form 1412.
 - (2) Non-SFA: Clerk's balance tape must equal AIC 853 on the unit Form 1412. The clerk's balance tape plus the main stock must equal AIC 805 and PS Form 3959, *Daily Recap — Stamp Stock Transactions*.

- b. Redeemed stock on hand in the unit reserve/main stock must be prepared for destruction according to the guidelines in Handbook F-1, 428.6.
Note: Bird stamps and International Reply Coupons (IRC) are sent for redemption only during specified periods per *Postal Bulletin* instructions.
- c. Unused credits must be closed out. Return to the unit reserve any salable stock, including coils, books, self-adhesives, and postal stationery. Prepare the remaining unsalable stock for destruction.
- d. Stock levels must be reduced to the lowest practical level to minimize stock carried over at conversion.
- e. If clerks are scheduled for leave during the conversion period, their credits must be closed out before they go on leave.
- f. A unique item number must be created on the supervisor's stock inventory disk on the IRT. The description will be Clerk Stock. The item will have a one-cent denomination and a one-cent value. Return books, coils, self-adhesive stamps, post cards, and stamped envelopes to the unit reserve/main stock by item number. Place all other stock received from clerks into the Clerk Stock item number — not in the Redeemed Stock section of the inventory list. Complete a separate PS Form 17, *Stamp Requisition*, for each entry.

423.22 **Final Clerk Close-out — Transaction Reporting**

Transaction reporting procedures are as follows:

- a. Clerks must count down the cash retained in their drawer on their last day of business under individual accountability to exactly \$100.00 (currency and coins combined). The clerk enters the \$100 in AIC 753 and runs a preliminary PS Form 1412.
- b. Count each employee's cash drawer and reconcile all discrepancies. There is no tolerance level on final audits (Handbook F-1, 472.11). After the count is complete, make the overage or shortage entry on the clerk's disk. If the clerk requests a second count, do it right away. If there is a shortage, adhere to the procedures detailed in the National Agreement and Handbook F-1.
- c. After the count is complete and PS Form 3294, *Cash and Stamp Stock Count and Summary*, is complete and signed, adjust the clerk's IRT disk for the difference. Complete PS Form 571, *Discrepancy of \$100 or More in Financial Responsibility*, for differences equal to or greater than \$100. Overages should be reported to AIC 057 and shortages to AIC 767.

423.23 **Final Clerk Close-out — Stock Accountability**

Stock accountability procedures are as follows:

- a. Return books, coils, self-adhesive stamps, post cards, and stamped envelopes to the unit reserve/main stock at this time using a PS Form 17. Sheet stamps and loose stamps are prepared for destruction

according to stock destruction preparation procedures. (See Handbook F-1, 428.5.)

- b. Use AIC 848 to return the entire credit and zero out stamp accountability on the clerk's disk. Enter the total in AIC 853 (after the adjustment), which equals the total of PS Forms 17 for books, coils, and stamp stationery returned to the unit reserve/main stock, and sheet and loose stock returned for destruction. If the clerk has an overage, zero out accountability on AIC 848 on the following day.
- c. Run a final PS Form 1412 to zero out accountability on the clerk disk.
- d. Consolidate the clerk disks.
- e. Initialize the new clerk's disk before opening day in unit accountability. Complete a new PS Form 3369, *Consigned Credit Receipt*, for the \$100.00 in their cash drawer. Complete a new PS Form 3368, *Stamp Credit Examination Record*, for each clerk.

424 **Converting to a Postal Store: Overview**

In converting a unit to a postal store, follow these procedures:

- a. Adjust the Stock Inventory List on the supervisor's disk for stock returned to the unit reserve/main stock (books, coils, self-adhesives, post cards, and envelopes) from the clerk PS Forms 17. Print a stamp inventory report.
- b. Enter all stock redeemed from clerks for destruction on the Clerk Stock item number newly created for this purpose. Enter a total dollar value that equals all clerk PS Forms 17 for destruction.
- c. Count the unit reserve/main stock. Retain all books, coils, self-adhesive stamps, post cards, and stamped envelopes. Reduce definitive sheet stamps to an amount for the unit that will support loose stamp sales for a 30-day period. Prepare for destruction all commemorative sheet stamps, non-denominational stock, nonsalable stock, and excess definitive stock. Complete a separate PS Form 17 for destruction.
- d. Make the appropriate entry on PS Form 3958 for stock being shipped out of the unit for destruction. Redeemed stock returned is redeemed stock minus bird stamps and redeemed IRCs.
- e. Consolidate the unit. Enter the unit cash reserve in AIC 753. Complete Trust and Suspense System (TASS) worksheets for the unit's AICs 761, 057, and 767 entries.

- f. Create a new supervisor's disk and stock inventory list. Use the following standard entries:

Item Number	Description
01	\$.01 (total cents of unit's accountability)
02	\$1.00 (total dollars of unit's accountability)
315	Bird Stamps
04	Redeemed Stock

Enter the total value of your unit's accountability in the appropriate item number.

- g. Accept shrink-wrapped inventory. Verify quantities against the printout from the SDO. Enter items and total value into the Telxon Unit (an electronic scanning device) as *Direct Receiving*. Enter the bulk stock into the Telxon Unit as Direct Receiving, using the barcode sheets (as provided by the POS ONE office at Headquarters) for definitives, coils, post cards, and envelopes. Be sure to enter into the Telxon Unit the quantities for individual types of books and self-adhesive stamps using the barcodes on the products. The unit's opening accountability equals the bulk stock (unit reserve/main stock minus redeemed stock returned) and the value of the shrink-wrapped inventory. The new POS ONE system has an inventory processing module built into the cash register which no longer requires a download; therefore, those offices will not be utilizing the Telxon equipment.
- h. Before opening on unit accountability, the unit reserve/main stock will issue each clerk \$5,000 on IRT disk only. This is phantom stock; you are not giving them physical stock. The phantom stock simply provides an accountability to make sales. The clerk *does not* sign the Form 17. To complete stamp sales on the IRT, they enter this amount in AIC 841, *Stamps Plus*. Remember to decrease the unit reserve on the supervisor's disk. When the clerk balance approaches zero, it is replenished with another PS Form 17. (See Handbook F-1, 47).
- i. Set up the *Loose Stock from the Unit Reserve* according to Handbook F-1 guidelines. Submit a PS Form 17 to the stock custodian to replenish the Loose Stock from the Unit Reserve. Be sure the PS Form 17 marked "Loose Stock" is dated and kept on file.
- j. Set up a system for recording *special orders* from the bulk stock for volume sales. The clerk should complete a PS Form 17 marked Special Order for each sale. They must use PS Form 17 to do a Stamps Plus entry on their IRT and turn the PS Form 17 in with their PS Form 1412 each day. Maintain a file of these PS Forms 17 at the unit.

Note: The vending machines are NOT a part of the unit accountability. They should remain an individual accountability disk.

425 Security

The following procedures should be used to maintain adequate security in postal stores:

- a. Adhere strictly to national policy on unauthorized personnel entering the screenline area, especially in units with closed merchandising. *Only window clerks and managers are permitted in this area at all times.* Carriers and dispatch drivers, for example, are unauthorized. Management must enforce this policy.
- b. Ensure clerks have a cash drawer that can be locked at all times. They must follow security procedures for locking their cash drawer when they leave the counter. Loose stock must also be secured when there is not a clerk at the counter. Loose stock folders must also be secured in the safe when the office is closed.
- c. Remove stamp stock on display in a traditional office from the merchandiser and secure it when the office is closed. Packaging products may remain on merchandisers. The stock located in the Open Merchandise area is protected by the burglar alarm, CCTV system, and a security grille that locks when the store is closed. The key for this lock must be assigned to a supervisor or a designee. The duplicate key must be secured by using Form 3977, *Duplicate Key Envelope*. The key should not be taken home; it should be locked in a security container. The maximum authorized stock held overnight in the display area is what is on the walls at the end of a day plus 3–5 days in the drawer underneath.
- d. Ensure that procedures are in place in case of unscheduled leave to allow for access to the stock with the duplicate from Form 3977. Only the stamp stock custodian is authorized to access the bulk stock/unit reserve at any time. However, if that person is not available, they should turn a limited stock reserve over to a designee during their absence.

426 Initial Disk Requirements

The postal store should be initialized using new IRT disks. This is done on the following five types of disks:

- a. Control (configure as Reserve Stock Unit).
- b. Stamp Stock (configure as Reserve Stock).
- c. Utility.
- d. Retail Consolidation Unit (RCU) Transmittal.
- e. Clerk IRT.

427 Equipment

Each postal store should have the following equipment:

- a. Cash Wrap Counter
 - (1) Point of Service (POS) or POS ONE.
 - (2) Deactivation pads.
 - (3) Credit card terminals.

Note: No postage validation imprinter or scale is to be used at the cash wrap counter.
- b. Full-Service Counter
 - (1) Point of Service (POS ONE) or Integrated Retail Terminals (IRTs).
 - (2) Deactivation pads.
 - (3) Credit card terminals.
 - (4) Postage validation imprinter (PVI).
 - (5) Money order imprinters (IRT Offices only).

428 AICs and Class Codes of Stamps

428.1 General

The following AICs are tracked by the Inventory Back Office System in Headquarters in Washington, DC. All questions may be directed to the USPS Help Desk at 1-800-USPS-HELP. All inventory must be sold by one of these methods:

- a. Scanning the barcode.
- b. Entering the Universal Product Code (UPC).
- c. Using a dedicated key on the retail system.

If the barcode is not readable or available, the stamp stock item will be entered into a default that must be reviewed by management. To have an item number entered, contact the Help Desk. These are the only AICs that will be counted in a postal store inventory count:

Item Number	Description
084	Semi-Postal Breast Cancer
085	Celebrate the Century™
086	Pre-canceled Stamps
090	Postage Sales (Definitive and Commemorative Stamps)
091	Bird Stamps
092	Philatelic Products
093	Packaging Products
097	Looney Tunes™ Stamps
098	Retail Merchandise
099	First Class PhoneCard™
231	Looney Tunes™ Merchandise

428.2 **Standard Keying Unit (SKU) Number and Universal Product Code (UPC)**

All postal store stock inventory items are assigned a *Standard Keying Unit (SKU) number* by Headquarters, and each is given a Universal Product Code (UPC). Most of the postal store stock items will be pre-packaged on a cardboard backing and wrapped in plastic wrapping — referred to as “shrink wrap.” * The UPC follows an internationally-prescribed format and identifies that particular product. Some products, however, such as most of the 093 packaging products, do not have barcodes printed on them. To sell these items, a clerk must key in the code as shown on a form provided by Headquarters.

Note: This code is, in fact, the UPC with the leading zeros removed.

For example:

4 00010 01018 9

The *whole number* will represent one of the following:

- a. Definitive stamps.
- b. Stationery: Postcards, Envelopes.
- c. Bird stamps.
- d. Commemorative stamps.
- e. Special issue and international.
- f. Booklets.
- g. Coils of stamps.
- h. Philatelic products.

* For customer inquiries about environmental issues as it relates to recycled paper, the cardboard backing used to package stamps is on 67% recycled paper and is recyclable. Each store should have a container available for customers to place the cardboard upon opening. The cardboard and the container can then be returned for reuse to:

MINNESOTA DIVERSIFIED INDUSTRIES
USPS RETAIL SUPPORT
670 PELHAM BLVD
SAINT PAUL MN 55114

428.3 **Item Number Conversion**

The stamp distribution office is in the process of changing the item number assignment for all stamp items for postal stores. The alpha codes following the four-digit base item numbers have been replaced with two additional digits for new items. In some cases, the two additional digits are not significant to the quantity of stamps in the item configuration, they are control numbers assigned to the basic item number to represent the product developed from that item. This numbering change will bring Stamp Distribution closer to the numbering system used at the Stamp Fulfillment

Services (SFS). The first 4 digits will be the Stamp Base Item Number. The 5th and 6th numbers are the Stamp Configuration (previously alpha codes).

2-Digit Number	Replacement Item	Previous Alpha Code
01	Single Stamp/Item	E
02	Set of 2 Stamps/Items	W
03	Set of 3 Stamps/Items	G
04	Set of 4 Stamps/Items	none
05	Set of 5 Stamps/Items	V
10	Set of 10 Stamps/Items	S
11	Crisscross Books	X
12	Set of 20 Stamps/Items	T
13	Set of 25 Stamps/Items	I
14	Half Pane of Stamps/Items	H
15	Full Pane of Stamps (No particular quantity)	P
16	Priority and Express Hard Pack-1 Stamp	X
17	Priority and Express Soft Pack-1 Stamp	E
18	Tyvek Priority Mail 5-Pack — 5 Stamps	none
19	Consignment Item	A

For example, a set of 10 stamps, Item 4499 for the retail stores, becomes Item 449910 instead of 4499S. A pane of stamps, Item 4499 for the retail stores, becomes Item 449915 instead of 4499P.

428.4 Products

Products will also be numbered the same way. The first 4 digits will be the Item Number and the 5th and 6th digits will be the Position Control Numbers for products as follows:

1st–4th Position Item Number	5th–6th Position Control Numbers
8800 up to 9999	01 Single Product

43 Procedures

431 Stock Disk Procedure: Unisys and MOS

431.1 General

A supervisor disk is used to enter the actual shipment of the unit's stamp accountability from the stamp distribution office/stamp distribution network (SDO/SDN). This disk is also used to issue phantom stock to each clerk in the unit. Due to the nature of the postal store, an inventory list of items will not be maintained on the IRT Supervisor Disk. All inventory records are downloaded by the Telxon Unit to the back office system and maintained in Headquarters each time stock is received from or returned to the SDO/SDN. The Supervisor disk **must** be cleared for business (CLEAR FORMS) and

consolidated every day that the postal store is open for business. The postal store will be set up on the IRT Supervisor Disk as a Reserve Stock Unit. To set up the Supervisor Disk, set up two item numbers as follows:

- a. Item number 01: Assign this item number the value of \$.01.
- b. Item number 02: Assign this item number the value of \$1.00.

For example...

The postal store receives \$85,420.64 worth of accountable inventory items from the SDO/SDN/accountable paper unit. For item number 02, enter 85420 of the whole dollars. For item number 01, enter 64 of the cents.

431.2 Reporting Procedures

PS Form 3958 must be printed every time stock activity occurs on the supervisor's stamp stock disk. A PS Form 17 must be printed, but not signed by the clerk, for all stock shipped from the supervisor's stamp stock disk to the clerk disk. Use the backup stamp stock disk every time stock is issued, received, or returned on the supervisor's disk.

Note: Keep an additional (uninitialized) supervisor's disk on hand for emergencies.

431.3 Clerk IRT Disks and Cash Retained

Clerks will not be selling from individual stamp accountabilities. However, for IRT purposes, they must have stamp stock accountability on the clerk disk for the IRT to complete stamp sales transactions. Each clerk must enter stamp accountability on the clerk IRT disk for the amount shown on the IRT-generated PS Form 17 from the Stamp Stock Disk. Use the stamps + key on the IRT (AIC 841) on the individual clerk IRT disk. The clerk is not required to sign the PS Form 17 indicating that stock was received, because *there will be no actual physical stock issued to the clerk*. Each clerk must also enter \$100.00 in Cash Retained (AIC 753) on the clerk IRT disk. AIC 753 will be entered at the close of business before the printing of the clerk Final PS Form 1412. The funds will be held out from the bank deposit and left in each clerk cash drawer. Complete the following steps to assign Cash Retained:

- a. Assign Cash Retained of \$100.00 to each clerk IRT disk in AIC 353. Remember, the clerk must have previously had Cash Retained on the clerk IRT disk to use this method.
- b. Do not make any other entries during initial assigning of the new clerk IRT disk for the postal store.

431.4 Unisys Stamp Stock Disk: Setup

431.41 Unisys IRT Disk Setup

Following are the procedures to use in setting up a Unisys IRT disk:

- a. Create a new Supervisor Disk and stock inventory list. This will be a "Unit Reserve" disk.
- b. Enter Total Cash Retained (clerks and unit).

- c. Control Menu option #2, enter Post Office Name and ZIP Code.
- d. Control Menu option #3, enter clerk's name.
- e. Control Menu option #4, Initialize Clerk Disk, (enter cash retained and accountability).
- f. Control menu option #8, Change System Data.
 - (1) Option #1, PVI Control.
 - (2) Option #2, New PVI, (enter all unit PVIs).

431.42 **Stamp Stock Setup**

Following are the procedures to use in setting up stamp stock:

- a. On Control Menu option #7, Maintain Stamp Stock.
- b. Enter your ID LOGON #.
- c. Select Stamp Stock Menu option #2, Add-Delete Stock Records.
- d. Select Option #2, Add Inventory Item.
- e. Add Item Denomination and enter \$.01 (total cents of unit's accountability).
- f. Add Item Description, (Stamps).
- g. Add Unit Value, enter \$.01.
- h. Add Item Number, enter 0001.
- i. Add Item Denomination, enter \$1.00 (total dollars of unit's accountability).
- j. Add Item description, (Stamps).
- k. Add Unit Value, enter \$1.00.
- l. Add Item Number, enter 0002.
- m. Go to Stamp Stock Menu.
- n. Select Option #4, Enter Form 3958.
- o. Select Option #2, Stamps Received.
- p. Enter amount for Items 0001 and 0002.
- q. Return to Stamp Stock Menu.
- r. Select Option #5, Print reports.
- s. Select Option #4, Print Inventory List.
- t. Select Option #6, Print PS Form 3958.

431.43 **Stamp Stock: PS Form 17**

Following are the procedures to use in completing the online version of PS Form 17:

- a. On Control Menu of Supervisor Disk option #7, Maintain Stamp Stock.
- b. Enter your ID LOGON #.
- c. Select option #3 from the Stamp Stock Menu and enter Form 17.
- d. Enter the two-digit Clerk ID number.
- e. Enter Item Number 0002.

- f. Enter Denomination, \$1.00.
- g. Enter amount to be shipped to clerk.
- h. Return to Stamp Stock menu, option #5 Print Reports.
- i. Select Option #2, Clerk's PS Form 17.
- j. Enter Clerk's two-digit ID number.

431.44 **Stamp Stock: Stock Received From Supplier**

Following are the procedures to use in setting up a Unisys IRT disk:

- a. Select option #7, Maintain Stamp Stock, on Control Menu of Supervisor Disk.
- b. Enter your ID LOGON #.
- c. Stamp Stock Menu, option #4, Enter PS Form 3958.
- d. Option #2, Stamps Received.
- e. Enter amount for Items 0001 and 0002.
- f. Return to Stamp Stock Menu.
- g. Select Option #5, Print Reports.
- h. Select Option #4, Print Inventory.
- i. Select Option #6, Print PS Form 3958.

431.45 **MOS Stamp Stock Disk: Setup**

Following are the procedures to use in setting up an MOS Stamp Stock disk:

- a. Turn the IRT on, insert the Stamp Stock Disk, and press Enter.
- b. Select Option #2 (Reserve Stock Unit) and press Enter to confirm.
- c. Select Option #8 (Setup Menu). Hold down the "Alpha" key and type in "Stamps" (Clerk ID). Press Enter.
- d. Select Option #1 (Post Office Name) and press the "CE" key. Hold down the "Alpha" key and type in the Unit Name. Press Enter.
- e. To clear the next field, press the CE key. Hold down the Alpha key and type in the Unit Address. Press Enter.
- f. To clear the next field, press the CE key. Using the numeric key pad, type the Unit Finance Number, and press Enter.
- g. Press Enter until you return to the Main Menu. Select Option #8 (Setup Menu). Select Option #2 (Enter Clerk Name).
- h. Press the Clerk ID Number, press Enter, and press the CE key.
- i. Hold down the Alpha key and type in Clerk Name. Press Enter.
- j. Repeat until all Retail Clerk Names have been entered.
- k. Continue to press Enter until you return to the Main Menu.

431.46 Stamp Stock Disk: Adding and Deleting Records

Following are the procedures to use in updating records on a Stamp Stock disk:

- a. Turn the IRT on, insert the Stamp Stock Disk, and press Enter.
- b. From the Main Menu, select #7 (Print Reports).
- c. Select Option #5 (List by Item Number).
- d. After Printing Report, continue to press Enter until you return to the Main Menu. From the Main Menu, Select Option #8 (Setup Menu).
- e. Hold down the "Alpha" key and type in "Stamps" (Clerk ID) and press Enter. Select Option #3 (Add/Delete Stock Records). Select Option #2 (Delete Inventory Item).
- f. Enter the old stock item number from the list of item number report and press Enter.
- g. Press Enter again to delete the item. Continue this until all old stock items have been deleted.
- h. To return to the Setup Menu, press Enter. Select Option #3 (Add/Delete Stock Records). Select Option #1 (Add Inventory Item).
- i. Enter the item number as 02 and press Enter. Enter the denomination as \$1.00 and press Enter.
- j. Enter the quantity as 1 and press Enter. Enter type as 99 and press Enter.
- k. Hold down the Alpha key and type "postal store."
- l. Enter description by holding down the Alpha key and typing "Dollars." To accept, press Enter twice.
- m. Enter the next item number as 01 and press Enter. Enter the denomination as \$.01 and press Enter.
- n. Enter the quantity as 1. Enter type as 99 and press Enter.
- o. Hold down the Alpha key, type "postal store," and press Enter.
- p. Enter the description as cents. Hold down the Alpha key and type "Cents." To accept, press Enter twice.
- q. Continue to press Enter until you return to the Main Menu.

431.47 Stamp Stock Disk: PS Form 17

Following are the procedures to use in completing the online version of PS Form 17:

- a. Turn the IRT on, insert the Stamp Stock Disk, and press Enter.
- b. From the Main Menu, select Option #2 (Enter Form 17) and press Enter. Type the two-digit Clerk ID Number and press Enter.
- c. Enter the denomination as \$1.00 and press Enter. Select item #02 and press Enter.
- d. Enter the dollar quantity to be shipped to the Clerk and press Enter.
- e. Repeat the procedure for numbers 5–10 for each clerk who will receive stock.

431.48 Stamp Stock Disk: Stock Received from Supplier

Following are the procedures to use in updating information on stock received from suppliers:

- a. Turn on IRT, insert Stamp Stock Disk, and press Enter.
- b. From the Main menu, select Option #5 (PS Form 3958).
- c. Select Option #1 (Stock Received from Supplier) and press Enter.
- d. Enter the denomination as a \$1.00 and press Enter. Enter Item number 02 and press Enter.
- e. Enter the whole dollar value from the PS Form 17 received from the SDO/SDN. Press Enter twice.
- f. Enter the next denomination as \$.01 and press Enter. Enter item number 01.
- g. Enter the change from the PS Form 17 received from the SDO/SDN and press Enter.
- h. When all the Forms 17 have been entered, continue to press Enter until you return to the Main Menu.
- i. Select Option #7 from the Main Menu (Print Reports).
- j. Select Option #7 from the Report Menu (Form 3958).

432 Loose Stock Procedures (Retail Floor Stock)**432.1 Defining Loose Stock**

Loose stock is stamp stock that is not shrink-wrapped or otherwise packaged and is not displayed on shelving for purchase. The loose stock supply consists of:

- a. Definitive stamps.
- b. Stamps required for foreign mailings.
- c. Aerogrammes.
- d. Stamped envelopes.
- e. Stamped cards.

No commemorative stamps, shrink-wrapped stamp products, or retail products may be contained in the loose stamp compartment. Do not consider stamps in coils or booklets and self-adhesive stamps as part of the total value of loose stock; however, quantities of these items held in loose stock compartments should not exceed the amount required for an average day's business. Do not use loose stock to fulfill requests for bulk stock or special order stock.

432.2 Setting Limits

The total value of all loose stock in the unit should not exceed \$500. Postmasters may request exceptions to this limit by a memorandum describing the reasons for a higher value. The district Finance manager will review the exception requests and advise the postmaster of the decision by letter. A copy of the decision letter must be forwarded to the district manager,

Retail. The postmaster and unit employees should determine which stock items to maintain in the loose stock compartment. Set quantities at levels sufficient to allow sales of loose stock with no more than one replenishment each day.

432.3 **Establishing Individual Quantities**

Replenish loose stock when individual quantities of items in the loose stock drawer are exhausted. Reduce quantities if an increase in shrinkage of stock is found during audits.

432.4 **Securing Loose Stock**

432.41 **General**

Each unit is allowed a limited number of loose stock items for sale at the full-service counter and at the point-of-sale cash register. In postal stores, this stock is centrally located behind the full-service counter and the postal store counter so that all employees at the counter may have access to the stock. It may be necessary to divide the loose stock into separate containers for individual workstation employees.

432.42 **Procedures**

Place the loose stock in a drawer, envelope, or other container at the discretion of the postmaster or manager, if it is properly secured when the area is closed. All postage stock inventory items for the store must be entered into the Telxon Unit. Do not enter items designed for vending or CPUs.

Note: Under no circumstances will shrink-wrapped stock be opened to be sold loose.

433 **IRT Procedures for the Full Service Retail Window**

433.1 **Clerk Full Service Close-Out**

433.11 **Advance Remittance**

Follow this procedure for *advance remittance* of bank deposit funds at your unit:

- a. Press the "PRINT LIST" key on the IRT. Print a checklist from the IRT and verify each check against the list. Make any adjustments necessary. (Use this only if checks are remitted in advance). Otherwise, proceed with numbers 2–6.
- b. Remove and count funds to be remitted from the cash drawer.
- c. Press the "AIC NUMBER" key on the IRT. Key in "751."
- d. Enter the amount of the funds to be remitted in advance.
- e. Remit funds to designated employee for verification.
- f. Complete PS Form 1096 as a receipt for the advance remittance.

433.12 Unit Close-Out

At the end of your tour, print an AIC REPORT on the satellite terminal. To avoid discrepancies, compare the following AICs on the IRT to the totals of the retail AICs from the satellite terminal every half-hour:

084	Semi Postal Breast Cancer
085	Celebrate the Century™
086	Pre-canceled Stamp
090	Postage Sale
091	Bird Stamps
092	Philatelic
093	Packaging Products
097	Looney Tunes™ Stamps
098	Retail Merchandise
099	First Class PhoneCards™
231	Looney Tunes™ Merchandise

Use the following procedure for the *final* clerk close-out at the full service counter:

- a. Press the PRINT LIST key on the IRT. Print a check list from the IRT and verify each check against the list. Make any adjustments needed. Remember not to include the checks which were remitted in advance.
- b. Press the "SHIFT" and AIC "NUMBER" key on the IRT in AIC 752. Write down the total.
- c. Subtract the final check list total from the AIC 752 total. If the cash amount contains cents, report the cents in AIC 753, cash retained today. Press the "Cash RETAIN" key on the IRT. Enter into AIC 753 \$100.00 plus the cents from #3.

For example...

PS Form 1412 Entries

Currency Type	Form No.	Amount (\$)
Cash/Check	AIC 751	1,089.25 (advance remittance)
Cash/Check	AIC 752	3,248.76 (final remittance)
Cash/Retained	AIC 753	100.11
Credit Card	AIC 762	52.62
Debit Card	AIC 772	30.00

- d. Press the Print List key on the IRT. Choose Option #11 to print a preliminary Form 1412 and verify entries.
- e. Run Debit/Credit Terminal Reports. AIC 762, and AIC 772 should balance with Final Form 1412.
- f. Remit final checks and cash to the designated employee for verification.
- g. Press the Shift and Final Form 1412 key at the same time to print a Final Form 1412.

- h. Remove the Consolidated AIC Report from the satellite terminal printer and attach it to the clerk Final Form 1412. A manager or supervisor must initial AICs 751, 752, 762, and 772 on the Final Form 1412.
- i. Remit clerk Final Form 1412 and all other support documents as outlined in Handbook F-1.

434 Point of Sale (POS) System

434.1 Cash Register

Each postal transaction at the POS Cash Register Terminal must be entered into the cash register, using the appropriate AIC and SKU Codes. Using the correct SKU Codes is critical for tracking retail postage and merchandise, and core mailing products that are being sold through the postal store. *There are no exceptions.*

434.2 POS Cash Register/IRT: Clerk Close-out

434.21 Advance Remittance

To close out on the IRT, the POS clerk should use this procedure:

- a. Remove the advance remittance of bank funds from the cash drawer.
- b. Count the cash and record the amounts on an adding machine tape.
- c. Submit the adding machine tape with funds.
- d. The designated close-out employee verifies and signs PS Form 1096 or the adding machine tape.

434.22 Final Remittance

Following are the procedures to use in submitting a final remittance report:

- a. At the end of their tour, the clerk must print an AIC Report and Tender Report on the POS Terminal.
- b. Enter the following AICs and amounts listed on the AIC Report on the clerk IRT disk by pressing the corresponding key on the IRT:

Item Number	Description
084	Semi Postal Breast Cancer
085	Celebrate the Century™
086	Pre-canceled Stamps
090	Postage Sale
091	Bird Stamps
092	Philatelic
093	Packaging Products
097	Looney Tunes™ Stamps
098	Retail Merchandise
099	First Class PhoneCards™
231	Looney Tunes™ Merchandise

434.23 Tender Report

As these entries are made on the clerk IRT disk, all totals will be reflected in AIC 752. Therefore, manually enter the amounts listed on the Tender Report on clerk IRT disk as follows:

- a. For debit/credit card transactions, press the Bank Card key on the IRT. Type 1 and enter the amount listed as Charge on the Tender Report. Type 2 and enter the amount listed as Debit (and verify with credit card terminal report).
- b. Press the AIC Number key on the IRT and type "751."
- c. Add the Cash, Check, and Travelers Check amounts listed on the Tender Report.
- d. Hold the Shift key and press the AIC Number key on the IRT and type "752." Write down the total.
- e. Compare the Cash, Check, and Travelers Check totals to the amounts listed in AIC 751 and 752; they should be identical. If not, make necessary adjustments.
- f. Press the Cash Retain key on the IRT. Enter into AIC 753, \$100.00 plus the cents listed on the Tender Report in the Cash amount.
- g. Hold down the Shift key and press the AIC Number key on the IRT. Key in AIC 753.
- h. Verify that only \$100.00 and cents appears in AIC 753.

For example...

Currency Type	Amount (\$)
Cash	3,623.65
Check	705.11
Traveler's Check	20.00
Charge	52.62
Debit	30.00

PS Form 1412 Entries

Currency Type	Form No.	Amount (\$)
Cash/Check	AIC 751	1,000 (advance remittance)
Cash/Check	AIC 752	3,248.11 (final remittance)
Cash/Retained	AIC 753	100.65
Credit Card	AIC 762	52.62
Debit Card	AIC 772	30.00

- i. Press the Print List key on the IRT. Choose Option #11 to print a preliminary Form 1412 to verify all entries.
- j. Remit final checks with an adding machine tape total attached and cash to the designated employee.
- k. Press the Shift and Final keys at the same time to print a Final Form 1412.
- l. Attach the consolidated AIC and Tender Reports from the POS terminal to the clerk Final Form 1412 as a support document. Verify all other

Form 1412 receipts and disbursements. A manager or supervisor must initial AICs 751, 752, 762, and 772. on the Final Form 1412.

- m. Remit documents as outlined in Handbook F-1.

435 Unit Close-out

435.1 General

Perform all normal Form 1412 verification and close-out procedures as specified in Handbook F-1, Section 232.2.

- a. Print an AIC Report from the Primary POS terminal (by terminal) only.
- b. Collect and count all funds in the presence of the clerk who submits the funds. Verify AIC 751 and 752 on each clerk's Final Form 1412 to the funds submitted to acknowledge that the funds agree with the entries.
- c. Verify AIC 751, 752, 762, and 772 to the cash, check, charge, and debit amounts on the Tender Report from the POS terminal with the entries on each POS clerk Final Form 1412 to verify that the funds agree. Verify each AIC 753. AIC 762 and 772 must balance against the amount shown on the batch report generated from the credit card terminal.
- d. Consolidate all clerk IRT disks and the Stamp Stock disk and print a consolidated Unit Form 1412 from the Control disk and a 3958 from the Stamp Stock disk.
- e. Verify that full service clerks have an AIC Report from the satellite terminal attached to their Final Form 1412. POS clerks should have an AIC and Tender Report attached to their Final Form 1412. Clerks who work both the POS and IRT positions in the same day must attach an AIC Report from the satellite terminal and an AIC and Tender Report from the POS to their Final Form 1412. The amounts on the Final Form 1412s should agree with the amounts on the Reports.
- f. Attach a copy of the Time Analysis and Sales Analysis Report to the daily Form 1412. The report *must* be run on each cash register, reviewed by the manager daily and retained for 6 months.
- g. Verify all Form 1412 supporting documents and make adjustments where necessary. Use a TASS Worksheet and submit the documentation to Finance with all other Form 1412 daily documents. Issue PS Form 1908, *Financial Adjustment Memorandum*, for any differences (if your district Finance office allows you to issue them).
- h. Monitor all ERROR CORRECT entries for supporting documentation.
- i. Ensure that all employees have signed off the cash registers and satellite terminals.

Note: AIC 090 should never be adjusted on the clerk IRT Disk or the control disk unless the clerk has documentation to support each entry! Each day, each clerk will retain \$100.00 (bills and coins) in the cash drawer and in AIC 753 on his or her IRT disk. Remit remaining cash to designated employee in dollars only. When the POS primary terminal (Cash Register) has completed the printout for the close-out, attach or

keep the printout with the current day's Unit Form 1412. This is a support document. The Primary Cash Register close-out procedures in the NCR Manual instruct you to remove the journal roll for the current business day. The *journal roll* is the unit's copy of the cash register tape. It must be removed daily, filed in chronological order, separated by AP, and retained for 2 years.

435.2 Point of Service (POS) ONE

POS ONE is being provided by two separately contracted companies — International Business Machines (IBM) and National Cash Register (NCR). The systems are similar due to their contractual obligations, but the systems each have their own unique format. Immediate updates will be communicated through the Associate Office Infrastructure (AOI) electronic hook-up as opposed to downloading new information into the IRTs from a disk. As POS ONE is connected to a nationwide network, up-to-the-minute information on rates, regulations, or embargoes will be downloaded automatically. The network can also relay news about the system and special events. POS ONE will support both individual clerk and unit accountability. Changes to accounting and inventory practices will be discussed in detail during POS ONE training. The following table compares the functionality of the IRTs to the POS ONE system.

Data Type	IRT	POS ONE
Sales	Revenue by AIC	Revenue by Product
	Revenue by location	Revenue by sales channel (e.g., window, vending)
	-	Sales by payment type (e.g., cash, debit card)
	-	Weekly/monthly/annual sales to date
Productivity	Workload by location	Workload by window activity (e.g., stamps sales, passports, money orders)
	-	Transaction volume by location, time and clerk
Inventory	Total items sold per site	Inventory received/on hand by location
	-	Items sold per transaction/customer
	-	Top 10 sale items per site
Customers	No information about Customers	Customer visits by location
	-	Transactions per visit
		Revenue per visit

Note: For more information, see Chapter 8, Equipment, or contact your district Retail office, district POS ONE Coordinator, and/or district Finance office.

435.3 Daily Operations for the Retail Window

435.31 Opening Employee

Employees responsible for opening the retail window should follow these procedures:

- a. Place Floor Stock at designated locations behind counter line.

- b. Review stock levels in Floor Stock, Display Stock, and Philatelic Stock to ensure sufficient quantity for the day.
- c. Request stock replenishment if necessary via PS Form 17.
- d. Prepare local system for daily operations (IRT or POS ONE).

435.32 **Window Clerks**

Window clerks are responsible for completing the following procedures:

- a. Log on to system. The system will indicate a cash reserve carried over from the previous day in cash retained (AIC 353): \$100.00 + odd cents.
- b. Process transaction on the local system as outlined in training (IRT or POS ONE).
- c. Process each transaction on the local system (IRT or POS ONE) at the time of the sale.
- d. Give each customer a system-generated receipt for all transactions including stamp sales.
- e. If a customer makes an error in a postage sale and an error correction of postage sales (AIC 090) is required, the customer must sign the transaction receipt and an explanation must be written on the receipt. The receipt is submitted with closing paperwork to support the error correction of postage.
- f. Error correction of postage sales (AIC 090) is no longer authorized without supporting documentation. If an employee makes an error in a postage sale and an error correction of postage sales (AIC 090) is required, the employee and a witness must sign the transaction receipt and an explanation must be written on the receipt. The receipt is submitted with closing paperwork to support the error correction of postage.
- g. PS Form 3533, *Application and Voucher for Refund of Postage and Fees*, is required as supporting documentation for postage sales errors on the POS ONE system.
- h. Unit accountability window clerks should maintain a stamp balance on the IRT sufficient to meet customer needs and request stamp replenishment if balance is low.

435.33 **POS ONE Clerk Close-Out**

Following are the procedures for POS ONE clerks to use in closing out their registers:

- a. Employees must begin their close-out each day by retaining \$100.00 cash + odd cents in their cash drawer/till for change the next day. (Total cash and coins not to exceed \$100 including coins).
- b. IRT system — view AIC 752 — employees manually enter \$100.00 + odd cents (up to a maximum of \$0.99) into AIC 753.
- c. POS ONE NCR — the system indicates the amount of deposit by employee with reportable transactions. Employees manually enter \$100.00 + odd cents (up to a maximum of \$0.99) by denomination into cash retained.

- d. POS ONE IBM — the system indicates the amount of deposit by employee with reportable transactions. The amount of cash to retain (\$100 + odd cents) is automatically computed and entered by the system.
- e. Close-out on local system as outlined in training (IRT or POS ONE) — verify receipts, documentation, etc.
- f. Trust or suspense entries must be used to balance PS Form 1412-A, if necessary.
- g. All other funds from the day's business are remitted.
- h. Cash remaining in cash drawer/till is AIC 753 (cash retained).
- i. Submit supporting documentation for the day's transactions.
- j. Sign off and consolidate disk (IRT) or Sign off (POS ONE).

Close the unit as outlined in system training (IRT) or (POS ONE).

Note: Error corrections of postage sales to bring Form 1412 into balance are not authorized.

435.4 **Cash Count: Clerk Cash Retained (AIC 753)**

The count of each employee's Cash Retained may be counted anytime and should be done irregularly — at least weekly and more frequently, if necessary. Use PS Form 3294, *Cash and Stamp Stock Count and Summary*, (only pages 1 and 4) to document the count. Each clerk is allowed a tolerance of \$2.00 in their cash retained. If within tolerance, make note on PS Form 3368 and take no further action. If over or under their \$2.00 tolerance, the amount of the discrepancy must be placed in trust (overage) or suspense (shortage) and noted on PS Form 3368. Discrepancies in excess of \$100.00 must be reported on PS Form 571 as outlined in existing policy and procedures as outlined in Handbook F-1. All regulations on collecting employee flexible credit shortages (*Employee and Labor Relations Manual* — Chapter 4, Section 460, National Agreement — Article 28, Section 1, etc.) apply to shortages in Cash Retained.

435.5 **Stamp Stock Count**

435.51 **Unit Stamp Accountability**

A new postal store (open merchandise) with unit accountability has a "frequency of audit" tolerance. Conduct a physical inventory count every 28 days (AP). If the shortage is less than 1% of the total sales for three consecutive APs, conduct the count quarterly. If the shortage rises above 1% at any time, again conduct AP counts until three consecutive counts show less than 1% shortage. You may then revert back to conducting the counts on a quarterly basis.

Note: The 1% is based on postage sales since the previous audit. In a closed/limited merchandise unit, follow the preceding procedures. The only exception is: the tolerance level is .05% of your total sales since the last audit, as opposed to 1.0%.

435.52 Inventory Count

The stock inventory of the postal store must be counted by two parties independently. The two parties should be a manager/supervisor and a clerk. The postmaster/manager or designee is responsible for selecting and assigning personnel to perform the audit. The postmaster/manager has sole responsibility for the postal store.

- a. The count must not be conducted during normal store business hours.
- b. All stock in the store must be counted (including loose stock), shrink wrapped, and all stock stored in vaults and safe compartments.
- c. The unit reserve has no tolerance for discrepancies between the stamps counted and the balance carried on the IRT or POS ONE system.
- d. All counts must be recorded on PS Form 3368.
- e. If a discrepancy exists after an audit, an adjustment must immediately be made on the system. The amount of the discrepancy must be placed into trust (overage) or suspense (shortage).

Complete Form 3294, *Cash and Stamp Stock Count Summary*, and obtain two signatures as required on page 4. A computerized Form 3294 may be used if approved by the Inspection Service in your area. The postmaster or manager must monitor inventory levels at the postal store to ensure that only the stock needed to serve customers is maintained in the store. Lower inventory levels should reduce losses and the amount of time required to count the inventory.

Note: The last business day before the count should be entered as the date of the count because Headquarters downloads all reports/sales for that date! Also, transmit inventory data within ONE DAY or you will be unable to transmit to Headquarters. Ensure that Telxon batteries are charged or all information could be lost!

435.53 Procedures

Enter the PS Form 1412-A date and the inventory items as they are counted into the Telxon Unit. Download the information in the Telxon Unit via modem on the POS cash register to Headquarters (HQ). Once the information is downloaded to Headquarters, Retail Operations will print a Telxon Inventory Count Report and supply you with a copy of the report either by fax or mail. There is usually a 3–5 day turnaround time before Headquarters can supply your copy of the count results. Verify the Telxon Inventory Count Report to Form 3294. If there is a discrepancy in the Telxon Inventory Count Report totals, notify the Help Desk for further instructions. When all information has been verified and/or corrected, compare the total on the Telxon Inventory Count Report to the total in AIC 853 on the unit Final Form 1412 of the day's business that corresponds with the count date. The total on PS Form 3294 and the Telxon Inventory Audit Report must agree, and the difference of AIC 853 must be placed in either trust or suspense. Make no entry to the Unit Form 1412 until you receive the audit results.

435.54 Overage

An *overage* discovered as a result of an audit must be placed in trust as follows:

- a. Place the amount of the overage on the Supervisor's Stamp Stock Disk, PS Form 3958, *Main Stock (or Unit Reserve Stock) Transaction Record*, under stock overage.
- b. Place the amount of the overage on the Supervisor Disk in AIC 057. Unit Accountability sites should place the amount of the overage in AIC 068.
- c. Complete PS Form 571, *Discrepancy of \$100.00 or More in Financial Responsibility*, when applicable, and disburse to the specified recipients.
- d. Submit documentation to the district Finance office with the PS Form 1412 daily documents.

Note: All of the above entries must be made on the same business day that the overage is verified.

435.55 Shortage

A *shortage* discovered as a result of a count is placed in suspense as follows:

- a. Place the amount of the shortage on the Supervisor's Disk, PS Form 3958 under stock shortage.
- b. Place the amount of the shortage on the Supervisor Disk, AIC 767. Unit Accountability sites should place the amount of the shortage in AIC 764.
- c. Complete PS Form 571, *Discrepancy of \$100.00 or More in Financial Responsibility*, when applicable, and disburse to the specified recipients.
- d. Submit documentation to the district Finance office with the Form 1412 daily documents. All of the above entries must be made on the same business day that the shortage is verified. If there is no evidence of negligence, theft, embezzlement, or correlation to a previous overage, the amount of the shortage will be submitted as a Claim for Loss by the district Finance office.

435.56 Supporting the Claim for Loss

The following documents must be submitted to the district Finance office to support the Claim For Loss:

- a. Copy of Form 571.
- b. Copy of Form 3294.
- c. Copies of the Telxon Inventory Count Report.
- d. Copies of the Electronic Article Surveillance (EAS) log.

In case of robbery or burglary, a copy of the Investigative Memorandum (IM) must be attached (Handbook F-1, 886.1).

435.57 Stock Levels and Limits

Maintaining lower levels of stamp stock inventory will reduce time required for audits/inventory counts, and will reduce losses (shrinkage).

- a. Unit reserve: Approximately a 9-week supply (if space is available).
- b. Open merchandise area should not exceed 1 week's sales.
- c. Loose stock should not exceed \$500.00 (without authorization from district Finance office).
- d. Individual accountability: \$100.00 Cash Retained and approved Stamp Credit amount.

Contact SDO/SDN for establishing Automatic Stamp Stock Shipments.

435.58 Special Notes

Following are some additional safety guidelines:

- a. Keep all postage stock items in security containers, safes, or vaults locked and secured at all times.
- b. The postal store must be staffed and never left unattended during business hours.
- c. The loose stock procedures must be adhered to as directed.
- d. Failure to follow procedures can be considered negligence, and the postmaster/manager may be held responsible for discrepancies.

436 Performing Postal Retail Store Inventory Counts**436.1 Examination Procedure**

Use the following procedures to ensure stock stays organized:

- a. Do not mix stock together.
- b. To help avoid double-counting, put sticky notes on each stack of shrink-wrapped packs. You will know that every item has been counted when all stacks have sticky notes on them.
- c. Scan one of the barcodes from each stack and enter the quantity of the stack into the Telxon. Then dispose of the sticky notes so you know the item has been scanned.

Note: Certain coils and loose stock items do not have barcodes. Enter these items into the Telxon by scanning the corresponding barcode on the barcode scanning Telxon sheet supplied by Headquarters.

436.2 Processing and Double-checking Figures

Use the following procedures to verify inventory counts:

- a. Review count on Telxon and 3294 to check for errors, then arrive at a total dollar figure for stock.
- b. If an error was made in the count, make corrections before the count is transmitted to the Headquarters computer.

- c. When all stock has been entered into the Telxon, the inventory count can be downloaded to the Headquarters computer. The NCR cash register should be switched to "B" mode before transmitting.
- d. Add the value of redeemed stock to the value of the count. This is the total value of your stock.

436.3 **Defining Shrinkage**

Shrinkage percentage is the difference between the recorded value of inventory (at retail) based on merchandise bought and received and the value of actual inventory in stores and distribution centers divided by retail sale during a time period.

For example...

We conduct an inventory in a postal store. The store has a loss of \$4,800. The total postage sales for the time period (one quarter) is \$360,000. Dividing the amount of the loss by the sales will yield a shrinkage of 1.3%.

436.4 **Determining Shrinkage: When You're Certain of Your Count**

Use the following procedures to determine the amount of shrinkage:

- a. Compare this value with your accountability obtained from the IRT, AIC 853 (compare totals with totals from day of count).
- b. If the difference between these values is greater than 1% of your accountability from the IRT, the amount of the shrinkage is excessive. Conduct another audit during the next accounting period. For POS ONE sites, if the difference between these values is greater than 1% of your accountability, your shrinkage amount is excessive. Conduct another audit during the next accounting period.
- c. Review the Discrepancy Report to determine which items are out of balance.

437 **Finance Control Records**

Note: This list is not all-inclusive. Exhibits are suggested formats for use in tracking/maintaining finance control records.

- a. *Postal store* — Finance Records Checklist. (See Exhibit 437a.)
- b. *Bait Money Orders* — Three bait money orders must be issued/assigned to each window clerk and SSPC technician. Assign six bait money orders to the supervisor. When the store closes, three bait money orders are to be placed in unlocked drawers at the full service counter and three are to be placed in unlocked drawers in the store retail area. Remove the six bait money orders before opening the store for business. A Bait Money Order Control Log must be maintained and current (MI AS-220-1999-1). (See Exhibit 437b.)
- c. *Annual Cross Key Check* — Before issuing keys for the cash drawers, conduct a cross key check of EACH key and keep a record for financial examination purposes as described in Handbook F-1, 426.2, Step 8. (See Exhibits 437c and 437d.)

- d. *Employee Count Files (Records of Cash/Stamp Credits)* — Establish file folders for each employee assigned a credit, in alphabetical or numerical order, and maintain on site. The file must be under the postmaster/store manager's control and must include:
 - (1) All PS Forms 3294.
 - (2) PS Form 3368.
 - (3) PS Form 3369.
 - (4) PS Form 571.
 - (5) Letters of Demand, as described in Handbook F-1, 476.2.
- e. *Postal store Count Files* — Establish a file for the postal store inventory counts and maintain on site. A postal store audit form is included to assist you (see Exhibit 437e). Customize the PS Form 3294 (Excel) to be used for postal store inventory counts (see Exhibit 437f). Set up several sheets that reflect the stock items maintained in your store. The file must be under the postmaster/store manager's control and must include:
 - (1) All PS Forms 3294 (modified or manual).
 - (2) PS Form 3368 documenting the audits.
 - (3) PS Form 3369 showing responsible store manager.
 - (4) PS Form 571.
 - (5) Copies of the EAS/Checkpoint Alarm Log for the time frame since the last audit (see Exhibit 437g).
 - (6) TELXON Inventory Reports from Headquarters.
 - (7) Inventory Not Counted Reports from Headquarters.
 - (8) A signed explanation from the store manager explaining the discrepancy (if applicable).
 - (9) A copy of an Investigative Memorandum from Inspection Service (if applicable).
 - (10) Any other information relevant to the audit (see Handbook F-1, 476.2 and 476.3).

Notes: For shortages relating to \$100 Cash Retained or improperly handled transactions that result in a loss of postal funds, refer to Handbook F-1 section on Letter of Demand. All regulations relating to collection of employee credit shortages apply to shortages in cash credits. For more information, refer to the National Agreement and the ELM.
- f. *Form 3368, Stamp Credit Examination Record* — Establish a new PS Form 3368 for each accountability assigned (Handbook F-1, 426.4 and 426.5). Post results of the weekly Cash Retained counts of each individual clerk to PS Form 3368. Also, establish a PS Form 3368 for the postal store and record the results of each AP and/or Quarterly Store Stock audit.

- g. *PS Form 3369, Consigned Credit Receipt* — Issue in triplicate when assigning Cash Retained to clerks. Original must be maintained in the Record of Stamp Credits, Handbook F-1, 331 and 426.45. Retain for 3 years.
- h. *PS Form 3958, Unit Reserve Stock Transaction Record File* — (Handbook F-1, 417). Establish a file for the PS Forms 3958. The PS Form 3958 must be generated each day and maintained for 4 years. Also, print an Inventory List from the Stamp Stock disk. This Inventory List is an automated PS Form 3295, *Daily Record of Stamps*, and must be kept on file for one year.
- i. *Forms 3977, Duplicate Key Envelopes* — Establish new PS Forms 3977 for the cash drawer keys. Ensure PS Forms 3977 are verified semi-annually for cash drawers, IRT codes, credit card passwords, and the store stock drawers (Handbook F-1, 372.1).
- j. *Inventory of Sealed Envelopes* — Each person having custody of PS Forms 3977 must maintain a list showing each envelope, the date received, the source, and the location of the safe or vault to which it relates. At least once each 6 months, physically examine each PS Form 3977 to verify it is on hand and intact. Place a written, dated, and signed report of this inventory in the file with the list, per Handbook F-1, 372.3. Maintain for 2 years per *Administrative Services Manual* (Exhibit 351.21, Pg. 8) or longer if a dispute exists. (See Exhibit 437h of this handbook.)
- k. *Letter of Authorization for Cash Retained* — A letter of authorization from the manager, Finance, must be on file at the unit. The authorized amount of Cash Retained will be no more than \$100 for each window clerk in addition to the amount of the unit's cash reserve. (Handbook F-1, 331)
- l. *Closed Circuit Video Tapes* — Maintain 32 security video tapes. Number each tape cover and video tape from 1 to 31 (keep extra on hand in case a tape breaks). Replace the tape each morning by inserting the number which corresponds to the calendar number of the current month. (On May 1, insert tape number 1, on May 2, insert tape number 2, etc.) Each time the video tape is changed, complete the VCR LOG sheet at the time the tape was changed (See Exhibit 437i). These tapes are to be controlled and kept under lock and key for future review. If no irregularities have been noted at the end of each month repeat the procedure. Tapes are to be replaced after 12 months.

Exhibit 437a
Finance Records Checklist

POSTAL STORE – FINANCE CONTROL RECORDS CHECKLIST

Conduct the Cross Key Check before issuing keys for the new counterline!
Check off items below, as each task is completed.

Do the same for each new employee assigned to your unit.

Employee Name	File Folder	Form 3369	Form 3294	Issued Cash Retained	Form 3368	Bait MO's	Duplicate Key Envelopes for:			Cross Key Check	DATE: Individual AIC 853 & 3958 Totals	Trained on EAS System
							Cash Drawer	IRT Code	Credit Card Password			
				+ \$100			1.				+	
				+			2.				+	
				+			3.				+	
				+			4.				+	
				+			5.				+	
				+			6.				+	
				+			7.				+	
				+			8.				+	
				+			9.				+	
				+			10.				+	
				+			11.				+	
				+			12.				+	
				+			13.				+	
				+			14.				+	
				+			15.				+	
				+			16.				+	
				+			17.				+	
<u>Unit's Cash Retained Assigned to:</u>				+							+	3958 Total
												Total of above
<u>Supervisor/Store Manager</u>				Total Cash Retained		(3) for Counterline & (3) POS area	Store Stock Drawer Keys				(-) AIC 853 – Unit 1412	
Request Letter of Authorization for amount of Cash Retained							Difference should be "zero"					

Exhibit 437b

Bait Money Order Program Control Log

UNIT ID/FINANCE #: _____

POSTAL UNIT: _____

ZIP+4 CODE: _____

NAME OF ISSUING EMPLOYEE: _____

**BAIT MONEY ORDER
CONTROL LOG**

Date	Money Order Serial No.	Money Order Date	Money Order Amount	Signature of Receiving Employee	Date of Receipt	Date Destroyed	Issuing Employee Initials

DESTROYED BY: _____

POSTMASTER

Exhibit 437d

Key Inventory List (Reference: Handbook F-1, 426.2, Step 8)

[illegible]

Note: Employees must notify their supervisors in writing if their equipment does not provide proper security (see Handbook F-1, 151.2)

Exhibit 437e

Sample Postal Store Audit Form

Date of Audit:	
----------------	--

Total from Form 1412 (AIC 853):	
Vending	
Rural Route Credits	
Redeemed Stock	
Total Subtractions:	\$
Adjusted AIC 853	\$

Total Postal Store Stock Counted:	\$
Outstanding Stamps by Fax:	
Outstanding Postage Related 1908s	
(Other):	
(Other):	\$
(Other):	
Total Adjusted Postal Store Stock:	\$
Difference AIC 853 +/-	\$

Total Postage Sales Since Previous Audit:	\$
Total Shrinkage:	
Date of Last Audit:	

<i>Signature of Auditor</i>	<i>Signature of Auditor</i>

Exhibit 437f (p. 1)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
1					0	DEFINITIVE	0.01	1	
2					0	DEFINITIVE	0.02	1	
3					0	DEFINITIVE	0.03	1	
4					0	DEFINITIVE	0.04	1	
5					0	DEFINITIVE	0.05	1	
10					0	DEFINITIVE	0.10	1	
19					0	FAWN POST CARD STAMP	0.19	1	
20					0	DEFINITIVE	0.20	1	
23					0	DEFINITIVE	0.23	1	
30					0	DEFINITIVE	0.30	1	
32					0	DEFINITIVE	0.32	1	
35					0	DEFINITIVE	0.35	1	
40					0	DEFINITIVE	0.40	1	
45					0	DEFINITIVE	0.45	1	
46					0	DEFINITIVE	0.46	1	
50					0	DEFINITIVE	0.50	1	
52					0	DEFINITIVE	0.52	1	
55					0	DEFINITIVE	0.55	1	
60					0	DEFINITIVE	0.60	1	
75					0	DEFINITIVE	0.75	1	
78					0	DEFINITIVE	0.78	1	
95					0	IRC	0.95	1	
100					0	DEFINITIVE	1.00	1	
200					0	DEFINITIVE	2.00	1	
300					0	DEFINITIVE	3.00	1	
389					0	ENVELOPES	0.38	1	
500					0	WASHINGTON \$5.00	5.00	1	
1000					0	COIL-500-POSTCARD	100.00	1	
1059					0	I.R.C.	1.05	1	
1075					0	EXPRESS MAIL	10.75	1	
1183					0	WORLD POST KIT	10.50	1	
1184					0	TRAVEL PAC	5.50	1	
1185					0	LOVE PAC	12.50	1	
1190					0	PRIORITY GIFT PAK	6.95	1	
1500					0	FEDERAL DUCK STAMP	15.00	1	
2000					0	COIL-100-POSTCARD	20.00	1	
2238					0	AEROGRAMME SINGLE	0.50	1	
2262					0	POSTAL CARD	0.20	1	
2275					0	REPLY CARDS	0.40	1	
2300					0	COIL-100-.23	23.00	1	
2500					0	\$25.00 BULK RATE COIL	25.00	1	
3200					0	COIL-100-.32	32.00	1	
4486					0	RIVERBOAT PSA	0.32	1	

Exhibit 437f (p. 2)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
5000					0	\$50. 00 BULK COIL	50.00	1	
5511					0	XMAS 96 ATM 18CT	5.76	1	
5580					0	JACQUELINE COCHRAN	0.50	1	
6609					0	FLAG OVER PORCH PSA	3.20	1	
6624					0	WINTER GARDEN FLOWER 20-BOOK	6.40	1	
6631					0	FLAG OVER PORCH PSA BOOK	6.40	1	
6642					0	CONTEMPORARY XMAS	6.40	1	
6644					0	LOVE CHERUB PSA 2ND OZ	11.00	1	
6648					0	FALL GARDEN FLOWER 20-BOOK	6.40	1	
6653					0	LIGHTHOUSE - 20 - BOOK	6.40	1	
6654					0	TENNESSEE PSA	6.40	1	
6655					0	HOLIDAY CONTEMPORARY 20-BOOK	6.40	1	
6663					0	TWO FRUITS - 20 -BOOK	6.40	1	
6664					0	FLAG OVER PORCH	6.40	1	
6666					0	POSTCARD BOOK-10-BLUE JAY	2.00	1	
6668					0	FLAG OVER PORCH .32-10 BOOK	3.20	1	
6670					0	ANGEL PSA	6.40	1	
6671					0	TWO FRUITS PSA 20	6.40	1	
6672					0	CHERUB PSA 20	6.40	1	
6673					0	FLAG OVER PORCH PSA 20	6.40	1	
6675					0	ROSE PSA 20	6.40	1	
6676					0	LIBERTY 20 X .32 PSA	6.40	1	
6680					0	LOVE SWANS 20 X .32 PSA	6.40	1	
6681					0	LOVE SWANS 20 X .55 PSA	11.00	1	
6682					0	YELLOW ROSE	6.40	1	
6682					0	YELLOW ROSE PSA	6.40	1	
6698					0	CHERUB - 20 - BOOK	6.40	1	
8990					0	1996 COMM MINT SET (SOFT)	15.95	1	
8996					0	1996 COMM MINT SET (HARD)	39.95	1	
11500					0	\$115.00 SECOND OUNCE COIL	115.00	1	
16000					0	\$160.00 FIRST CLASS COIL	160.00	1	
1002T					0	WOODPECKER	0.02	20	
1010S					0	RED CLOUD	0.10	10	
1013P					0	LOUIS MUNOZ MARIN	0.05	100	
1013T					0	LOUIS MUNOZ MARIN	0.05	20	
1017H					0	ALICE HAMILTON	0.55	50	
1017P					0	ALICE HAMILTON	0.55	100	
1017S					0	ALICE HAMILTON	0.55	10	
1018S					0	VIRGINIA APGAR 10 PACK	0.20	10	
1024S					0	JAMES K POLK	0.32	10	
1034S					0	MILTON S. HERSHEY	0.32	10	

Exhibit 437f (p. 3)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
1035H					0	DENNIS CHAVEZ	0.35	50	
1035P					0	DENNIS CHAVEZ	0.35	100	
1035S					0	DENNIS CHAVEZ	0.35	10	
1036H					0	CARDINAL	0.30	50	
1036P					0	CARDINAL	0.30	100	
1043H					0	MARY CASSAT	0.23	50	
1043P					0	MARY CASSAT	0.23	100	
1043S					0	MARY CASSAT	0.23	10	
1050H					0	NIMITZ	0.50	50	
1050P					0	NIMITZ	0.50	100	
1050S					0	NIMITZ	0.50	10	
1052P					0	MARY LYON	0.02	100	
1052T					0	MARY LYON	0.02	20	
1053T					0	DR PAUL WHITE	0.03	20	
1054P					0	FATHER FLANAGAN	0.04	100	
1054T					0	FATHER FLANAGAN	0.04	20	
1057H					0	HUBERT HUMPHREY	26.00	1	
1057S					0	HUBERT HUMPHREY	0.52	10	
1061P					0	AMERICAN KESTREL	0.01	100	
1073P					0	F. SCOTT FITZGERALD	11.50	1	
1073S					0	F. SCOTT FITZGERALD 10	2.30	1	
1075P					0	WILKE	0.75	100	
1075S					0	WENDELL WILKE	0.75	10	
1076H					0	DR ALICE PAUL	0.78	50	
1076S					0	ALICE PAUL	0.78	10	
1078S					0	RUTH BENEDICT	0.46	10	
1079P					0	CAL FARLEY 100	32.00	1	
1079S					0	CAL FARLEY	3.20	1	
1082S					0	BOBCAT	2.00	10	
1090S					0	JOHNS HOPKINS	1.00	10	
1108X					0	PRIORITY MAIL PACK	3.00	1	
1110E					0	PRIORITY PACK	3.00	1	
1111E					0	EXPRESS PACK	10.75	1	
1111X					0	EXPRESS MAIL HARD PACK	10.75	1	
2115V					0	PARALYMPICS ENV	1.90	1	
2154V					0	LIBERTY BELL ENVELOPE	0.38	5	
2197V					0	SPACE STATION HOLOGRAM	0.38	5	
2198V					0	SAVE OUR ENVIRONMENT ENV	0.38	5	
2238V					0	THADDEUS LOWE AEROGRAMME	0.50	5	
2261S					0	ST. LOUIS STATION POSTAL CARD	0.19	10	
2262S					0	RED BARN POSTAL CARD	0.20	10	
2266S					0	SOARING EAGLE INT'L POSTAL CARD	0.50	10	

Exhibit 437f (p. 4)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
2267S					0	AMERICAN CLIPPER POSTAL CARD	0.20	10	
2276S					0	WINTER SCENE POSTAL CARD	0.20	10	
2278S					0	PRINCETON UNIV POST CARD	2.00	1	
2283S					0	ST. JOHN'S COLLEGE PC	2.00	1	
2637V					0	LIBERTY BELL 6 3/4 ENV	0.38	5	
2639V					0	LOVE SPIRAL ENVELOPE	0.38	5	
4401P					0	LUNAR NEW YEAR	0.32	20	
4402P					0	UTAH STATEHOOD	0.32	50	
4402S					0	UTAH STATEHOOD	0.32	10	
4402T					0	UTAH STATEHOOD	0.32	20	
4403P					0	ERNEST E. JUST	0.32	20	
4404P					0	JAMES DEAN STAMPS	6.40	1	
4405P					0	SMITHSONIAN INSTITUTION	0.32	20	
4405S					0	SMITHSONIAN INSTITUTION	0.32	10	
4406P					0	PIONEERS OF COMMUNICATION	0.32	20	
4409P					0	FOLK HEROES 20	6.40	1	
4409S					0	FOLK HEROES 10	3.20	1	
4410P					0	MARATHON	0.32	20	
4410S					0	MARATHON	0.32	10	
4418P					0	AMERICAN INDIAN DANCE STAMP	6.40	1	
4418S					0	AMERICAN INDIAN DANCES 10	3.20	1	
4419P					0	BENJAMIN DAVIS 20 X .32	6.40	1	
4419S					0	BENJAMIN DAVIS 10 X .32	3.20	1	
4430P					0	LUNAR NEW YEAR 20 X .32	6.40	1	
4430S					0	LUNAR NEW YEAR 10 X .32	3.20	1	
4464P					0	WOMEN'S SUFFRAGE	0.32	40	
4464S					0	WOMEN'S SUFFRAGE	0.32	10	
4464T					0	WOMEN'S SUFFRAGE	0.32	20	
4466P					0	LOUIS ARMSTRONG	0.32	20	
4467P					0	PREHISTORIC ANIMALS STAMPS	6.40	1	
4468P					0	UNITED NATIONS	0.32	20	
4469P					0	FLORIDA STATEHOOD	0.32	20	
4469S					0	FLORIDA STATEHOOD	0.32	10	
4470P					0	TEXAS	0.32	20	
4471P					0	JAZZ MUSICIANS	0.32	20	
4473P					0	KIDS CARE EARTH DAY	0.32	20	
4474P					0	MARILYN MONROE	0.32	20	
4475P					0	TENNESSEE WILLIAMS	0.32	20	
4478S					0	NAVAL ACADEMY	0.32	10	
4479P					0	SPORTS	0.32	20	
4483P					0	POW-MIA	0.32	20	
4483S					0	POW-MIA	0.32	10	

Exhibit 437f (p. 5)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
4484P					0	PALAU	0.32	50	
4484S					0	PALAU	0.32	10	
4485T					0	TENNESSEE STATEHOOD	6.40	1	
4486P					0	RIVERBOAT 20	6.40	1	
4486S					0	RIVERBOAT 10	3.20	1	
4487P					0	RURAL FREE DELIVERY 20	6.40	1	
4487S					0	RURAL FREE DELIVERY 10	3.20	1	
4489P					0	SONGWRITERS 20	6.40	1	
4490P					0	BIG BAND LEADERS 20	6.40	1	
4493P					0	ENDANGERED SPECIES 15	4.80	1	
4494P					0	IOWA STATEHOOD 50	16.00	1	
4494S					0	IOWA STATEHOOD 10	3.20	1	
4494T					0	IOWA STATEHOOD 20	6.40	1	
4495P					0	FULBRIGHT SCHOLARS	0.32	50	
4496S					0	BREAST CANCER AWARENESS	3.20	1	
4497S					0	ANTIQUE AUTO	0.32	10	
4498P					0	COMPUTER 40	12.80	1	
4498S					0	COMPUTER 10	3.20	1	
4498T					0	COMPUTER 20	6.40	1	
5502H					0	FLAG OVER PORCH	0.32	50	
5502P					0	FLAG OVER PORCH	0.32	100	
5502S					0	FLAG OVER PORCH	0.32	10	
5503P					0	SUMMER OLYMPICS	0.32	20	
5504P					0	LOVE-CHERUB 2 OZ. RATE	0.55	50	
5504S					0	LOVE-CHERUB 2 OZ. RATE	0.55	10	
5505P					0	1945 WORLD WAR II	0.32	20	
5508P					0	96 CENTENNIAL OLYMPIC STAMP	6.40	1	
5509P					0	GEORGIA O'KEEFE STAMP	4.80	1	
5516P					0	HOLIDAY CONTEMPORARY	0.32	50	
5516S					0	HOLIDAY CONTEMPORARY	0.32	10	
5519S					0	HOLIDAY TRADITIONAL	0.32	10	
5519T					0	HOLIDAY TRADITIONAL	0.32	20	
5523P					0	COMIC STRIP	0.32	20	
5524P					0	CIVIL WAR	0.32	20	
5571P					0	WILLIAM PIPER	0.40	50	
5571S					0	WM PIPER	0.40	10	
5572I					0	HARRIET QUIMBY	0.50	25	
5572P					0	HARRIET QUIMBY	0.50	50	
5572S					0	HARRIET QUIMBY	0.50	10	
5581S					0	EDDIE RICKENBACKER	0.60	10	
5581T					0	EDDIE RICKENBACKER	0.60	20	
5582P					0	XMAS 96 50	16.00	1	
5582S					0	XMAS 96 10	3.20	1	

Exhibit 437f (p. 6)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
5583P					0	96 MADONNA	16.00	1	
5583S					0	96 MADONNA 10 X .32	3.20	1	
5590S					0	LOVE	0.32	10	
5595P					0	LOVE- CHERUB	0.32	50	
6609S					0	FLAG P.S.A. .32-10	3.20	1	
6634E					0	BLUE BIRD .20 PSA	2.00	1	
6642E					0	HOLIDAY CONTEMPORARY P.S.A.-20	6.40	1	
6644E					0	LOVE CHERUB PSA PACKAGED	0.55	20	
6646E					0	96 MADONNA 20 X .32	6.40	1	
6646R					0	96 MADONNA 60 X .32	19.20	1	
6649E					0	XMAS PSA 1996	6.40	1	
6649R					0	96 XMAS FAMILY SCENE 60 X .32	19.20	1	
6670E					0	HOLIDAY TRADITIONAL PSA-20	6.40	1	
6671E					0	TWO FRUITS P.S.A.-20	6.40	1	
6672E					0	LOVE CHERUB P.S.A.-20	6.40	1	
6673E					0	FLAG P.S.A.-20	6.40	1	
6675E					0	ROSE P.S.A.-20	6.40	1	
6676E					0	LOVE SWANS 20 X .32 PSA	6.40	1	
6676E					0	LIBERTY 20 X .32 PSA	6.40	1	
6680E					0	LOVE SWANS 20 X .32 PSA	6.40	1	
6681E					0	LOVE SWANS 20 X .55 PSA	11.00	1	
6682E					0	YELLOW ROSE (WRAPPED)	6.40	1	
8801E					0	LOVE POSTAL CARDS	6.95	1	
8816*					0	I HAVE A DREAM MINT	17.95	1	
8826*					0	MINT SET LEGENDS OF THE WEST	24.95	1	
8828*					0	MINT SET SILENT SCREEN	24.95	1	
8830*					0	MINT SET CIVIL WAR	29.95	1	
8832*					0	CIVIL WAR FIRST DAY PROGRAM	9.95	1	
8833*					0	CIVIL WAR POSTAL CARD SET	7.95	1	
8842*					0	MINT SET 1942 WWII	15.95	1	
8843*					0	MINT SET 1943 WWII	15.95	1	
8844*					0	MINT SET 1944 WWII	15.95	1	
8845*					0	MINT SET 1945 WW II	15.95	1	
8852E					0	AMERICAN INDIAN DANCE PN	29.95	1	
8856*					0	GEORGIA O'KEEFE 1ST DAY	14.95	1	
8863E*					0	ENDANGERED SPECIES POSTER	6.95	1	
8865E*					0	RIVERBOAT PROGRAM	14.95	1	
8869E*					0	ENDANGERED SPEC. 1ST DAY	14.95	1	
8870E*					0	ENDANGERED SPEC BD BK	15.95	1	
8872*					0	FOLK HEROES MINT SET	12.95	1	
8876*					0	MARILYN MONROE PROGRAM SPEC	9.95	1	

Exhibit 437f (p. 7)

Modified PS Form 3294

ITEM #	DRWR	WALL	SAFE	LOOSE	T-CT	DESCRIPTION	DEN	PAK	VALUE
8882*					0	MARATHON FIRST DAY COVER	14.95	1	
8883*					0	MARATHON POSTER	12.95	1	
8885*					0	JAMES DEAN 1ST DAY	12.95	1	
8886*					0	JAMES DEAN POSTER	12.95	1	
8888*					0	PREHISTORIC ANIMAL MINT SET	9.95	1	
8898*					0	1995 STAMP GUIDE	10.95	1	
8903T*					0	WWII 1943	0.29	20	
8906*					0	OLYMPIC SIGNED SHEET	29.95	1	
8920*					0	MINT SET 1942 WWII	15.95	1	
8926*					0	COMIC STRIPS POST CARDS	7.95	1	
8933*					0	OLYMPIC POST CARDS	12.95	1	
8934E*					0	ENDANGERED SPEC PC SET	11.95	1	
8954*					0	96 OLYMPIC TRI-FOLD	19.95	1	
8993*					0	MINT SET 1993 COMM.	24.95	1	
8994*					0	MINT SET 1994 COMM.	29.95	1	
8995*					0	MINT SET 1995 COMM.	39.95	1	
9836*					0	STAMPFOLIO 1996 WINTER GARD.	4.95	1	
9837*					0	STAMPFOLIO BUFFALO SOLDIERS	2.50	1	
9838*					0	LOVE STAMP FOLIO	2.50	1	
9840*					0	STAMPFOLIO JAZZ-BLUES	2.50	1	
9843*					0	STAMPFOLIO LOCOMOTIVE	2.50	1	
9844*					0	STAMPFOLIO POP. SINGERS	2.50	1	
9845*					0	STAMPFOLIO WONDERS OF THE SEA	2.50	1	
9847*					0	STAMPFOLIO GARDEN FLOWER	4.95	1	
9866*					0	STAMPFOLIO KEEPSAKES	45.95	1	
9867*					0	STAMPFOLIO KIDS CARE	4.95	1	
9868*					0	STAMPFOLIO LOVE	4.95	1	
9869*					0	TENNESSEE FOLIO	9.95	1	
9870*					0	STAMPFOLIO REC. SPORTS	4.95	1	
9875*					0	AMERICAN INDIAN FOLIO	9.95	1	
9878*					0	STAMPFOLIO MARILYN MONROE	4.95	1	
9926*					0	LEGENDS OF THE WEST POST CARD	7.95	1	
9935*					0	MARATHON FOLIO	4.95	1	
9938*					0	JAMES DEAN FOLIO	4.95	1	
9939*					0	FOLK HEROES FOLIO	9.95	1	
9965*					0	MARATHON PANEL	7.95	1	

Exhibit 437g

Sample Checkpoint Activity Log

Date	Time	Cashier Lane No.	Types of Merchandise List All Items Recovered	Item Value	Responding Person's Name	Activity Code			Customer Number Response			Description of Situation Remarks* Tags Found
						R	U	O	1	2	3	

Exhibit 437i

Security Video Tape Log

[illegible]

5 Unit Performance

51 Voice of the Customer — Measuring Quality of Service

511 Quality of Service

Quality of service isn't just saying "thank you" at the end of the sale. Quality service is:

- a. The appearance of your lobby, your clerks, and yourself.
- b. The knowledge shown by your window clerks when asked a question.
- c. The quality of advice they give a customer when asked how to send an article or what would be a good birthday present for a 12-year-old girl.

512 Evaluation

When evaluating the quality of service, consider also the efficiency of service, the positive attitude, and the sense of pride. Following are sources of feedback on the quality of service your retail team is providing:

- a. Customer Satisfaction Measurement (CSM).
- b. Ease of Use (EOU) Index.
- c. PS Form 4314-A, *Consumer Service Card (Spanish)*.
- d. PS Form 4314-C, *Consumer Service Card (English)*.
- e. Mystery Shopper.
- f. Direct interaction with your customers.
- g. Retail Unit Proficiency Index.

52 Customer Satisfaction Measurement (CSM) System: Ease of Use (EOU) Index

521 General

The Customer Satisfaction Measurement (CSM) system uses mail-out/mail-back surveys to both business account and residential

customers to see how our customers perceive their experience with postal products and services. Telephone surveys are used for both National and Premier business account customers. Surveys are conducted on a continuous basis across each quarter.

522 ***CustomerPerfect!***

One of the newest indicators of customer satisfaction created under the guidelines of *CustomerPerfect!*, Voice of the Customer (VOC), is the Ease of Use (EOU) Index. Components of the EOU index are drawn from specific CSM survey questions. We want to know how our customers “perceive” their experience with postal products and services. “EOU” is defined as having products and services that are simple to use, convenient, understandable, and accessible.

523 **EOU: Residential**

523.1 **Components**

Residential household customers are asked EOU rating questions about their post office experience during the past 30 days. The customer is asked to rate:

- a. Courteous and friendly service from clerks.
- b. Waiting time in line.
- c. Convenience of post office hours.
- d. Helpful service from clerks.

The response categories for these questions are Excellent/Very Good/Good/Fair/Poor.

523.2 **Diagnostic Frequency**

Two diagnostic frequency questions are also asked to determine how many times in the past 30 days the customer has:

- a. Received especially good clerk service.
- b. Waited in line more than 5 minutes.

The response categories to these questions are summarized as either favorable or unfavorable.

523.3 **Reports**

Analyze the EOU reports to develop trends and comparative information. Charting your scores will develop trends to identify opportunities for improvement. Continuous improvement in EOU scores is part of the national goal to improve customer satisfaction. Information should be shared with all employees.

523.4 Questions

As you can see from the EOU questions list, "Waiting Time In Line" accounts for two of the six questions used to generate our total score. The two questions complement each other by providing information on different aspects of the waiting time in line issue. Your district should provide EOU scores to each office. For suggestions on improving "Waiting Time in Line" scores, see the next section on improvement strategies.

523.5 Improvement Strategies**523.51 Staffing and Service Hours**

Strategies for staffing facilities include the following:

- a. Retail Analysis Program (RAP) — Conduct and implement changes for *all* high impact offices.
- b. Review/adjust scheduling of clerk hours to provide optimum staffing during peak periods. For optimum efficiency, balance the clerk schedules without increasing Function 4 hours. Schedule breaks and lunch periods to coincide with slower service demands. Population growth or other factors such as increase in retail revenue may require additional workhour usage.
- c. Eliminate lunch breaks between 11:30 a.m. and 1:30 p.m. and other peak times as identified by the RAP survey.
- d. In general, do not close offices in suburbs before 5:30 p.m. during the week.
- e. Give special attention to Saturdays: treat this day as a regular work day. Use RAP results to adjust and balance hours throughout the week. Determine if long lines on Saturdays could be reduced by offering longer hours on Saturdays and during the week.
- f. Use customer surveys to determine optimal hours of service to meet their needs.
- g. Adjust service hours in strategic geographical locations to flatten morning or afternoon peaks. For example, open 30 minutes earlier or close 30 minutes later.
- h. Staff the cash wrap counter in postal stores at all times. Use the position as lobby director to educate customers to this new way of self-selecting products.
- i. Move staff among offices as needed.
- j. Use mobile units to fulfill high demand times.
- k. Review retail operation complement to maximize usage of flexibility with part-time flexible (PTF) and part-time regular (PTR) employees.
- l. Provide for peak time back-up such as a lobby director.
- m. Increase involvement of postmasters and supervisors.
- n. Monitor and assist peak period lobby and window activities.

- o. Promote alternative programs, e.g., Stamps by Mail, Stamps by Phone, Stamps on Consignment, and contract units. (Use product flyers to promote merchandise line.)
- p. Increase retail proficiency by providing weekly service talks and training. Assess where refresher courses are needed (e.g., training, sales/service talks, product knowledge, and others).

523.52 **Window Activities and Customer Service**

Strategies for incorporating customer service into clerk window activities include the following:

- a. Give postage meter customers information about optimum times or other ways to set meters (leaving meter during lunch or overnight, diverting meter settings away from retail counters, electronic meter setting).
- b. Establish special windows or use caller service dutch doors, based on local customer demand (Express Mail, package pickups, passports, etc.).
- c. Send letters to bulk business mailers and postage meter customers suggesting off-peak times to conduct their postal business.

523.53 **Lobby Activity and Equipment**

Strategies for incorporating customer service into lobby activities and equipment usage include the following:

- a. Implement the lobby director program at larger offices or at times of high volume/traffic.
- b. Ensure that, at all times, all self service equipment functions properly and is adequately stocked to meet customer needs.
- c. Install additional parcel lockers to accommodate post office box parcels or overflow to reduce customer wait time.
- d. Install buzzer system or other procedures to alert additional clerks for customer and retail counter assistance.
- e. Arrange window clerk space to be neat and efficient, with all customer-inaccessible items quickly available.
- f. In postal stores, order and display a variety of stamp merchandise.
- g. Follow store planograms. Use promotional/sustaining materials supplied — they help inform customers.
- h. Conveniently locate postal forms, Express Mail, Priority Mail, Global Priority Mail products, and other supplies for customer use in a location that is readily accessible before they get in line.
- i. Implement a “take a number” system.

523.54 Service Suggestions

Strategies for incorporating customer service into overall service activities include the following:

- a. Notify customers that they may mail in box rents rather than come to the window. Use Notice 32, *Post Office Box Fee Due Notice*.
- b. Let customers know that they may have their vacation hold mail delivered by their carriers when they return. Use PS Form 8076, *Authorization to Hold Mail*.
- c. Keep non-window clerk personnel from behind the retail counter. Customers perceive these employees as being non-productive because they are not available to serve them.
- d. Recognize the exceptional service of offices and clerks.

523.55 Improving Customer Perceptions

Strategies for improving customer perceptions of retail activities include the following:

- a. Acknowledge every customer on entering the facility by eye contact and a verbal greeting (e.g., "Thank you for coming in"; "I'll be with you in a moment.").
- b. Display sustaining/promotional POP material provided and follow store planograms.
- c. Adhere to national uniform policy. For more information on uniforms, see ELM 931.
- d. Display correct hours of operations.
- e. Use Postal Lobby Video Network (PLVN) videos and moving signage to promote postal products and services and interest customers while waiting.
- f. Promote Customer Appreciation Days. Contact your district Retail or Consumer Affairs office for further information.
- g. To promote a positive postal image with the media and others, contact Corporate Relations.
- h. Establish an effective telephone courtesy program in your office to build customer confidence and improve our image. For more, see Chapter 6, Customer Focus, in this handbook.

524 EOU: Business**524.1 Components**

Business customers are divided into three segments — National, Premier, and Business Accounts — according to the revenue they generate with the Postal Service. Each of these segments is surveyed separately through the Customer Satisfaction Measurement (CSM) system.

524.2 Response Categories

All three segments are asked to rate the following:

- a. Having courteous and friendly employees.
- b. Having employees who go out of their way to meet your mailing needs.
- c. Providing products and services to meet the needs of your business.
- d. Having rules and regulations that are easy to understand.

Business accounts are also asked to rate:

- a. Waiting time in line.
- b. Convenience of window hours.
- c. Helpfulness of window clerks.

The response categories for these questions are Excellent/Very Good/Good/Fair/Poor.

524.3 Diagnostic Frequency

The following diagnostic frequency question is asked of both Premier and Business Accounts: How many errors were made by USPS in processing money in your postage account? The response categories for these questions are summarized as either favorable or unfavorable.

524.4 Results

Results from selected questions are combined into the EOU Index for each segment. The EOU Index characterizes how easy it is for customers to do business with the Postal Service. For more information on Ease of Use, contact your district Consumer Affairs manager.

53 Consumer Service Cards

531 General

A Consumer Service Card, PS Form 4314-A (Spanish) or 4314-C (English), can be used by a customer to make suggestions, request information, convey compliments, or to report problems. A supply of these forms should be available in your lobbies for your customers. Seven of the 21 categories listed on the Consumer Service Card are directly linked to retail. You may request a report representing the information gleaned from these cards from your district Consumer Affairs manager at the end of every postal quarter.

532 Local Procedures

There may be a local procedure in place to handle cards; nevertheless, it is always a good idea to contact the customer, either by phone or letter, and keep a file on the results. If the comment is positive, share it with the team. This is a great opportunity to give recognition to a window clerk who has done a great job. If the comment is negative, share this in a constructive

manner to reinforce where improvements need to be made. Let the team know what problems the customers have so that they can work together to prevent the problem from recurring.

54 Mystery Shopper

541 General

541.1 Purpose

Private retail companies have used evaluators to provide a “snapshot photo” of service to assess their service levels and identify improvement opportunities. Some postal service districts have used a contract “customer evaluator” for a number of years. Now the postal service has a standardized, national Mystery Shopper Program, which ensures consistent procedures, methods questions, and ratings on a national level. A standardized program also ensures comparability across all areas and districts.

The Postal Mystery Shopper Program is an excellent tool for process improvement. It documents a customer’s experience at a retail unit. The program uses independent contracted “customers” who visit post offices and evaluate the office from the customer’s perspective by answering a standardized questionnaire. The answers are grouped into categories:

- a. Operational efficiency.
- b. Sales skills and product knowledge.
- c. Courtesy and professionalism.
- d. Retail products and services.
- e. Facility appearance.

541.2 Benefits

Some of the Benefits of Mystery Shopper evaluations are:

- a. Evaluations.
- b. Actual information about customer waiting times and service in five minutes.
- c. Checking self service vending machines for full stock and operating condition.
- d. Feedback on sales skills and knowledge (do clerks ask customers about desired arrival time of the mail piece, explain the product, offer any special services, additional products, and use of debit or credit cards?).
- e. Feedback on employee courtesy and professionalism.
- f. Feedback on retail packaging products and selected forms and supplies.
- g. Feedback on exterior and interior appearance and signage.

541.3 **Retail Unit Proficiency Index (RUP)**

A retail unit's Mystery Shopper performance is one of the key measures of retail service. Mystery Shopper data is a primary source of the Retail Unit Proficiency Index (RUP).

Note: The Mystery Shopper evaluation is sent by cc:mail to the district Mystery Shopper coordinator and additional designated persons for review. Reports are available via the Mystery Shopper Web site (<https://client.second-to-none.com/shopus>).

542 **Mystery Shopper Roles and Responsibilities**

A retail manager's roles and responsibilities are as follows:

- a. Ensure that employees are knowledgeable.
- b. Share results of Mystery Shopper evaluations and encourage ideas for improvement with employees.
- c. Share program goals and expectations with employees.
- d. Correct negative observations noted in evaluations.
- e. Identify opportunities for improvement by reviewing Mystery Shopper trend data.
- f. Provide positive reinforcement for positive Mystery Shopper trends and celebrate successes.

543 **Mystery Shopper Coordinator**

Each district has one or more Mystery Shopper ad hoc coordinators. The coordinator provides reports and feedback about the program to the district staff and field retail units/post offices. The coordinator assists with problem resolution at the local level using Mystery Shopper evaluations and other performance data (see section 512).

55 **Greet, Inquire, Suggest, and Thank (“GIST”)**

551 **General**

Never assume that customers know what they want or need. Apply the components of “Greet, Inquire, Suggest, and Thank (GIST)” to help customers make educated mailing decisions.

- a. *Are the contents perishable, fragile, or potentially hazardous?*

To better identify items that should not be mailed through the Postal Service because of Federal Aviation Administration security procedures, ask this question. The vast majority of hazardous material (HAZMAT) is prohibited from the mailstream due to the risks posed to employees, the public, other mail, property, equipment, and the environment. However, even HAZMAT that is mailable can present a potential hazard if not properly identified, accepted and handled. Refer

customers to Poster 76, *Some Things Were Never Meant to be Mailed*, one of our four mandatory postings for retail lobbies.

b. *When would you like the article to arrive?*

Are all customers aware of our services? Do our customers know that Express Mail is overnight, insured, and guaranteed? Do our customers know that Priority Mail is delivered in 2–3 days? Asking, “*When would you like the article to arrive?*”, helps you identify the service the customer needs.

When a customer comes in with a package already addressed for Priority or Express Mail, we can alter this question by reaffirming the service they have chosen. For example, “Our Priority Mail package will arrive within 2–3 days.” If the customer needs the package to arrive earlier, this gives him or her a chance to change to Express Mail. If not, then we have simply verified their selection.

c. *How much insurance would you like?*

How many customers have complained about a package that was damaged or lost? When you ask if it was insured, they respond, “I wasn’t told about insurance.” “I assumed it was insured, UPS automatically insures everything.” To avoid embarrassment and customer dissatisfactions, offer insurance to keep customers happier and reduce customer complaints.

d. *Would you like proof of mailing or delivery?*

Less than 20% of our customers know the difference between registered and certified mail. Most customers don’t know that we offer a PS Form 3817, *Certificate of Mailing*. Proof of delivery helps customers know when their letter and/or package arrived.

e. *Would you like to use your credit/debit cards?*

Customers want payment options and many prefer not to carry cash. Credit cards offer a convenient way for customers to do business. The post office benefits because credit/debit card transactions are more cost efficient for us to handle than cash transactions. Our employees prefer to have less cash on hand for security reasons. Customers don’t always read signs, so we need to offer this option if only to educate. One of the safest ways to accept payment is on-line debit. Not only is it safe, it is the least expensive for us to process. On-line debit is cost effective, secure, and convenient. Such payment options reduce our costs of doing business and contribute to the success of the organization and to stabilize stamp prices.

f. *What else can I do for you today?*

This question reminds customers if they need mailing supplies, phone cards, stamps, or other postal products. When we are helpful, customers feel taken care of; when we are polite and courteous, customers know that we appreciate their business.

At the close of every transaction, we *must* present a receipt for the purchase to the customer.

56 Measuring Productivity and Proficiencies

561 Productivity

A traditional retail operation defines and measures employee productivity based on revenue per workhour. Total retail revenue is the appropriate output measure for unit productivity. Revenue generation is under a unit's direct control. Product knowledge is a necessary ingredient in the window clerk's success when helping a customer make an informed buying decision. In our operation, we will be evaluating employee productivity in terms of transactions and revenue per workhour. Transactions per workhour are a direct measure of the number of customer transactions the window clerk completes in a specific time period. Consider three things when looking at the measurement:

- a. The amount of the sale.
- b. The type of transaction.
- c. Non-revenue transactions.

562 Proficiencies

To determine employee proficiency, we can look at other areas:

- a. Clerk accountability/cash credit audits.
- b. Error corrects on PS Form 1412-A.
- c. Reports on the Point of Sale terminal.
- d. Scanning errors.
- e. Customer complaints.

563 Out of Tolerance

If you have a window clerk who consistently is out of tolerance, you should look at the following:

- a. Excessive cash retained.
- b. Improper transfer of stock (not using a PS Form 17).
- c. Employee failing to lock cash drawer when away from window.
- d. Reporting sales in incorrect AICs.
- e. Improper reporting of retail product sales.
- f. Improper handling of money order transactions.
- g. Not entering all transactions.

You need to discuss the situation with the employee to determine the cause. When you identify the cause, take the appropriate steps to prevent the problem from recurring.

563.1 **Monitoring**

Monitoring the amount and type of error corrects on PS Forms 1412-A can also identify potential problems. Error corrects indicate a lack of knowledge of correct procedures or failure of the clerk to follow proper procedures when completing a sale. Discuss the problem with the employee to determine the circumstances leading to these discrepancies and take appropriate action to remedy the situation.

563.2 **Unit Accountability**

In unit accountability operations, voids and the no-sale report on the POS terminal (cash register) can also suggest a problem. This could indicate errors in sales reporting or discrepancies in inventory. A discussion will reveal whether additional training or other administrative actions are needed.

563.3 **Scanning Errors**

Scanning errors detected when reviewing the daily journal show that the employee does not understand how to enter merchandise in the POS system. This type of error can also affect your shrinkage. You need to review the situation with the employee, demonstrate the correct procedure, and continue to monitor the employee to determine if the correct procedure is being followed.

564 **Unit Performance Indicators**

Measuring the success of the retail unit is a critical responsibility of the postmaster, station/branch manager, or unit supervisor. The manager is responsible for achieving unit sales, revenue, and service goals; maintaining an operational budget; and providing quality service to the customer. The indicators listed in 564.1, 564.2, and 564.3 will identify weaknesses and strengths of the retail unit. Each office should establish a base to use as a benchmark to gauge success.

564.1 **Revenue Efficiency Indicator (REI)**

A daily, weekly, or AP base can be developed from same-period-last-year (SPLY) records to establish an indicator to measure revenue gains or losses and monitor revenue goals. To determine your REI, consult the following table:

REI Category	Procedure
Measurement	Measure revenue generated per workhour.
Source	Unit Daily PS Form 1412-A, Unit Daily PS Form 3930, etc.
Uses	<ul style="list-style-type: none"> ■ Monitor sales/revenue goals. ■ Plan future marketing strategies. ■ Indicates effectiveness of workhours in serving customers when compared to SPLY REI.
Example	\$10,620 divided by 32 workhours = \$331.88.

564.2 Transaction Efficiency Indicator (TEI)

A daily, weekly, or AP base transaction per workhour can be developed from SPLY records. Your current transaction per workhour should be compared to the established base so you can measure your operation efficiency against your demonstrated performance. To determine your TEI, consult the following table:

TEI Category	Procedure
Measurement	Measure transactions per workhour.
Source	IRT, POS, etc.
Uses	<ul style="list-style-type: none"> ■ Monitor operation efficiency of unit, employee. ■ Indicate peaks and valleys for proper staffing. ■ Manage budgeted hours.
Examples	1,570 transactions divided by 32 workhours = 49 transactions per hour

564.3 Hourly Revenue Efficiency Indicator (HREI)

To determine your HREI, consult the following table:

HREI Category	Procedure
Source	$(REI) \div (TEI) = (HREI)$
Use	<ul style="list-style-type: none"> ■ Monitor unit average revenue per transaction. ■ Monitor sales trends and marketing strategies.
Example	$\$331.88 \div 49 = \6.77 per transaction

A daily, weekly, or AP base can be developed from SPLY records to establish an indicator to measure average revenue per transaction.

564.4 Retail Analysis Program (RAP)

The RAP will assist in analyzing staffing needs, sales trends, average revenue per transaction, etc. This will help validate REI, TEI, and HREI in your unit. In new facilities and renovations, the RAP will provide justification for the number of retail work stations. For more information, see Chapter 2, Retail Operations, in this manual.

564.5 Reports

564.51 IRT/POS/Cash Register Reports

Other sources of data to analyze are the IRT, POS, and Cash Register Reports. These will assist you in making informed decisions in managing your unit.

- a. Stamp Stock Usage Report — Track sales and inventories.
- b. Daily Reports — Track financial procedures and accounts for postal funds.
- c. Consolidated Sales Analysis — Shows number of transactions by AIC.
- d. Consolidated Time Analysis — Shows transactions per terminal per time frame.
- e. Tender Report — Shows cash, checks, and credit transactions.

- f. Sales Analysis Reports — Will provide a comparison of sales activity by store, terminal, and/or cashier.

564.52 **Operational Reports**

- a. PS Form 3930, *Operations Analysis* — daily workhour usage and volume report.
- b. FLASH Reports — indicates workhour usage, productivity, sick leave, overtime rates, etc.

If discrepancies are noted in the FLASH report data, look at the timekeeping documents such as: LDC Summary Report, Loan Transfer Hour Reports, and the Employee Moves Report to identify and correct the errors.

564.53 **Standard Field Accounting System (SFAS) Reports**

The SFAS provides the following reports which are generated by accounting period (AP).

- a. PS Form 1557, *Memo of Selected Revenue and Expense Accounts* — Revenue and expenses paid at the unit.
- b. AP Consolidated PS Form 1412-A — AP total for all AICs on the unit's PS Form 1412.
- c. AP Walk-in Revenue Report — Unit revenue by AIC.
- d. AIC Range Inquire By Unit — Provides totals for specific AICs for a specified period of time.

564.54 **Vending Equipment Sales and Service (VESS) Reports**

VESS reports track vending service hours, revenue generated, office hours and any out-of-service days and reason machines were out of service. PS Form 8130, *Vending Equipment Sales and Service Daily Activity Log*, is included in Chapter 2 and is available in F3 Fill (See Exhibit 257.22).

564.55 **Postal Service Financial Reports (PSFR)**

This report is generated by AP or quarter by finance number and identifies by line item all revenue and expenses related to a postal unit. The report completes an analysis of your performance by AP or quarter and year-to-date compared to plan and SPLY. Analysis of this report by line item will assist you in determining strengths and weaknesses in your performance.

To chart your progress in attaining retail goals, focus on the retail line items as follows:

Line No.	Description
3	Postage
4	Services
5	Products
6	Alternative Retail
7	Miscellaneous

564.56 Box Activity Tracking System (BATS) Reports

BATS is a computer program to track box activity in a post office. Use BATS to identify available boxes to increase potential revenue. Contact your District Retail Office for more information on BATS.

564.57 National Workhour Reporting System/Labor Utilization Reports (NWRS/LURS)

This report tracks workhours by LDC, sick leave, annual leave, leave without pay, and other categories.

564.6 Executive Information System (EIS)

This corporate database may be available through the local area network (LAN). EIS is aligned with the USPS *CustomerPerfect!* management system. These are the key components of EIS and the respective strategies of *CustomerPerfect!*:

- a. Voice of the Customer (VOC): to establish service excellence and create unique customer value.
- b. Voice of the Employee (VOE): to establish a performance culture while improving the quality of the workplace environment.
- c. Voice of the Business (VOB): to promote growth, to generate positive net income, and to manage cost aggressively to ensure commercial viability and establish financial integrity.

6 Customer Focus

61 Communications

611 Addressing Customer Concerns

Address customer concerns immediately — at the point of contact. Dealing with problems effectively at the first level reduces dissatisfaction and makes it more likely that customers will not be filing a complaint about non-action later. A complaint should only be escalated to the next level if resolution cannot be made. Here are some guidelines:

- a. Be positive. Always say that you will see what you can do. Never tell a customer that there is nothing you can do.
- b. Be accountable. If you do not know, tell them, “I’m not sure, but let me find out for you,” and then do so. Never say, “That isn’t my job.”
- c. Be understanding. Write down the customer’s concerns, ask questions, and show your empathy with the customer. Don’t get defensive or argumentative; simply get the information.
- d. Be courteous. Thank the customer for taking the time to call.

612 Telephone Courtesy

Personnel answering the post office telephones should follow the instructions from Management Instruction PO-250-94-2:

- a. Greet the customer: “Good morning!”
- b. Identify your post office: “This is the _____ Post Office.”
- c. Identify yourself: “This is _____ speaking,”
- d. Inquire as to the purpose of the call: “How can I help you?”
- e. Smile: They can hear it over the phone.

613 Complaint Handling

Postal employees are to ensure timely, customer friendly, and professional complaint resolution. Prompt response to customer complaints increases customer satisfaction. Management Instruction PO-250-93-2 provides guidance on the minimum requirements for handling, tracking, and assigning accountability for timely response to customer complaints.

614 **Customer Correspondence**

The Postal Service offers assistance to managers in answering customer correspondence. Please refer to Handbook PO-250, *Consumer Answer Book*, for sample letters to address various topics. Your district Consumer Affairs manager is also a good resource for obtaining sample letters to use in responding to customer correspondence.

615 **Handling Complaints on Fraud and Unwanted Mail**

615.1 **Mail Fraud**

If a customer is having trouble with a mail-order company or suspects that they have been the victim of fraud, instruct them to contact the Postal Inspection Service or complete PS Form 8165, *Mail Fraud Complaint Questionnaire*, which is available at all post offices. They should return the completed form to their local post office or send to:

CHIEF POSTAL INSPECTOR
USPS
475 L'ENFANT PLZ SW RM 3021
WASHINGTON DC 20260-2100

For more information, see Publication 201, *Consumer's Guide to Postal Services and Products*.

615.2 **Unwanted Advertising**

"Take my name off that mailing list!" Some consumers would like to receive less advertising mail at home. Mail Preference Service (MPS), a service of the Direct Marketing Association, helps decrease the amount of national nonprofit or commercial mail customers receive. To register with the name removal file, customers should write to:

MAIL PREFERENCE SERVICE
DIRECT MARKETING ASSOCIATION
PO BOX 9008
FARMINGDALE NY 11735-9008

For more information, see Publication 201.

615.3 **Undesirable Mail**

Certain unsolicited or undesirable mail is prohibited from the mailstream, including obscene materials, violence-inciting materials, and some types of mail relating to lotteries. For more information, see Publication 201.

615.4 **Sexually Oriented Mail**

Section 3010 of Title 39 U.S.C. gives people a way to protect themselves and their minor children from receiving unsolicited sexually oriented

advertisements through the mail. Customers may invoke the protection of section 3010 by:

- a. Completing PS Form 1500, *Application for Listing and/or Prohibitory Order*, available at post offices.
- b. Filing the form with any postmaster or designated USPS representative.

Customers may file for themselves or for their children under 19 who live with them or who are under their care, custody, or supervision. An authorized officer, agent, fiduciary, surviving spouse, or other representative may file on behalf of a corporation, firm, association, estate, or deceased or incompetent addressee. After a customer is on the list for 30 days, any mailer who sends them unsolicited sexually oriented advertisements is subject to criminal sanctions under 39 U.S.C. 3011 and 18 U.S.C. 1735-371.

This prohibitory order remains in effect for 5 years. To learn more, write to:

PROHIBITORY ORDER PROCESSING CENTER
USPS
PO BOX 3744
MEMPHIS TN 38173-0744

For more information, see DMM C032.1.0.

615.5 Unsolicited Merchandise

Federal law prohibits the shipment of unordered merchandise. Such a practice may constitute an unfair trade practice. Merchandise mailed in violation of U.S. Code may be treated as a gift by the recipient without any obligation to the sender. The laws governing this practice are enforced by the Federal Trade Commission. If a customer believes that they have received unordered merchandise in violation of federal law, they can contact the Commission's Bureau of Consumer Protection at:

BUREAU OF CONSUMER PROTECTION
FEDERAL TRADE COMMISSION
WASHINGTON DC 20580-0001

For more information, see Publication 201.

616 Customer-friendly Publications

The following publications were developed for customers to enable them to get the most from our services and products.

Publication Number	Title
2	<i>Packaging For Mailing</i>
25	<i>Designing Letter Mail</i>
28	<i>Postal Addressing Standards</i>
51	<i>International Postal Rates and Fees</i>
63	<i>Designing Flat Mail</i>
75	<i>Mover's Guide</i>
75-S	<i>Mover's Guide (Spanish)</i>
122	<i>Customer Guide to Filing Domestic Claims or Registered Mail Inquiries</i>
122A	<i>Customer Guide to Filing Inquiries and Claims on International Mail</i>

Publication Number	Title
125	<i>Metering Your Mail</i>
201	<i>Consumer's Guide to Postal Services and Products</i>
201-S	<i>Consumer's Guide (Spanish)</i>
221	<i>Addressing for Success</i>
273	<i>Express Mail International Service (Service Guide)</i>
353	<i>Designing Reply Mail</i>
401	<i>Guide to the Manifest Mailing System (MMS)</i>
401-A	<i>Saving Time and Money with the Manifest Mailing System (MMS)</i>
417	<i>Nonprofit Standard Mail Eligibility</i>
507	<i>International Priority Airmail (IPA) Service Guide</i>
513	<i>International Business Reply Service Guide</i>
517	<i>VALUEPOST™/Canada</i>
PS Form 3227	<i>Stamps by Mail</i>
PS Form 3227-S	<i>Stamps by Mail (Spanish)</i>
PS Form 3227-H	<i>Stamps by Mail (Holiday)</i>
Local Form	<i>Stamps by Fax</i>

617 Using the Postal Service Web Site

617.1 Internet

There are two separate networks, the Internet and the IntraNet. The Internet is designed for general public use and the IntraNet is an internal network available to postal employees only. From the USPS Internet web site (<http://www.usps.com>), you can:

- a. Look up ZIP+4 Codes.
- b. Track Express Mail.
- c. Get information on the latest postal rates.
- d. Find answers to frequently asked questions.
- e. Get information on upcoming stamps, stamp collecting, stamp releases, and stamp images.
- f. Find Postal News releases.
- g. Learn about the history of the Postal Service.
- h. Contact the USPS to make suggestions, file a complaint or compliment, or request information.
- i. Obtain information from the Inspection Service on consumer fraud and other crimes as well as information about the history of the Service.
- j. Obtain change of address information, forms, and address verification (<http://www.usps.com/moversnet>).

617.2 IntraNet

From the USPS IntraNet Web Page (<http://blue.usps.gov>), you can:

- a. Check your "in" box: Get all the latest USPS news and share your thoughts.

- b. Access support sites such as the Customer Relations site, where you can post questions and messages, place orders for field support material on-line, download the latest PowerSell Templates, and more!
- c. Access support databases including AccountNet, MarketTracks, Account Revenue Plan, and Business Rep contact information. For example, MarketTracks is a comprehensive, centralized Competitive and Market Information System designed to support critical internal decision making. It is a central repository for comprehensive, reliable, up-to-date information on the markets in which the USPS operates, and on our private competitors in those markets.
- d. Access Headquarters Help Link: If you have an issue or concern that is a barrier to your success, we want to hear about it.
- e. Access external links: Gather information from sites all over the World Wide Web and conduct research on virtually any industry in which your customers specialize.
- f. Access online training: Use our new online registration form to sign up for upcoming training sessions or download worksheets from the new *Customer Relations Resource Guide*.
- g. Access postal publications: Online access to manuals, handbooks, the *Postal Bulletin*, etc.

62 Consumer Affairs

621 Training

For complaint handling and claims, contact your local Consumer Affairs manager to conduct training in your office.

622 Claims and Inquiries

To submit an inquiry for lost or damaged ordinary mail, a PS Form 1510, *Mail Lost/Rifling Report*, is initiated by either the customer or a postal employee. This form is neither a tracer nor a claim form. It is an Inspection Service form to report a lost or rifled item. Customers can only file a claim if insurance was purchased at the time of mailing or insurance is part of the basic service.

622.1 Domestic Mail Claims

To submit a claim for lost or damaged insured, COD, registered, or Express Mail service, customers must:

- a. Complete PS Form 1000, *Domestic Claim or Registered Mail Inquiry*.
- b. Present the original mailing receipt, evidence of value, and proof of damage or loss.

For more information on domestic claims, see Publication 122, *Customer Guide to Filing Domestic Claims or Registered Mail Inquiries*.

622.2 International Mail Claims

To file an inquiry for any international mail — including ordinary mail that is not an insured, registered, or Express Mail article, the customer must fill out PS Form 542, *Inquiry About a Registered Article or an Insured Parcel or an Ordinary Parcel (5-part set)*. If the article was insured, registered, or sent by Express Mail, the customer should immediately report the damaged or missing contents to the local post office.

- a. The addressee should bring the complete wrapper, packaging, and contents to a postal employee.
- b. The sender should ask the addressee to report the damage or loss to the local post office in the addressee's country.
- c. Complete and submit PS Form 2855, *Claim for Indemnity — International Registered, Insured, and Express Mail (3-part set)*.

For more information, see Publication 122-A, *Customer Guide to Filing Inquiries and Claims on International Mail*.

622.3 Local Adjudication

Effective March 29, 1997, all post offices, stations, and branches began adjudicating unnumbered insured claims (maximum payment \$50.00, with a fee of \$0.75) — rather than sending them to the St. Louis Accounting Service Center (ASC) for processing.

622.31 Procedures

Follow these guidelines for local adjudication:

- a. Send the original top copy of PS Form 1000, *Domestic Claim or Registered Mail Inquiry*, to St. Louis after processing, rather than photocopies or carbons. (Photocopies or carbons will be returned, delaying reconciliation of your claim.)
- b. Enter all paid information in Section C, boxes 6 (Money Order Number), 8 (Check/Money Order Dollar Amount), and 9 (Date Check/Money Order Sent), on the PS Form 1000. This facilitates the data entry of this information in the St. Louis Accounting Service Center (SLASC).
- c. Do not send any backup information or attachments with PS Form 1000 to St. Louis. Retain in your office backup information for auditing purposes.
- d. Post offices will continue to send all CODs, numbered insured, registered, and Express Mail claims for adjudication to the St. Louis ASC.

Note: Post Offices are not authorized to pay these claims locally.

- e. Include the customer's postage in the indemnity payment when paying complete damage or complete loss claims.
- f. Include the finance number and the Unit ID on all paid claims sent to St. Louis.
- g. Offices that do not have a Unit ID number should use four zeros (0000) after their 6-digit finance number.

- h. A no-fee money order must be used to pay the customer's claim.

Note: It is very important that you do not pay any unnumbered insured claim that shows evidence of having already been processed at the St. Louis ASC before March 29, 1997 (the Local Adjudication Project implementation date).

622.32 **Approval of Refunds**

After completing the above, the postmaster/station manager or designated supervisor will review the claim to ensure that the Postal Service has obtained proof of mailing including:

- a. The original PS Form 3813, *Receipt for Domestic Insured Parcel*.
- b. Evidence of value.
- c. Proof of damage or loss.

622.33 **Payment of Refunds**

If approved, the clerk may then pay the claim with a no-fee money order.

Remember: *Do not pay a customer in cash!* Follow these steps when paying refunds:

- a. Retain the original PS Form 3813, *Receipt for Domestic Insured Parcel*.
- b. Process claims from a contract station or CPU at the parent post office.
- c. Complete Section B on PS Form 1000.
- d. Stamp "paid" and put your initials on PS Forms 1000 and 3813.
- e. After the claim is paid, send copy 1 of PS Form 1000 to the St. Louis ASC.
- f. File copy 2 of PS Form 1000 locally to support PS Form 1412-A (report of daily activity for every transaction which gets generated daily from a disk) and payment recorded in AIC 539, Indemnity Claims Paid at Retail Counter.
- g. Give the customer copy 3 of PS Form 1000.
- h. Retain all documentation — including the customer receipt of the money order and copy 4 of PS Form 1000 — at the post office that paid the claim.
- i. If the claim is denied, the postmaster/station manager or designated supervisor will write "DENIED" on PS Form 1000 and sign it. Then follow steps 5–8.

623 **PS Forms 4314-A and 4314-C, *The Consumer Service Card***

623.1 **General**

The Consumer Service Card is a four-part form available in all post offices in two languages: PS Form 4314-A (Spanish) and PS Form 4314-C (English). Customers use the card to report suggestions, information requests, problems, or compliments to the USPS. Postal employees use the cards to record contacts with customers — written, in-person, and on the telephone.

The program is designed to provide a convenient vehicle to communicate with the USPS. The information we receive are opportunities for demonstrating our responsiveness to customers. Review the data gathered on the cards as a first step to identify and correct service deficiencies.

Note: The Consumer Service Card should *never* be used punitively.

623.2 Procedure

When you receive a card, make initial contact with the customer within 24 hours — either through a phone call or preprinted postcard. Within 14 calendar days, contact the customer with a final response, which should be comprehensive. Explain the situation and what steps will be taken to prevent recurrence or explain why the problem cannot be resolved to the customer's total satisfaction. If the customer is still dissatisfied, let them know that they have other options. Tell them to write or call your district Consumer Affairs manager.

623.3 Benefits

Consumer Service cards offer several benefits:

- a. Provides a convenient way for customers to express their views and documents their communication to the USPS.
- b. Helps to ensure that we resolve customer concerns in a timely manner.
- c. Provides trend data on complaints and problems related to services offered or desired.
- d. Projects a positive corporate image to the public.

For more information, see *Postal Operations Manual*, Subchapter 16 "Consumer Services" or Management Instruction PO-250-93-2 and Chapter 5, Unit Performance, of this handbook.

624 Customer Advisory Councils

A Customer Advisory Council (CAC) is a group of 10–20 concerned people in the same ZIP Code area who meet regularly to discuss their concerns, ideas, and projects that affect both the Postal Service and customers. The CAC operates between a postmaster/station or branch manager or designee and its small business and residential customers. Although the CAC focuses on local customers who live in the area, the CAC is ideal for interacting with SOHO (small office/home office) customers. CACs interact with the Postal Service and educate group members on products and services. CAC members share concerns on their own behalf and that of other residents not on the council. CAC members become an extension of their local post office and can act as a liaison between the Postal Service and their direct customers. Contact your district Consumer Affairs manager to start a CAC in your area.

625 Mail Recovery Centers

625.1 General

Formerly known as “Dead Letter Branches,” these facilities are depositories for mailpieces that cannot be delivered or returned. Mail recovery centers continue to receive undeliverable mail that should be processed or handled at the delivery unit or processing facilities. Shipping and processing costs at the MRCs can be reduced if the correct procedures are followed.

625.2 Mail that Should *Not* Be Sent to the MRCs

The following categories of mail are *not* to be sent to the mail recovery centers:

- a. Unendorsed Standard Mail (A).
- b. Printed matter, such as circulars, newspapers, magazines, and similar publications.
- c. Unidentified articles of no value (less than \$10).
- d. Medicines, perishables, and articles likely to injure employees or damage equipment.
- e. Articles likely to attract pests.
- f. Postcards and stamped cards, provided they can be recycled or destroyed by shredding or tearing them to pieces before disposal.

625.3 Mail Disposal Procedures

These items should be promptly recycled if possible or, as a last resort, destroyed and treated as waste at the local plant, station, or post office level. Damaged mail (re-wrapped mail) that has an identifiable address (sender or addressee) should be forwarded to the addressee if possible or, if not, returned to the sender. It is imperative to inform our customers that a return address is required on their mail (DMM A010).

625.4 Locations of MRCs

The mail recovery centers are located as follows:

ATLANTA MAIL RECOVERY CENTER
USPS
5345 FULTON INDUSTRIAL BLVD SW
ATLANTA GA 30336-2400

ST PAUL MAIL RECOVERY CENTER
USPS
PO BOX 69001
ST PAUL MN 55169-9001

SAN FRANCISCO MAIL RECOVERY CENTER
USPS
390 MAIN ST
SAN FRANCISCO CA 94105-9602

626 **Customer Satisfaction**

Satisfying our customers is our highest priority. How do our customers rate the way we treat them? For information on how we measure customer satisfaction and how our service drives our Ease of Use and Customer Satisfaction Measurement scores, see Chapter 5, Unit Performance.

63 **Customer-related Programs**

631 **Service in 5 Minutes or Less**

Our goal is to provide service to the customers in our lobbies within 5 minutes or less. To do this, you may need to implement some initiatives:

- a. Create a “stamps only” window.
- b. Adjust staffing and scheduling to meet customer needs.
- c. Encourage the use of Stamps by Mail, Stamps by Fax, and Stamps by Phone.
- d. Educate and help customers with self service vending equipment.
- e. Divert meter settings to a point away from the retail counter.

For additional information, see Chapter 7, Lobby Management.

632 **Mover's Guide**

The Mover's Guide replaces PS Form 3575, *Change of Address Order*. The Mover's Guide incorporates the Change of Address Order into a booklet filled with helpful moving tips, coupons for moving-related products and services, and other helpful tips for those relocating. It is also available in Spanish.

633 **Commercial Mail Receiving Agency (CMRA)**

A customer or a group of customers may designate someone else to receive their mail. An addressee may request delivery to a commercial mail receiving agency (CMRA), which holds the mail or forwards it to the addressee. Each CMRA must be registered with the post office responsible for delivery to the CMRA. Anyone who establishes or takes over the operation or management of a CMRA must provide written notice to the postmaster responsible for the delivery address.

633.1 **Start Mail Delivery**

To have mail delivered to a CMRA, customers follow these steps:

- a. Both the commercial agent and the addressee must sign PS Form 1583, *Application for Delivery of Mail Through Agent*. The original must be filed at the post office of delivery.
- b. The commercial agent or a notary public must witness the signature of the addressee.

- c. The addressee must furnish two items of identification, which must be described on PS Form 1583.
- d. At all times, the CMRA must keep a copy of the completed form and make it available for examination by postal representatives.

633.2 **End Mail Delivery**

When the agency relationship ends between the CMRA and the addressee, the CMRA must return its copy of PS Form 1583 to the post office, endorsed with the termination date. To deliver mail to the CMRA, the Postal Service considers that the addressee and the agent have agreed that:

- a. When the agency relationship ends, no change-of-address order will be filed with the post office.
- b. The CMRA is responsible for forwarding mail intended for the addressee.
- c. When re-mailed by the CMRA, the mail is subject to payment of new postage.
- d. By June 1 of each year, the CMRA must provide an updated alphabetic list of clients — cross-referenced to CMRA addressee delivery designations. (Use PS Form 1532-A.)

For more on designating an agent to receive mail, see DMM D042.2.

64 **Customer-Related Policies**

641 **Conduct on Postal Property**

Poster 7, *Rules and Regulations Governing Conduct on Postal Property*, presents the rules and regulations governing behavior on postal property. This poster must be displayed in a conspicuous place in all postal lobbies. For more, see POM 124.

642 **Counterfeit or Damaged Money**

642.1 **General**

Be on the lookout! You can receive counterfeit or damaged money from vending machines or over-the-counter transactions in any of the following forms:

- a. Counterfeit currency or coins.
- b. Genuine U.S. currency or coins that have been mutilated.
- c. Foreign currency.
- d. Stage or play money, slugs, tokens, discs, devices, or other items similar to lawful U.S. currency or coins.

642.2 Reporting Procedures

If anyone finds any of these, follow these steps:

- a. The employee must inform management immediately.
- b. The postmaster/manager must notify the Postal Inspection Service immediately.
- c. The postmaster/manager must keep the counterfeit or damaged money in the safe until the Postal Inspection Service decides what to do.

The Postal Inspection Service evaluates each situation and determines appropriate action. For more on counterfeit or damaged money, see Handbook PO-102, *Retail Vending Operational and Marketing Program*.

642.3 Counterfeit Currency Detection Pens

Some districts have purchased and are using counterfeit currency detection pens at window services. The Inspection Service does not recommend the use of these pens. The Inspection Service has contacted the United States Secret Service and an expert on secure document forensics. Both parties have acknowledged that counterfeit detection pens alone are not a reliable tool to detect counterfeit currency. The ink in the pen reacts to the pH (acidity) level in the paper. Legal currency is printed on paper with a high pH level. Counterfeiters are aware of this and use paper with a high pH level to print the counterfeit currency. When detection pens are used on these counterfeit bills, the pens react as if the bills are legal tender.

If you are experiencing a problem with counterfeit currency, contact your local Inspection Service about ways to address the problem.

643 Diversity

643.1 Special Interest Groups

There must be no discrimination by segregation or otherwise against any person or persons because of race, color, religion, national origin, sex, age, reprisal, or physical or mental handicap, in furnishing or by refusing to furnish to such person or persons the use of any facility of a public nature, including all services, privileges, accommodations, and activities provided thereby on postal property.

643.2 Point Talk for Diverse Dialects

Publication 551, *Point Talk: Customer Service Translator*, is a handy communication tool, and is available at the management distribution centers (MDC). Publication 551 is a translator designed to facilitate face-to-face interaction with non-English speaking customers. When faced with a language challenge, postal representatives can guide the customer through the menu options of the translator to smooth the transaction. Also, *Product Sell Sheets* have been developed to help retail employees serve non-English speaking customers. The sell sheets allow employees to overcome language barriers to effectively communicate with customers and provide them with the products or services they desire. These sheets are available through the

USPS IntraNet at: <http://blue.usps.gov/diversitynet/product/product.htm>. For more information, see POM 124.

644 **Holiday Closings**

Generally, retail services are not available on these widely observed holidays:

- a. New Year's Day.
- b. Memorial Day.
- c. Independence Day.
- d. Labor Day.
- e. Thanksgiving Day.
- f. Christmas Day.

The district manager may choose to offer limited retail services on these holidays:

- a. Martin Luther King, Jr.'s Birthday.
- b. President's Day.
- c. Columbus Day.
- d. Veteran's Day.

645 **Inquiries on Custom and Duty Fees**

Most customer inquiries concern customs forms and duty fees. Customs forms are required when you send dutiable letter packages, small packets, printed matter, and parcels to international destinations. The specific customs form is governed by the type of mail, the weight of the item, and the regulations of the destinating country. When dutiable merchandise enters the U.S. by mail, the Customs Service determines the amount due, but the Postal Service collects it. We also collect a customs clearance and delivery fee on each dutiable item, which offsets the cost of collection and remittance. For customs information, write to:

UNITED STATES CUSTOMS SERVICE
TREASURY DEPARTMENT
1301 CONSTITUTION AVE NW
WASHINGTON DC 20229-0001

For customs disputes, contact your local regional customs office. For more information, see Publication 201 and the *International Mail Manual*.

646 **Recall of Mail**

Customers may recall mail deposited in a collection box or at a post office. To recall mail, the sender or a representative must submit a completed PS Form 1509, *Sender's Application for Recall of Mail*, along with proper identification, to the postmaster/manager at the office of mailing. If the mailpiece has not been delivered, the piece is sent back to the sender. For more information on recalling mail, see DMM D030.

65 Refunds

651 Self Service Vending

When a self service vending machine malfunctions, denies a customer a cash return or stamp purchase, follow these procedures:

- a. The customer completes a PS Form 4314-A or 4314-C, *Consumer Service Card*, noting the self service vending problem and the amount of money lost.
- b. The window clerk, postmaster, or designee accepts the PS Form 4314-A or 4314-C and refunds the customer's money.
- c. The holder of PS Form 4314-A or 4314-C then turns the form over to the SSPC technician or self service vending operator.
- d. The SSPC technician or self service vending operator refunds to the clerk the monies refunded to the customer with a PS Form 1096, *Cash Receipt*.

For more on self service vending refunds, see Handbook PO-102, *Retail Vending Operational and Marketing Program*.

651.1 Local

Use PS Form 3533, *Application and Voucher for Refund of Postage and Fees*, to process refunds for P.O. Box rent pro-rated fees, services paid for but not provided, etc.

66 Retail Outreach

661 Stamp Suggestion Committee

If customers ask about suggesting subjects or images for stamps, inform them that they may write the Citizen's Stamp Advisory Committee:

CITIZEN'S STAMP ADVISORY COMMITTEE
 STAMP DEVELOPMENT
 US POSTAL SERVICE
 475 L'ENFANT PLZ SW RM 4474 E
 WASHINGTON DC 20260-2437

662 Postal Shopping

662.1 From Home

Customers may purchase postal products and services from home through various methods as follows:

- a. Use the Internet to shop products and services 24 hours a day.
- b. Use Stamps by Mail and stamps by fax forms.

- c. Call 1-800-STAMP24 and let their letter carrier bring their postage to their home or office.
- d. Call their post office to pick up their packages and outgoing mail.

662.2 **Alternate Sites**

Customers may purchase stamps from selected ATMs and vending machines, and from check-out clerks in participating supermarkets. There are several 24-hour retail facilities (airport mail centers) and 24-hour lobbies.

7 Lobby Management

71 Retail Image

711 Introduction

Everyone should be familiar with the information in this chapter and can use the two checklists provided at the end of this chapter on daily inspection tours of the retail unit. Charts are also provided at the end of this chapter to help retailers to standardize lobby appearance. The charts list the products available for maintaining correct interior finishes for postal stores and new facilities. These items are also available for offices that are being upgraded. For help ordering, contact your district Administrative Services office. For detailed information on purchasing maintenance supplies, contact Administrative Services. Cleaning supplies need to be in compliance with OSHA standards, as well as manufacturers' suggested care instructions so we do not void warranties.

712 Lobby

For the U.S. Postal Service to project a professional business image to postal customers and employees, we must focus on our retail lobbies and other customer service areas. Every lobby must be safe, well organized, well maintained, neat, and clean. The post office lobby is one of the most visible images customers have of the Postal Service. It is everyone's responsibility to ensure that we provide a clean and safe environment for our customers and employees.

713 Service in 5 Minutes or Less

It is not economically possible to provide instantaneous service to each customer entering the lobby. Instead, our goal is to provide a level of service that produces a waiting time of less than 5 minutes. Postmasters achieve this goal through the following:

- a. Providing proper training and staff scheduling.
- b. Using the Retail Analysis Program (RAP).
- c. Encouraging proper placement and maintenance of self-service vending equipment.
- d. Using the Lobby Director Program.

- e. Deploying equipment to expedite transactions (IRT, POS).
- f. Acknowledging every customer on entering the facility, either through eye contact, a verbal greeting, “Thank you for coming in” or “I’ll be with you in a moment.”

714 **Signage/Identity**

714.1 **Exterior**

Our identity is one of our most valuable corporate assets. It represents our organization — employees, products, and services — and symbolizes our new commitment and builds on the values of the past. Facility signage is an important aspect of facility design standards. The Postal Service has established a direct vendor source to supply and install exterior signage in the following categories:

- a. Retail signs, used for facilities with public retail space.
- b. Corporate signs, used for non-retail facilities.

714.11 **Retail**

Retail signs provide customers with an aggressive and dynamic sign signal that clearly differentiates USPS retail outlets from our competition. This sign system is generally internally illuminated in all facility applications and features a fully lighted sign face, which creates strong customer appeal in both day and evening viewing conditions. Retail signs call for aggressive placement, size, and quantities of signs to be displayed at our retail locations.

714.12 **Corporate**

Retail signs incorporate the use of a unique retail graphic referred to as the “retail identifier.” The retail identifier differs from the corporate United States Postal Service signature. It features a modified eagle and special typography for the words “United States Post Office” surrounded by a thin blue border. The retail identifier is to be used only on exterior retail signs; no other use of this graphic is permitted.

714.13 **Retail Sign Components**

Retail sign components are categorized as follows:

- a. *Pylon and monument signs.* Freestanding pylon or monument signs shall be located at most retail facilities. Various sizes of pylon and monument signs are provided to address differing site locations, architectural footprints, viewing conditions, square footage requirements, neighborhood character and city ordinances. Pylon signs are preferred over monument signs when either will work because pylon signs provide additional desired visibility.
- b. *Wall attached sign and stripes.* A cabinet sign displays the retail identifier and is bordered on both sides with striping. Collectively, the presentation of the cabinet sign and stripes is called the “retail signature.”

- c. *Miscellaneous exterior signage.* The Retail Identity Program also includes tenant panels for landlord-provided signs, station identification signs located at the front entrance, hours of operations door vinyl, directional signs leading customers to important service areas at our facility, regulatory signs displaying critical information, and legally required messages.

714.14 **Ordering Information**

All exterior signs are available through a national contract and ordered through the Topeka MDC by the district Administrative Services office or the area facility service center. For further information on the Retail Identity Program, please refer to Publication 500-D, *Exterior Signage: Graphic Guidelines*, and Handbook AS-503, *Standard Design Criteria*, or contact your district Administrative Services office or area facility service office.

714.2 **Interior**

To reinforce our retail identity and the environment as a retail location several enhancements have recently been made to our interior signage program. The Postal Service has established a direct vendor source to supply interior signage for the Retail Identity Program. Below are a few highlights of the interior program:

714.21 **Interior Stripe**

The interior stripe is an essential visual element of the retail programs and must be used in all postal facilities.

714.22 **Self Service Area**

The interior sign elements that are used in the self service area are:

- a. Self Service, dimensional letters.
- b. Mail drop identification plaques.
- c. "Weigh it," "Stamp it," "Mail it" plaques (action step plaques).
- d. Mail collection times plaque.
- e. Parcel security signs.
- f. Scale instruction plaque.

714.23 **Credit/Debit/"Next-Station-Please" Counter Sign**

A "credit/debit/next station please" plaque provides customers with a display of the accepted debit and credit cards and information regarding the availability of clerks.

714.24 **Slatwall Signs**

Signage can help you keep the open merchandise area inviting and keep stock separated by category. The use of slatwall signs enables better merchandising of our products and services. Slatwall signs are designed to fit easily into slatwall or stand-alone merchandise units and are easy to move

for cleaning or repositioning. Following is a table listing the different types of slatwall signs:

Sign Type	Description
<i>Large Headers</i>	Stamps Packaging Supplies Gifts and Stationery New for You
<i>Sub-Headers</i>	Express Mail Priority Mail Self Adhesive Product/Promotion Specific
<i>Box Lobby</i>	PO Box Pickup Time Interchangeable Sign Post Office Box Information Plaque "Rent-A-Box" Call-Out Letters
Mandatory Postings	
<i>Poster 7</i>	Rules and Regulations Governing Conduct on Postal Property
<i>Notice 107</i>	Some Things Were Never Meant To Be Mailed
<i>Poster 158</i>	Possession of Firearms and Other Dangerous Weapons on Postal Property Is Prohibited by Law
<i>Poster 296</i>	Notice of Reward
Mandatory Public Information to be Available	
<i>FBI Most Wanted Poster</i>	Kept in binder behind counter
<i>Notice 123</i>	Ratefold
<i>Poster SSS46</i>	Selective Service Poster
<i>PUB 65</i>	National Five-Digit ZIP Code and Post Office Directory
<i>PUB 66¹</i>	ZIP+4 State Directory
<i>PUB 201</i>	Consumer's Guide to Postal Services and Products
<i>Sign 145</i>	Check Acceptance Policy
<i>Signs²</i>	<ul style="list-style-type: none"> ■ Hours of operation ■ Time when all First-Class post office box mail normally distributed ■ Letter drops and dispatch times

¹ Publication 66 is available through the National Customer Support Center, U.S. Postal Service, 6060 Primacy Pkwy Ste 101, Memphis, TN 38188-0001.

² Available through the direct vendor signage contract.

714.25 Ordering Information

All interior signs are available through a national contract and are ordered through the Topeka MDC by the district Administrative Services office or facility service office for new facilities. For further information on the Retail Identity Program, please refer to Publication 500-D, *Exterior Signage: Graphic Guidelines*, and Handbook AS-503, *Standard Design Criteria*, or contact your district Administrative Services office or area facility service office.

714.26 What Not To Do

To implement an effective communication system of signs and displays, avoid these:

- a. Signs or displays that clash in style, color, or material with overall lobby design.
- b. Too many displays.
- c. Outdated displays.
- d. Handwritten signs.
- e. Taped signs.
- f. Amateurish signs.
- g. Signs mounted to open doors.
- h. Vertically oriented lettering.
- i. Forms stacked directly on a counter parcel slide, or writing surface.
- j. An item mounted directly on a wall or overlapping another item.
- k. "Tent cards" that block free movement along parcel slides.
- l. Clutter on bulletin boards in lobby.
- m. Solicitation brochures.

Displaying too much material clutters the walls and detracts from the impact of each item.

72 Flags

721 Introduction

The flag of the United States must be displayed on stationary flagstaffs at all post offices, branches, stations, terminals, and garages, including leased and rented premises. If the post office unit is in a facility operated by the General Services Administration, follow GSA's regulations. If the post office unit is located on a military installation, follow military regulations.

722 Prisoners of War/Missing in Action (POW-MIA) Flag

Postal facilities must fly Prisoners of War-Missing in Action (POW-MIA) flags, under the Defense Authorization Act, Public Law 105-85, section 1082. POW-MIA flags are available from the General Services Administration (GSA). The Postal Service must fly the POW-MIA flag on these days each year:

- a. Armed Forces Day, third Saturday in May.
- b. Memorial Day, last Monday in May.
- c. Flag Day, June 14.
- d. Independence Day, July 4.
- e. National POW-MIA Recognition Day, third Friday in September.
- f. Veterans Day, November 11.

If any of these days falls on a nonbusiness day, postal facilities must display the POW-MIA flag on the last business day before the designated day.

723 **Administrative Support Manual (ASM) Compliance**

Any flag flown at a postal facility must meet the *Administrative Support Manual* (ASM) specifications for size and style. To be approved, flags must:

- a. Be made of nylon with a canvas and grommet heading.
- b. Have a double-sided seal so the caption and figure read correctly on both sides.

To fly flags at half mast and for other information about flags, see ASM 471–474.

73 **Hours of Service**

731 **General**

The Postal Service will continuously strive to improve customer satisfaction. In addition to providing quality products and services, we will provide retail service hours that meet local customer needs. This will be achieved by gathering customer information about current retail hours, evaluating the information, receiving higher level approval, and adjusting retail service hours on a periodic basis to meet customer needs. Plan publicity about adjustment to window hours well in advance. Make customers aware of the changes at least 2 weeks before the change and also during the first few weeks. For a news release and customer notification letter, contact Corporate Relations or your District Retail Office. To meet customer needs, consider alternative retail solutions such as the following:

- a. Off-site self service vending.
- b. On-site self service vending.
- c. Off-site/remote meter setting.
- d. Contract postal units.
- e. Stamps on Consignment outlets.

732 **Lobby Hours**

Customers must have access to their post office boxes at least during all retail service counter hours. Normally, separate post office box lobbies should remain open when someone is on duty in the postal unit. The postmaster may choose to keep the lobby open when no one is on duty to give customers access to post office boxes and self service vending equipment. But first, the Inspection Service must make sure that security is adequate, and there is proper police protection.

74 Retail Products and Services

In an effort to increase revenue, post offices are now selling a variety of mailing products and stamp-related retail merchandise. Some of the national initiatives include Celebrate the Century (CTC)[™], Looney Tunes[™] products, and a variety of stamped-themed products tied to stamp issuances and drive periods. Products are shipped from a central fulfillment center, and each office has an account number for ordering more merchandise. You need to make call-ins weekly to maintain inventory. If you need merchandise that is not available from the fulfillment center, call your District Retail Office for information on transfers. Each district must appoint a retail merchandise coordinator (RMC). Only the RMC has authorization to transfer product between offices. All transfers of product must be approved in advance by the RMC and documented on a Retail Merchandise Transfer form.

741 Forms/Labels

Customers can fill out forms and address labels while they are waiting to be served. To facilitate this, ensure that the following forms and labels are always available for customers:

- a. Express Mail envelopes.
- b. Priority Mail envelopes.
- c. International Express Mail envelopes.
- d. Global Priority Mail envelopes.
- e. PS Form 4314-A (Spanish).
- f. PS Form 4314-C (English).
- g. *Return Receipt for International, Insured or Registered Mail* — PS Form 2865.
- h. *Receipt for Domestic Insured Parcel* — PS Form 3813.
- i. *Return Receipt for Merchandise* — PS Form 3804.
- j. *Express Mail Post Office to Addressee Labels* — LAB 11-C.
- k. *Receipt for Certified Mail Labels* — PS Form 3800.
- l. *Domestic Return Receipt* — PS Form 3811.
- m. *Receipt for Registered Mail Labels* — PS Form 3806.
- n. *Stamps by Mail* — PS Form 3227, 3227S, 3227H.
- o. *Mover's Guide Booklet* — PUB 75.
- p. *Selective Service Form* — SSS Form 1M (UPO).
- q. Customs Declaration Forms — PS Forms 2976, 2976-A, and 2976-E.

742 Form Holders

Also provide attractive, adjustable forms holders that clearly display the forms to customers. Forms holders are designed to accommodate a variety of form sizes. Keep them:

- a. Well stocked.

- b. Neatly maintained.
- c. Clearly labeled.
- d. In a good location for employees and customers.

743 **List of Core Products and Services**

743.1 **Special Services**

Caller Service
 Certificate of Mailing
 Certified Mail
 Claims (Loss or Damage)
 Collect on Delivery
 Delivery Confirmation
 Dinero Seguro (Electronic Money Transfer)
 Insurance: Domestic Mail
 Liberty Cash Cards
 Merchandise Return Service
 Money Orders
 Post Office Box Service
 Recorded Delivery: International Mail
 Registered Mail: Domestic Mail
 Restricted Delivery: Domestic Mail
 Return Receipt: Domestic Mail
 Return Receipt for Merchandise: Domestic Mail
 Special Handling: International Mail
 Special Services Endorsements/Markings
 Signature Confirmation (future)
 Stamped Envelopes and Cards
 Priority Mail Global Guaranteed

743.2 **Stamps/Philatelic Products**

Commemorative Stamp Collections
 First Day Souvenirs
 Celebrate the Century Collectors Edition
 Postal Card Sets and Booklets
 Stamps
 Stamp Related Stationery Products

743.3 **Retail Packaging Products**

743.31 **Premium Services**

Express Mail
 Priority Mail
 Express Mail International Service (EMS)
 Airmail
 Global Delivery Service
 Global Package Link
 Global Priority Mail (GPM)

International Business Reply Service (IBRS)
 International Priority Airmail (IPA)
 International Surface Air Lift (ISAL)
 Parcel Post
 Surface Mail
 Valuepost/Canada
 First-Class Mail
 Standard Mail (A) and (B)

743.32 **Miscellaneous**

FirstClass PhoneCards
 Passport Application Acceptance
 Stamps By Mail
 Mail Forwarding Change of Address

75 Safety Issues

Be sure to address all safety issues. For example, all customer work desks must be anchored, and all wet floors need appropriate signage. If a customer slips, trips, or falls, fill out a PS Form 1769, *Accident Report*, take photos of the soles of the customer's shoes, etc. Be aware that changing weather conditions — snow, rain, ice, etc. — require additional lobby maintenance.

76 Lobby Director

761 **Program Objective**

The objective of the lobby director program is to reduce the average waiting time by helping customers before they reach the retail service counter. It also aims to reduce customers' perceived waiting time by demonstrating that we provide prompt, efficient, and courteous service. When the lobby becomes busy, the lobby director should:

- a. Greet each customer right away. Ask, "How can we help you?" and identify the customer's needs.
- b. Recommend the services that best meet the customer's needs. If necessary, explain the features and benefits of our services.
- c. Make sure that customers have the necessary forms and that they have completed them properly.
- d. Check to see if parcels are wrapped properly and help instruct customers on proper way to package to meet requirements.
- e. Provide packaging products: padded bags, boxes, etc.
- f. Direct customers to vending machines and special service window: Stamps Only, Express Mail, or Pick-up.
- g. Answer questions.
- h. Advise or remind customers we accept credit/debit cards.

- i. Approve checks.
- j. Help weigh parcels.
- k. Deliver vacation hold and accountable mail to customers in the lobby.
- l. Handle inquiries and complaints.
- m. Promote any special activities.
- n. Accept changes of address, P.O. Box applications, and requests for vacation holds.
- o. Demonstrate how to use a self service vending machine.

Lobby Director performs the same duties as the clerks behind the counters with the exception of handling money.

762 **Lobby Director Supply List**

- a. Letter scale.
- b. Scissors.
- c. Pens/markers (give-away products distributed at various times to promote Express Mail/automation/philatelic products).
- d. Paper tape (for registered parcels).
- e. Dauber to wet paper tape.
- f. Filament tape (for regular parcels).
- g. Heavy duty stapler (extra staples).
- h. Paper clips.
- i. Customs forms.
- j. P.O. Box applications.
- k. Calendar (reference).
- l. Bad Check List.
- m. Zone Chart.

77 **Displaying Products, Commemoratives, and Collectibles**

The retail sales area in a post office can have two means of merchandising: limited and open.

771 **Limited**

Limited merchandising displays a limited amount of self-select items. It is generally used in traditional post offices or in an office that has space and staffing restrictions or is located in a high crime area. Select those products that will increase revenue. Impulse items should be displayed at the counter if a counter display is provided.

772 Open

Open merchandising displays postal products, including shrink-wrapped stamps, for customers to self-select and take to a cash wrap, where a clerk completes the sale. It is used in new postal stores with unit accountability. Don't make assumptions about what will sell! Proper positioning and selling features will move the product! Be enthusiastic!

773 A Clean Store Sells More

Customers appreciate a clean environment. Here are some guidelines for all offices, including stores with open merchandising:

- a. Keep the acrylics well dusted and cleaned. Glass cleaner makes them shine.
- b. Keep counter tops neat and orderly. Clutter creates confusion and makes a person want to leave, not browse.
- c. Replace your display books when they become worn.
- d. Rotate your stamp stock, moving the old to the front. This will prevent them from curling. Do not over stock.
- e. Maintain a professional work environment at each work station. Personal belongings do not belong in our retail operations.

78 Merchandising Basics

Merchandising is one of the most important aspects of our retail operations. A proper product mix, coupled with the proper positioning of the product, can be the difference between an office that makes a profit and one that just sells products. Merchandising strategies apply to postal stores with open merchandising as well as post offices with limited merchandising. Two important tips to bear in mind are to use the "customer's eye" when merchandising, and to remember the "3–10 second rule": If a customer's attention is not captured in 3–10 seconds, they will move on and not buy from the merchandiser.

781 Selling Merchandise

Retail window clerks must be knowledgeable about stamps, products, displays and current promotions. Here are some things to consider when selling merchandise:

- a. Greet the customer.
- b. Ask questions to determine customer needs.
- c. Suggest solutions to meet customer needs.
- d. Keep a smile in your voice.
- e. Use words properly.
- f. Use your best speaking skills.
- g. Always thank the customer for choosing the Postal Service.

782 Additional Notes

782.1 Display Position

Remember, selling is a good thing, but position is everything. Here are some suggestions about displaying products, commemoratives, and collectibles:

- a. Display items designed for children at their level.
- b. Put items on the side facing the queue line.
- c. Do not display products near exits! If customers do not see the products before they reach the counter, it is a missed sales opportunity!

782.2 Display Tips

Capturing customer attention is easier if these tips are followed:

- a. Use any point of purchase provided — its purpose is to call attention to the product and the merchandiser.
- b. Stock the merchandiser according to the planogram. Immediately contact the 800 number if the type of items received do not match the planogram and accompanying instructions. There are cases when product is shipped in more than one wave, but only the final planogram is provided. If this is the case, it will be noted.
- c. Stock the merchandiser before opening or after closing hours.
- d. Keep the merchandiser neat and clean.
- e. Fill “holes” by spreading product out until restock arrives.
- f. Prevent product overlap.
- g. Avoid overstocking a peg. Pegs should have 1 inch of open space at the end. Add an additional facing, or hold stock in a secure area instead.
- h. Replace damaged or dog-eared items. Items pulled from sale should be returned to the warehouse using the return form.
- i. Put items in the right place. This involves the following tips:
 - (1) Keep product programs together. For example, don't mix Looney Tunes™ items with Flowering Trees.
 - (2) Within a product program, group items by category, such as including greeting cards, memo pads, postcards, and stationery kits in a group (stationery) or keychains, pins, and luggage tags (accessories).
 - (3) Use a “small-to-large progression.” Smaller/lighter items should be placed higher on the merchandiser. Heavier and larger should be placed lower on the planogram. This is not only safer, it is more visually appealing.
 - (4) Arrange like items, such as stamps, on a fixture with the lightest colors at the top and the darkest at the bottom.
 - (5) Keep the display physically balanced. If you have both small and large items sharing the same peg slot, consider spreading the large/heavier items to the outside of the merchandiser and

placing the small/lighter items between. This will help avoid a lopsided appearance.

- j. If an item is not selling well, consider the following tips:
 - (1) Highlight it on a round table or demonstrate it in some way.
 - (2) Feature it as the “product of the week” and remind clerks to mention it to customers.
 - (3) Place it near items that are selling well, i.e., self-adhesive books.
 - (4) Decrease the number of facings. If it isn’t selling well, and nothing else is working, consolidate.
- k. If an item is selling very well:
 - (1) Add more facings or display pegs.
 - (2) Order more product.
 - (3) Tell customers how well it is selling — you will sell more.

782.3 **Maximize Space**

Space represents profit. Here are some ways to maximize your space:

- a. Use the slatwall space in the customers’ sight to display merchandise for sale.
- b. Use merchandise fixtures conducive to the product size for professional presentation and customer access.
- c. Maintain a variety of items and replenish as needed. Remember that “less is more”; present a large variety, but minimal quantity. Be careful not to overstock a peg, shelf, or acrylic. The items can be damaged, and may give the customer the impression that no one is buying these for a reason.

783 **Product Mix**

The term “product mix” refers to the type(s) of items that sell in your office. This is determined by your customers. All stores, depending on their location, will sell products in different ways. A retail unit with a large number of international customers will sell more international postage, Global Priority Mail, and other international services. A retail unit located in a predominately business environment will sell more Express Mail or Priority Mail postage, packaging products, and bulk mail stamps.

Determine your product mix by:

- a. Observing customer behavior.
- b. Reviewing reports from the cash registers and IRTs.
- c. Consulting with your resident experts — your retail window clerks.

784 **Slatwall/Merchandise Standards**

Slatwall units are installed in offices to provide product exposure and awareness. There are expectations of profitability for each retail product based on the slatwall size. Area and District Retail Offices will assist in

determining your revenue goals. The following categories represent the amount of slatwall space provided to accommodate merchandising of retail products in most retail lobbies.

- a. 1 Mini Slatwall.
- b. 1 Large Slatwall.
- c. 2 Large Slatwalls.
- d. 3 Large Slatwalls.
- e. Postal stores.
- f. Mobile Slatwall.

785 **Controlling Inventory**

Here are some suggestions to help you control stamps and commemorative inventory:

- a. Monitor sales using available reports (POS and IRTs).
- b. Decrease your supply of slow-moving items. It is costly in time and resources to keep counting stock that does not sell.
- c. Capitalize on fast-moving products by identifying opportunities to transfer “hot” products to your office.
- d. Never run out of stock.
- e. Maintain inventory levels of no more than 6–8 weeks of postal sales.
- f. Strategically place products for easy customer access and to avoid product shrinkage.
- g. Never use valuable retail space for storage.

786 **Approaches to Merchandising**

786.1 **Audio/Visual**

Here are some techniques to promote products and services using sense of sound:

- a. TV/VCR: Promote our products and videos via the Postal Lobby Video Network (PLVN) or product sample.
- b. StampFolios with CDs: Promote sales by playing the promotional CDs.

786.2 **Vocal**

To get the most impact from your activities on the telephone, follow these guidelines:

- a. Answer within 3–4 rings in a courteous, professional manner.
- b. Use “live” music or on-hold recordings to promote merchandise and services.
- c. Use the message to increase customers’ product awareness.
- d. To enhance understanding, use a clear sound or voice.

786.3 **Sensory**

Descriptions of techniques for promoting products and services using the sense of touch follow in sections 786.4–788.2.

786.4 **Point of Purchase (POP) Displays**

Point of purchase (POP) displays should achieve the following objectives:

- a. Heighten awareness and stimulate sales.
- b. Introduce new products.
- c. Use appealing signs — both electronic moving messaging and sustaining stand-alone promotions.
- d. Achieve high impact — both visual and audio.
- e. Create high-impulse purchasing opportunities.
- f. Shopping bags, which are available (Item #08181) from the material distribution centers, can be useful in the following ways:
 - (1) For product sales and purchases.
 - (2) For use as a “hold mail” carrier.
 - (3) To promote a professional image.
 - (4) To deliver and protect small parcels.

786.5 **Zone Merchandising**

Zone Merchandising informs, directs, and motivates our customers to make key buying decisions. It focuses on putting the message the customers need where they need them and when they need them. There are nine types of merchandising zones which are rated among five categories as follows:

- a. Prime: at the point of decision making.
- b. Targeted: draws attention to a specific zone.
- c. Support messaging: for targeted or prime.
- d. Key decision-making (“hot zone”).
- e. Best place for impulse items (“hot zone”).

The following table explains the nine types of “merchandising zones”:

Zone	Customer Viewing Time (seconds)	Description	Message
Exterior/parking lot (What's New Inside!)	1–2	Provides opportunity to pull customers into the post office; mostly visual.	Announces promotion of an event or new product.
Lobby/Entrance (What's New!)	1–2	Lobby entrance and waiting area; usually a Hot Zone.	Promotes new products; provides information.
Self Service		Where customers purchase stamps from vending machines.	Promotes core product awareness/vending instructions.

Zone	Customer Viewing Time (seconds)	Description	Message
Box Lobby		For post office box space.	Informational: Government, Community News. Mandatory: Legally required postings (Conduct, Possession, Rules and Regulations, POS 76, <i>Some Things Were Never Meant To Be Mailed</i>). Targeted promotional: PO Box rental — benefits; price; where to go. Fringe promotional — what's new.
Full-Service Lobby (open/limited merchandising) — Get it here!	5–10	This is hottest of the Hot Zones; POP and “hot” products should be placed here.	Introduction of new products; Benefits, features, and details; Displays and promotes merchandise; Encourages impulse buying.
Full-Service Lobby (queue line) — Get These New Products!	5–7	Provides information about new products. Creates Awareness; Hot Zone	Promotes concept of Get these new products/ benefits/services and where to get them (display/counter).
Full-Service Lobby (clerk counter line) — Get Core Products Here!	10–15	Provides information about products and services. Promotes key services; Hot Zone.	Informational (Credit/Debit acceptance). Promotional: Core product messages for specific promotions. 5th and 6th menu board panels. Prime Fringe — IRT Topper, counter mat, take-one brochure, side wall poster.
Full-Service Lobby (writing table) — Get These Products!	2–5	Provides benefit about products & services we offer.	Informational: Fill out forms here, e.g., free Express Packaging or Priority Service packaging, labels, etc. Fringe/Targeted Promotional: Promotes concept of Get this product/benefit/price, and where to get it. Promotes time-sensitive promotional offers.

Zone	Customer Viewing Time (seconds)	Description	Message
Employee (Break Room and workroom floor)		Awareness Hot Zone; Information about new products, services, and current promotions.	Introduces new products/services/current promotions. Opens line of communication among employees. Invites participation in the programs. Provides basic information. Says "Thanks!"

787 **Point of Purchase (POP) Materials**

Make the most of Zone Merchandising by utilizing POP Materials. Follow the planogram provided. Put up the POP and take down old POP; use as much of the material as possible, avoiding a cluttered appearance.

787.1 **Menuboards**

Menuboards are positioned above or behind the full service counters so they are visible by customers waiting in line or standing at the service counter. Menuboards provide customers with basic product information and costs for our core products available at the counter.

787.2 **Duratrans**

Place duratrans in lightbox. As new product turns and new stamp releases occur, new menuboard inserts will be sent directly to postal facilities. To change duratrans, push up on the plexiglass covering until it bows, and then pop it out.

788 **Open Merchandising Support**

With the appearance of open merchandising principles, the Postal Service has implemented some marketing tools, commonly used in the retail industry, to help local management: e.g., the Retail Calendar and Planograms.

788.1 **Retail Calendar**

Good retailers analyze and respond to the needs, spending habits, and lifestyles of their customers. To help plan the year's promotions around the consumer's typical purchasing behavior, most retailers, including the Postal Service, use a Retail Calendar to design and create special promotions that combine products and services. The Postal Service's Retail Calendar contains eight components:

- a. Consumer Drivers, or Drive Periods, are periods of time when consumers typically demonstrate some kind of heightened behavior. The behavior is usually commercially driven, such as Christmas, Hanukkah, Kwanzaa, Valentine's Day, Memorial Day, Independence Day, Labor Day, Mother's Day, and Thanksgiving. While in most cases, the event itself is only one day, planning for it happens much earlier and

often requires multiple efforts by the consumer to “get everything they need.” Hence, the Christmas shopping period for retailers begins in September or October and ends in January.

- b. Stamp Issuances are important because the image on the stamp, and the timing of its release, dictate whether a retail product is created and when it is brought to market. Planning a product release timed to coincide with the stamp issuance allows the organization to benefit from any publicity generated by the stamp subject or the first- and second-day events. On a local level, advance notice of stamp issuance dates allows planning for special event activities and acquiring sufficient product to sell.
- c. Product Turns are sales cycles. The dates indicate when product will be available to the customer and when they are expected to go off sale.
- d. Core Products, such as Express Mail and Priority Mail, are regularly promoted, both in the store and in the media. Knowing the timing of these promotions enables local offices to use local advertising dollars to extend the reach of the national campaign.
- e. PhoneCards™ continue to be promoted both in store and in the media. Knowing the timing of these promotions enables local offices to use local advertising dollars to extend the reach of the national campaign as well as to plan any local efforts to boost phone card revenue.
- f. Sales Boosters are promotions designed specifically for postal stores (and perhaps, high performing post offices) to give their expected base sales a “boost.” The program to spark sales may either be in-store, direct mail, or both.
- g. Test Programs are efforts to develop and execute promotions in a small number of offices before rolling it out nationwide. Specific targets for such programs may include small business, packaging products, and sales boosters.
- h. Store Support includes all programs/initiatives geared to bring order and consistency to post offices. These include store planograms, sustaining POP, and graphic standards.

You should use the National Retail Calendar to anticipate coming programs and promotions, and to plan special events or activities to coincide with the plan. If you are not receiving this calendar, contact your District Retail Office.

788.2 Planograms

A planogram is a schematic drawing that shows the proper placement of a product by type of slatwall, outlining where products should be organized on slatwall or similar merchandising units. Headquarters distributes the planogram with the product shipment. Make sure that the product placement is visually pleasing, and give preferential space to hot-selling items. Refer to the basic merchandising principles earlier in this chapter.

79 Postal Stores/New and Upgraded Facilities

791 Standardization Charts

Exhibits 791a–d are provided to standardize retail lobby appearance. The charts list the products available for maintaining correct interior finishes for postal stores. These items are also available for offices that are being upgraded. Please contact your district Administrative Services office for assistance in ordering. Also included are finishes for standard interiors prior to 1996.

Note: These pages are provided for existing facilities that need to do minor touch-up work. Please note that colors and finishes may change from year to year. To get the most recent standard, please refer to Handbook AS-503, *Standard Design Criteria*, or contact your manager, Administrative Services.

Exhibit 791a

Standard Lighting Fixtures/Lamps — StorCAD/D V2.0

Local Maintenance should ensure that specialty light bulbs are stocked locally and that maintenance personnel have the tools and the knowledge to change them. Damaged walls, ceiling tiles, plantings, and other appearance items should receive a high priority for repair or replacement.

The Postal Service spends a considerable amount of money on retail stores. They are a primary effort in improving our corporate image and competitive position. In a number of cases, the opening of postal retail stores has been followed by dramatic increases in CSM scores and revenue. Maintenance organizations must provide support for maintaining the appearance of the postal retail lobbies.

Note: Substitutions for specified equipment are often made during construction for various reasons such as availability. Therefore, prior to placing an order, remove the existing lamp to confirm specifications and verify with FSO that it meets color (warm vs. cool white) and energy standards.

Area	Lamp Manufacturer	Product #	Voltage	Lamp Type
Directional Lighting				
Exit Lights	Surelites	CCX-61-RWH	120	LED
Description/Explanation	Exit signs located above all doors leading to the outside and doors leading from the workroom into the lobby.			
Emergency Lights	Surelites	P4C-7/FRK-1	120	Tungsten Halogen
Description/Explanation	Square-shaped lights located throughout the facility intended to illuminate in case of a power outage.			
General Lighting				
Workroom	Osram/Sylvania	FB031/35K	120	Fluorescent
Description/Explanation	2-ft. sq. lights located throughout retail and box lobbies.			
Retail Lobby	Osram/Sylvania	FB031/35K	120	Fluorescent
Description/Explanation	2-ft. sq. lights located throughout retail and box lobbies.			
Task Lighting				
P.O. Box Lobby	Osram/Sylvania	FO32/35K	120	Fluorescent
Description/Explanation	4-ft. long lights located directly above P.O. boxes in retail lobby.			
P.O. Box Lobby	Osram/Sylvania	FO25/35K	120	Fluorescent
Description/Explanation	3-ft. long lights located directly above P.O. boxes in retail lobby.			
Self-Service	Osram/Sylvania	F017/35K	120	Fluorescent
Description/Explanation	2-ft. long lights located directly above vending equipment in self service area.			
IRT Workstation/Parcel Slide	NEMA	CFQ26W/G24d/0.5/3500	120	Compact Fluorescent
Description/Explanation	8-in. diameter lights located directly above IRT workstation and parcel slide to illuminate task-oriented work.			
Postal Store	NEMA	CFQ26W/G24d/0.5/3500	120	Compact Fluorescent Wallwasher
Description/Explanation	8-in. diameter lights located above slatwall to illuminate merchandise.			
Workroom	Osram/Sylvania	FO32/35K	120	Fluorescent
Description/Explanation	4-ft. Long lights with protective wire mesh around 2 lap strips located above P.O. boxes to illuminate work area.			
Screenline	Osram/Sylvania	FO32/35K	120	Fluorescent
Description/Explanation	2-ft. And 3-ft. single strip undercounter lights mounted in screenline fixtures.			
Display Lighting				
Postal Store	Any	75W PAR30	120	Incandescent

Exhibit 791b (p. 1)

Standard Finishes from StorCAD/D V.3.0 (issued August 1998)

The following table outlines the standard interior finishes that were issued for use in facilities in August 1998. To determine which version of StorCAD/D your unit used, contact the manager, ASO or FSO.

Verify with the FSO/ASO manager whether “alternate” finishes were used for your facility. Other USPS-approved finishes may have been used based upon availability and price.

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Wall Paints	P-1	Glidden	50YY 83/057	White	Used on interior walls unless noted otherwise
	P-2	Sherwin Williams	SW1234	Evening Shadow (Light Gray)	Used on all walls in bathrooms and stamped envelope
	P-4	Sherwin Williams	1595	Ruby Gem (Red)	Used for the red stripes in the rent-a-box, self service, and above the slatwall in the postal store
	P-5	Devoe	1bl9a	Chippendale (Blue)	Used on the soffit that runs around the ceiling of the lobby
Doors/Trim Paints	P-6	Sherwin Williams	SW1232	Dublin Gray	Used on all doors and frames in facility paint color
	P-7	Any		Flat Black	Used on the base of all casework fixtures before applying vinyl base
Plastic Laminates	PL-1	Nevamar	S-7-27T	Smoky White	Used on slatwall
	PL-3 Option 1	Wilsonart	d417-60	Lapis Blue (Dark Blue)	Used on tops of all case fixtures—parcel slide, base units, counters, cashwrap
	S-1 Option 2	Dupont Corian	C200-153456B	Postal Blue	Used on tops of all case fixtures—parcel slide, base units, counters, cashwrap
	PL-4	Wilsonart	4142-60	Gray Glace	Used on fronts parcel slide, writing desks, base units of slatwall, cashwrap
Base Cove Molding	VB-1	Armstrong	61	Graphite Gray	Used at the bottom of all walls and casework fixtures
Ceiling Tiles	ACT-1	Armstrong	758	Minaboard Classic 24" X 48"	Used on ceilings in post office lobbies
	ACT-2	Armstrong	584	Cirrus Angled Tegular 24" X 24"	Used on ceilings in post office lobbies
	CG-1	Armstrong		Preldue XL 15/16	White ceiling grid
Grout	TG-1	Hydroment	368	French Gray	Used with porcelain tile in post office lobby

Exhibit 791b (p. 2)

Standard Finishes from StorCAD/D V.3.0 (issued August 1998)

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Porcelain Tiles	T-1	Crossville Ceramics	A880	Onyx (Dark Gray)	Accent tile in post office lobby
	T-2	Crossville Ceramics	A830	Atlantic Gray (Light Blue Gray)	Main floor tile in post office lobby
Vinyl Composition Tile (VCT)	VCT-1	Armstrong	51903	Imperial Texture (Blue Gray)	Used in small post office lobbies and in workrooms
Carpet	C-1	Lees	#ds946-615	Lineage (Danes)	Used in postal retail store
	C-2 Option 1	Mats Inc.	8603	"Interguard" (Black Rails with Charcoal Inserts)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	C-2 Option 2	Mats Inc.	8603	"Access" (Color Same As Option 1)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	C-2 Option 3	Mats Inc.	8603	"Allure" (Blue Gray)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles

Exhibit 791b (p. 3)

Standard Finishes from StorCAD/D V.2.0 (issued March 1997)

The following table outlines the standard interior finishes that were issued for use in facilities March 1997. To determine which version of StorCAD/D your unit used, contact the manager, ASO or FSO.

Verify with the FSO/ASO manager whether “alternate” finishes were used for your facility. Other USPS-approved finishes may have been used based upon availability and price.

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Wall Paints	P-1	Devoe	2H2OP	Rice (White)	Used on interior walls unless noted otherwise
	P-2	Sherwin Williams	SW1234	Evening Shadow (Light Gray)	Used on all walls in bathrooms and stamped envelope
	P-4	Sherwin Williams	1595	Ruby Gem (Red)	Used for the red stripes in the rent-a-box, self service, and above the slatwall in the postal store
	P-5	Devoe	1bl9a	Chippendale (Blue)	Used on the soffit that runs around the ceiling of the lobby
Doors/Trim Paints	P-6	Sherwin Williams	SW1232	Dublin Gray	Used on all doors and frames in facility paint color
	P-7	Any		Flat Black	Used on the base of all casework fixtures before applying vinyl base
Plastic Laminates	PL-1	Nevamar	S-7-27T	Smoky White	Used on slatwall
	PL-3	Wilsonart	d417-60	Lapis Blue (Dark Blue)	Used on tops of all case fixtures—parcel slide, base units, counters, cashwrap
	PL-4	Wilsonart	4142-60	Gray Glace	Used on fronts parcel slide, writing desks, base units of slatwall, cashwrap
Base Cove Molding	VB-1	Armstrong	61	Graphite Gray	Used at the bottom of all walls and casework fixtures
Ceiling Tiles	ACT-1	Armstrong	758	Minaboard Classic 24" X 48"	Used on ceilings in post office lobbies
	ACT-2	Armstrong	584	Cirrus Angled Tegular 24" X 24"	Used on ceilings in post office lobbies
Grout	TG-1	Hydroment	368	French Gray	Used with porcelain tile in post office lobby

Exhibit 791b (p. 4)

Standard Finishes from StorCAD/D V.2.0 (issued March 1997)

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Porcelain Tiles	T-1	Crossville Ceramics	A880	Onyx (Dark Gray)	Accent tile in post office lobby
	T-2	Crossville Ceramics	A830	Atlantic Gray (Light Blue Gray)	Main floor tile in post office lobby
Vinyl Composition Tile (VCT)	VCT-1	Armstrong	51903	Imperial Texture (Blue Gray)	Used in small post office lobbies and in workrooms
Carpet	C-1	Lees	#ds946-615	Lineage (Danes)	Used in postal retail store
	C-2 Option 1	Mats Inc.	8603	"Interguard" (Black Rails with Charcoal Inserts)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	C-2 Option 2	Mats Inc.	8603	"Access" (Color Same As Option 1)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	C-2 Option 3	Mats Inc.	8603	"Allure" (Blue Gray)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles

Exhibit 791b (p. 5)

Standard Finishes from StorCAD/D V.1.04 (issued 1996)

The following table outlines the standard interior finishes that were issued for use in facilities in 1996. To determine which version of StorCAD/D your unit used, contact the manager, ASO or FSO.

Verify with the FSO/ASO manager whether “alternate” finishes were used for your facility. Other USPS-approved finishes may have been used based upon availability and price.

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Wall Paints	P-1	Devoe	2H2OP	Rice (White)	Used on interior walls unless noted otherwise
	P-2	Sherwin Williams	SW1234	Evening Shadow (Light Gray)	Used on all walls in bathrooms and stamped envelope room
	P-3	Sherwin Williams	#dsc-h817	Yellow	Used on walls around screen line cabinets behind IRT counters
	P-4	Sherwin Williams	1595	Ruby Gem (Red)	Used for the red stripes in the rent-a-box, self service, and above the slatwall in the postal store
Doors/Trim Paints	P-5	Sherwin Williams	SW1525	Regalia Blue	Used on wicket door and frame paint color, conference room accent wall color
	P-6	Sherwin Williams	SW1232	Dublin Gray	All other doors & frames in facility paint color
Plastic Laminates	PL-1	Nevamar	S-7-27T	Smoky White	Used on slatwall
	PL-2	Wilsonart	d307-60	Holly Berry (Red)	Used on fixtures, parcel slide, cash wrap, writing desks, etc.
	PL-3	Wilsonart	d379-60	Indigo	Used on wicket door
	PL-4	Wilsonart	4142-60	Gray Glace	Used on fronts parcel slide, writing desks
	PL-5	Wilsonart	d448-60	Juarez Flower (Yellow)	Used on fixtures behind IRT counters
Base Cove Molding	VB-1	Armstrong	#66	Cool Gray	Used at the bottom of all walls and casework fixtures
Ceiling Tiles	ACT-1	Armstrong	758	Minaboard Classic 24" X 48"	Used on ceilings in post office lobbies
	ACT-2	Armstrong	584	Cirrus Angled Tegular 24" X 24"	Used on ceilings in post office lobbies

Exhibit 791b (p. 6)

Standard Finishes from StorCAD/D V.1.04 (issued 1996)

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Grout	TG-1	Hydroment	368	French Gray	Used with porcelain tile in post office lobby
Porcelain Tiles	T-1	Crossville	A583	Windsurf (Blue)	Accent floor tile in post office lobby
	t-2	Crossville	a830	Atlantic Gray	Main floor tile in post office lobby
Vinyl Composition Tile (VCT)	VcT-1	Armstrong	51903	Imperial (Blue Gray)	Used in small post office lobbies and in workrooms
Carpet	C-1	Mohawk	EMS-533-PS	Emissary, Seascape	Floor material used in postal retail store
	c-2 Option 1	Mats Inc.	8603	"Interguard" (Black Rails with Charcoal Inserts)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	c-2 Option 2	Mats Inc.	8603	"Access" (Color Same As Option 1)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles
	c-2 Option 3	Mats Inc.	8603	"Allure" (Blue Gray)	Walk off mat at entry—options are given for walk off mats due to possible site constraints that may prohibit the use of certain styles

Exhibit 791b (p. 7)

Standard Finishes from StorCAD/D V.1.03 (issued 1992)

The following table outlines the standard interior finishes that were issued for use in facilities prior to January 1996. To determine which version of StorCAD/D your unit used, contact the manager, ASO or FSO.

Verify with the FSO/ASO manager whether “alternate” finishes were used for your facility. Other USPS-approved finishes may have been used based upon availability and price.

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Wall Paints	P-1	Devoe	2H2OP	Rice (White)	Used on interior walls unless noted otherwise
	P-2	Devoe	2M41E	Nightingale (Light Gray)	Used on all walls in janitor's closet and workroom
	P-3	Devoe	2D150	Golden Grain (Yellow)	Used on walls around screen line cabinets
	P-4	Devoe	1BR1A	Toreador (Red)	Used for the stripes over the rent-a-box, self-service, and postal store areas
	P-5	Sherwin Williams	SW1525	Regalia Blue	Used on parcel lockers, letter drops, accent wall in conference room, and door frame at wicket door
Plastic Laminates	PL-1	Nevamar	S-7-27T	Smoky White	Used on slatwall
	PL-2	Wilsonart	D345-6	Cherry (Red)	Used on fixtures, parcel slide, cash wrap, writing desks, etc.
	PL-3	Nevamar	S-3-16T	Regimental Blue	Used on wicket door
	PL-4	Nevamar	MR-6-1T	Gray Matrix	Used on fronts and tops of fixtures
	PL-5	Wilsonart	D382-6	Topaz (Yellow)	Used on fixtures behind IRT counters
Base Cove Molding	VB-1	Armstrong	#118	Standard Gray	Used at the bottom of all walls and casework fixtures
Ceiling Tiles	ACT-1	Armstrong	758	Minaboard, Classic 24" X 48"	Used in work room
	ACT-2	Armstrong	573	Travertone, Sanserra 24" X 24"	Used in post office lobby
Grout	TG-1	Hydroment	368	French Gray	Dark gray grout used with porcelain tile in post office lobby

Exhibit 791b (p. 8)

Standard Finishes from StorCAD/D V.1.03 (issued 1992)

Type of Finishing	Designation in Architectural Drawings	Manufacturer	Manufacturer's Number	Style/Color	Notes
Porcelain Tiles	T-1	Crossville	C583	Windsurf (Blue)	Accent floor tile in post office lobby—see note 1
	t2	Crossville	C810	Platinum (Gray)	Main floor tile in post office lobby
Vinyl Composition Tile (VCT)	VT-1	Armstrong	51903	Imperial Texture (Blue Gray)	Floor tile used in small post office lobbies and in workrooms
Carpet	C-1	Bigelow	3L43-56756	Regents Row Highlights/Misty (Blue)	Blue carpet used only in postal retail store
	C-2	Reese	546/8603	Perfect Clean Foot Mat	Walk-off mat at entry

Notes: 1. Unpolished matte tile finish

Exhibit 791c

Sample Lobby Management Review Checklist

Item No.	Review Category	Yes	No
<i>Signage</i>			
1	Are there any handwritten signs, or unnecessary signs in the lobby?		
2	Are the mandatory postings on display in the lobby?		
3	Are header signs used on slatwall for merchandising?		
4	Is the "Up-time" for the box section posted?		
5	Are all sustaining POP/Promotional POP elements displayed?		
6	Are POP elements current — e.g., are all take-down dates posted?		
<i>Retail Service</i>			
7	Do the retail service hours meet the needs of the customer?		
8	Are the service hours prominently displayed?		
9	Are all the required forms in the lobby for easy customer access?		
<i>Merchandising</i>			
10	If Postal Store, is the cash wrap manned?		
11	Is slatwall installed in lobby?		
12	Are products attractively displayed?		
13	Is the product displayed per the most recent planogram?		
14	Are prices of packaging products professionally posted near the products?		
15	Are "Hot-selling" items given adequate space?		
16	Are impulse items near the point of purchase?		
17	Is zone merchandising used in advertising products and services?		
18	Are high-value items located next to the point of purchase?		

Exhibit 791d (p. 1)

Open Merchandising Operations Standards — Checklist**Entry/Exit**

_____ Electronic Article Surveillance (EAS) tested each morning and entered on log.

_____ Checkpoint called at 1-800-253-7580 if system is not working properly.

_____ EAS/Checkpoint Alarm Activity Log and Incident Log maintained.

_____ Closed-circuit TV camera positioned to photograph face of person leaving.

Self-select Area (Postal Store)

_____ Review EAS video, On Guard.

_____ High-value open merchandise items stocked within arm's length of clerk.

_____ Closed-circuit TV camera positioned to capture profile of customer at slatwall area; (hands and merchandise.)

_____ Cashwrap area is clean and slatwall is stocked.

- Greeting customers is the #1 deterrent to shoplifting.
- Transactions move much faster in this area: 37 seconds vs. 46 seconds in full service.
- Provides opportunities for suggestive selling questions.
- 40%–60% of the post office transactions should be handled here.
- When items stop selling, move them to a different location. For example, place a section of commemoratives in the domestic postage area.
- Place slow selling commemoratives next to your display of self-adhesive stamps.
- Give more rows or facings to an item that is a big seller. Cut down on the number of rows or facings of an item that is not selling.
- If you have gondolas, place your slow moving items on the side facing the queue line.

_____ Is the slatwall stocked in the morning vs. night as required?

_____ Time Analysis Report reviewed daily by retail supervisor. Reports retained for six months.

_____ Stock levels of each item on shelf kept between 10–25 items. Lower the inventory if there is high shrinkage.

_____ Inventory in drawer under slatwall should be stocked to support no more than five day's product sales and should be the fast-selling items.

_____ Do the drawers lock properly?

_____ Are the number of drawer keys limited?

Exhibit 791d (p. 2)

Open Merchandising Operations Standards — Checklist

- _____ Are the drawer keys left in the office and locked up?
- _____ Loose stock contains only a limited number of denominations with no commemoratives. Each denomination is limited to one sheet or less. The entire office has a limit of \$500, unless given authorization for an exception by the district Finance office.
- _____ Shrink-wrapped stamps not opened to sell as loose stamps.

A CASH REGISTER RECEIPT IS ALWAYS GIVEN!**Full Service**

- _____ Each product deactivated/scanned on cash register satellite and sale entered on IRT.
- _____ Every 30 minutes, balance AIC totals between IRT and cash register satellite at full service stations.

AN IRT RECEIPT IS ALWAYS GIVEN!**Back Workroom Area**

- _____ Good housekeeping — packaging products, stamp stock, forms, merchandise, etc. neat and organized.
- _____ Stamp Stock and products secured in safes, security containers and/or vaults. (Not in stamped envelope rooms or automated retrieval systems, like the lectrifier).
- _____ Access to the stock controlled by using a log (PS Form 17, *Stamp Requisition*) indicating who accessed the stock and the time of day. Access to stock limited to only the supervisor or manager.
- _____ Rolling grill and drawer keys for slatwall, etc., treated like any other accountable key or safe combination using Form 3977, *Duplicate Key Envelope*. Is key locked up in alternate location?

Cash Register

- _____ Clerks scan all products except loose stamps, phone cards, and packaging products. Barcode Scanning sheets are provided from Headquarters to scan non-shrink wrapped items, i.e. loose stamps.
- _____ For loose stamps, enter quantity x single stamp price (example: 5 x 32 cents).
- _____ Barcodes scanned (AICs should not be used). Report scanning problems to Headquarters (202) 268-6919. (ex: Item not found.)

Exhibit 791d (p. 3)

Open Merchandising Operations Standards — Checklist

- _____ Analysis of “no sales.” (Sales Analysis Report reviewed each day. Attach report to PS Form 1412, *Daily Financial Report*, and maintain for six months.)
- _____ Telxon used to enter all stock received and stock returned the day it is received or returned.
- _____ Ensure both lights are on at the cash register modem at all times. This will ensure a successful “poll” to Headquarters at night.
- _____ For NCR cash register sites only:
A/B switch should be placed as follows:
- “A” position — for nightly “polling” and normal operations.
 - “B” position — for Telxon usage only (Direct receiving, administration functions.
 - Inventory count and communication to host).

Accountability

- _____ Chapter 4, Section 47 of Handbook F-1, *Post Office Accounting Procedures*, should be followed.
- _____ Money secured, not left in the open, unattended, or unsecured. Must be in vault or security container not on day lock.
- _____ Unit accountability procedures followed for stamp inventory. All other accountable procedures stay the same.
- _____ SSPC/vending accountability not part of unit accountability.
- _____ Stamps by Mail, Stamps by Fax, Stamps on Consignment, and contract postal unit orders are filled from bulk stock, not shrink wrap. Store shrink wrapped products should not be used in vending and vice versa.
- _____ Form 571, *Discrepancy of \$100 or More in Financial Responsibility*, filed when there is a loss of \$100 or more and submitted to Inspection Service and district Finance office.
- _____ Stamp inventory level of post office no more than six weeks sales, preferably 30 days.
- _____ Return redeemed stock frequently. Check with the SDO or SDN for the schedule in your area. Do not deduct from inventory until PS Form 3268, *Stock Destruction Certificate*, is returned for confirmation.
- _____ Return stock that doesn’t sell (Review Sales Analysis from cash register for items that move fast).
- _____ PS Form 3368, *Stamp Credit Examination Record*, kept as record of counts.
- _____ PS Form 3369, *Consigned Credit Receipt*, sign as receipt of the \$100 Cash Retained.

Exhibit 791d (p. 4)

Open Merchandising Operations Standards — Checklist

_____ Inventory audit once per AP until a 1% or less shrinkage of sales is demonstrated three consecutive APs; then quarterly audits may occur. If unit exceeds 1% or more on a quarterly audit, then audits must go back to an AP basis until 1% or less shrinkage is maintained for three consecutive audits.

Miscellaneous

_____ Read updated Activation Guide, *How To Make It Happen*.

_____ All philatelic products, packaging products, and merchandise have EAS Checkpoint tags applied (locally and manually). Reorder number for tags and labels is 800-548-8334.

_____ Tape in the security VCR at all times. Security Video Tape Log current. Thirty-two days of tapes are maintained for the closed-circuit TV. New tapes purchased after one year's usage.

_____ Has a new tape been put in the machine this morning?

_____ Is the VCR programmed to record 24 hours/day Monday through Friday, and at 5 p.m.?

_____ Saturday programmed to record 48 hours until Monday at 8 a.m.?

_____ Is the burglar alarm functioning properly?

_____ Is the machine serviced at least once per year?

8 Equipment

81 Customer Service Equipment

811 Traditional Post Offices

811.1 Associate Office Infrastructure (AOI)

The AOI is a computer information technology system that can support retail, delivery, and administrative operations in post offices, branches, and stations. This system helps us to better serve our USPS customers by improving operations and enabling new services.

811.2 Integrated Retail Terminal (IRT): MOS or Unisys

A counterline tool that assists window clerks with retail transactions. It provides rate and acceptance information to enable clerks to complete their customer transactions more quickly and efficiently. It provides daily financial reports listing the activity in each AIC. Close-out personnel can then compare their supporting documents to each AIC listing.

811.3 Credit/Debit Card Acceptance Terminal

We accept credit and debit cards for retail transactions at all post offices. Customers may use VISA, MasterCard, Discover, and American Express credit cards to purchase all postal products and services except CODs, meter settings, and money orders. Passport application fees may be paid by debit card, not credit.

811.4 Postage Validation Imprinter (PVI)

The PVI is a computer printing device that attaches to an integrated retail terminal or POS ONE unit to produce a postage label that includes the destination ZIP barcode. The PVI, which replaces the in-house postage meter, can only be used with these systems:

- a. Unisys III
- b. MOS
- c. POS ONE

811.5 Money Order Imprinter

Use the money order imprinter to imprint date and value on money orders at non-POS ONE offices.

811.6 Postage Meters

There are two primary categories of postage meters:

- a. *Postal-owned.* The Postal Service provides postage meters for use at retail service counters where the volume and type of mail being accepted justifies their use.
- b. *Customer-leased.* Mailers lease postage meter machines from manufacturers authorized to distribute meters by the Postal Service.

For more information, see POM 142.

811.7 Point of Service (POS) ONE**811.71 Overview**

Point of Service (POS) ONE, the new USPS retail system, is replacing over 60,000 outdated integrated retail terminals (IRTs) and cash registers across the nation. POS ONE is one of the first steps in our quest to become a true communications company: it provides the interface we need to hook up the Associate Office Infrastructure System (AOIS). All offices will receive a Postmaster Conversion Kit from their POS ONE coordinator 4 months before installation.

811.72 IBM and NCR

IBM and NCR are providing POS ONE under separate contracts. The systems are similar, but each has a unique format. These are some of the improved features of POS ONE:

- a. The ability to capture detailed transaction data and transmit the information wherever it is needed to support our sales and marketing efforts and improve our operations.
- b. Expanded functionality: P.O. Box management, mailing rules and restriction guidance, and ZIP Code look-up.
- c. Hardware and software advances that significantly speed up the time it takes to process a transaction.

Immediate updates will be communicated through the modem, rather than downloading new information to the IRTs from a disk.

811.73 Network Connectivity

As POS ONE is connected to a nationwide network, up-to-the-minute information on rates, regulations, and embargoes can be relayed to each site in an instant. The network can also relay news about the system and special events. The POS ONE software can prompt window clerks to ask

suggestive-selling questions. Here are some other terrific functions of POS ONE:

- a. No more money order imprinters! With POS ONE, you simply enter the money order blank and the machine prints the dollar value and reads the serial number, thus eliminating human error.
- b. Information access at your fingertips! A help screen allows the user access to the DMM, IMM, *Postal Bulletins*, etc.
- c. Data entry will be more user-friendly. Just follow the instructions on the screen. Less data entry means less repetition — and faster and easier input.
- d. The POS ONE software tracks sales, so when you need to order inventory, the information you need is only a keystroke away.

811.74 **Future Enhancements**

Here are the future enhancements planned for POS ONE:

- a. POS ONE will have integral debit-credit authorization hardware. Debit-credit transactions will be encrypted and sent over a secure network. This will also reduce data entry errors.
- b. POS ONE will have the capability to perform all procedures relating to P.O. Box management.
- c. The system will check money orders automatically against an on-line version of the *Postal Bulletin* list of lost and stolen money orders.

811.75 **Deployment**

We will deploy POS ONE in the following stages:

- a. Stage 1: Deploy the highest revenue markets — about 36% of our retail revenue.
- b. Stage 2: Extend the geographic “reach” and market penetration of POS ONE.
- c. Stage 3: Complete the objectives of providing consistent customer service and replacing IRT equipment.

811.76 **Retail Site Verification Program (RSVP)**

The Retail Site Verification Program (RSVP) is the database that will provide up-to-date information about our retail environment, including statistics on facilities, lobby designs, and layout.

811.77 **Accounting and Inventory**

This system will support both individual clerk and unit accountability. Changes to accounting and inventory practices will be discussed in detail during POS ONE training.

811.78 **Training**

The POS ONE training program is divided into three smaller courses:

- a. Train the Trainer is an intensive 5-day class for postal district trainers, who, in turn, will train employees in their districts.

- b. The end-user class is a 2-day class for retail clerks and any other employees who will use the POS ONE system. This class will focus on computer-driven learning exercises.
- c. An additional 2-day course focuses on the financial, inventory, and close-out accounting operations of the POS ONE system. FICO (financial inventory and close-out) covers critical end-of-day accounting functions. Money orders, stamps, and money-by-wire all have extensive financial reporting requirements that POS ONE users will have at their fingertips.

All three classes combine computerized training and more traditional training methods. Three-fourths of the training is hands-on; trainers use a strong element of show and tell.

811.79 **Retail Data Mart**

What are customers buying? How many? When? Is price a critical factor, or variety of items, or amount of stock on hand? What items are generally purchased together? How did last week's advertisements affect this week's sales? Are the highest-volume items also the most profitable? Answers to questions like these are the key to a successful retail operation. But the Postal Service has historically limped along with very little information about customer preferences and behavior — even though virtually all successful commercial retailers routinely gather and analyze similar data. POS ONE will change all that by automatically capturing detailed data about each transaction at the retail window. This data will be automatically loaded into a special, centralized database for analysis by decision makers — marketing analysts, sales managers, local and district supervisors, and others. This special, centralized database is called the Retail Data Mart. It dramatically increases the depth, variety, versatility, and usefulness of information about retail transactions.

The Retail Data Mart will enable managers to do dynamic, ad-hoc inquiries, in addition to canned reports made available on a routine basis. Here are some examples:

- a. The IRT can currently give us revenue by account identifier code (AIC). POS ONE will be able to produce revenue figures by individual product, sales by payment type (how many rolls were purchased with credit cards, etc.), revenue by sales channel (window sales vs. self service, etc.), and weekly, monthly, and annual sales to date.
- b. The IRT can tell us workload by location. POS ONE can tell us transaction volume by location, transaction volume by clerk, transaction time by clerk, and system idle time by location.
- c. The IRT can tell us total items sold per site. POS ONE can tell us the inventory received by location, the inventory on hand by location, turnover (sales/average inventory) by product, items sold per transaction, items sold per customer, and the top 10 sales items per site.
- d. The IRT does not have the capabilities to give us any customer information, but POS ONE can tell customer visits by location,

transactions per visit, revenue generated per visit, transaction volume by customer type, and revenue by customer type.

812 **Open Merchandise and Postal Store Security**

812.1 **Shrinkage**

There are four major causes of shrinkage in the private retail market:

- a. Employee theft (43%).
- b. Customer shoplifting (30%).
- c. Misplaced, mis-priced, damaged merchandise (23%).
- d. Packaging errors by vendors (4%).

For a security video or CD, *Security, A Point of View*, contact your retail manager. Prevention is the key word. The more you and your employees can do to prevent shoplifting, the fewer times it will happen in your store.

812.11 **Employee Theft**

Watch out for employees giving away merchandise for free (“passing merchandise”) or charging only part of a purchase for a friend or family member (“sweethearting”). Management must ensure this never happens. Here are some of the warning signs of employee theft:

- a. Frequent shortages in cash audits.
- b. Not putting a PVI tape on a package at the time of sale.
- c. Frequent “no sales” on a POS system.
- d. Voids not approved by manager or supervisor.
- e. Friends or family “hanging around.”
- f. Not giving a receipt for services provided.

812.12 **Customer Theft**

Watch for customers wearing unusual clothing that could conceal goods. Some shoplifters work in groups. Keep an eye on customers who set off the alarm more than once. Even if you have only a suspicion that something is wrong, offer the customer service and then walk away. This will allow the shoplifter to discard the merchandise and help prevent a confrontation that could prove hazardous to yourself or other customers. Preventing shrinkage is a complete team effort. The Electronic Article Surveillance Checkpoint (EAS) is in the store to help you. For more details, see the next section.

812.2 **Electronic Article Surveillance (EAS) System: Contractor Checkpoint**

Postal retail stores use a checkpoint security system to control losses from shoplifting. The system works in two ways:

- a. To deter shoplifters who see it and recognize it.
- b. To detect shoplifters who are trying to remove products with identification tags that have not been deactivated.

A training video, *EAS On Guard*, is provided when the system is installed. You may also obtain a CD, *EAS On Guard*, from your retail manager. The key to the system is placing special tags on merchandise. When the merchandise is purchased, the cashier deactivates the tag at the register. If the merchandise is removed from the store before store personnel properly deactivate these tags, an alarm sounds. Customers may express concerns about the system. Here is some information to pass along that will ease their minds about EAS:

- a. All components of the checkpoint system are safe for people to be near and will not damage the magnetic strips on credit cards or bank cards.
- b. The equipment operates at radio frequencies and levels authorized by the Federal Communications Commission (FCC) and is listed with Underwriters Laboratory (UL).
- c. The radio frequency has no effect on pacemakers or hearing aids. EAS is not a metal detector or microwave system.

812.21 **Antennas/Gates**

Each store has antennas at the entrance. If these units detect a tag that has not been deactivated, an alarm sounds. For proper system operation, please follow these rules:

- a. Do not spray anything on the antennas. To clean, spray cleaner on a paper towel and wipe the antennas.
- b. Do not decorate the antennas or attach anything to them. Wrapping them with garland, foil, lights, etc. can cause phantom alarms (alarms that occur when no one is near the antennas).
- c. Do not place merchandise within 3 feet of the antennas.
- d. Do not cover the control module's housing (the bottom of the antenna units).
- e. Do not place metal trash receptacles within 18" of antenna units.

812.22 **Tags/Labels**

The tags are plain white stickers about 1-1/2 inches square; they are supplied in rolls of 500. The back of the tag has a coil that the antennas can detect. Most shrink-wrapped products are "source-tagged," which means it is tagged by the manufacturer. Some products that we sell — such as special promotions — are not tagged. In order to reduce tagging costs, the USPS has moved to fractional tagging, which means that a percentage of lower cost items will be randomly tagged, based on the dollar value. You should treat all products as if it was source tagged; do not apply local tags.

Note: THIS IS INTERNAL INFORMATION ONLY! DO NOT PUBLICIZE!

812.221 **Tag Placement**

To place tags on merchandise, follow these steps:

- a. Tear a workable number of checkpoint tags from the roll.

- b. Roll the backing paper off the tag; don't lift it off with your fingers. (Pulling the tag off will cause the ends to curl making it easier for shoplifters to remove.)
- c. Place the sticky edge of the tag against a flat smooth surface of the item.
- d. Smooth all edges down with your fingers so the tag sticks securely.

812.222 Caution

When tagging merchandise, follow these rules:

- a. Don't bend the tag.
- b. Don't cover the UPC code.
- c. Don't interfere with the "look" of the merchandise.
- d. Don't cover any descriptive information.

812.23 Deactivation

Each sales location has a deactivation pad, which will deactivate the tag on the merchandise. The pads at the cash wrap are on top of the counter; at the full service counter they may be under the counter. Always remember to pass all purchased merchandise over the pad to deactivate the tag so you won't embarrass a customer by setting off the alarm.

812.24 De-tuners

Occasionally, a tag cannot be deactivated. When you pass the tag over the deactivator, you hear a continuous tone. This is called a "stubborn tag." We have small oval tags called "de-tuners" marked "OK" or "Paid/Thank You" to place over stubborn tags so customers may take purchased merchandise out of the store without causing an alarm. Keep the de-tuner tags in a safe place at the register — out of sight of customers.

812.25 Alarm Triggers

Alarms are normally caused by merchandise passing through the antennas with a tag that has not been deactivated. Occasionally, other things can trigger an alarm:

- a. Merchandise with a live tag from another store.
- b. Older security pass cards or badges.

812.26 Early Alarms

If an alarm sounds as a customer enters the store, respond to the alarm immediately.

- a. One approach is to say, "I'm sorry, but something you have in your possession has caused our inventory control system to alarm. Would you mind helping me find out what caused the alarm? This will prevent it from happening again when you leave the store."
- b. Or you might ask, "Do you have any merchandise from another store, or a security pass card or badge from where you live or work?" If they do, verify that it did cause the alarm. You might say, "I'd like to be

positive that this is what caused the alarm. Would you mind if I walk through the gates with it?"

- c. If you identify merchandise with a live tag, deactivate it or cover it with a de-tuner if it is a stubborn tag.
- d. End by thanking the customer for being patient.

812.27 **Exit Alarms**

If an alarm sounds as a customer exits the store, follow these guidelines:

- a. Always remember to give good customer service!
- b. Approach the customer courteously, assuming that a mistake has been made.
- c. Say to the customer, "Excuse me, we may have failed to deactivate our inventory control tag. Will you let me deactivate it, please?"

Response to the alarm heightens customers' awareness of our security system.

812.28 **If the Customer Agrees...**

If the customer agrees, do the following:

- a. Politely ask for the receipt of the merchandise.
- b. Verify that each item appears on the customer's receipt. If an item is not on the receipt, say to the customer, "I'm sorry, the cashier missed this item; it's not on the receipt. Would you like to purchase it now or at another time?"
- c. If the customer does not want to purchase the item, apologize for any inconvenience and allow the customer to leave the store. Return the item to the display. On occasion, an item may be deactivated accidentally. Make sure you retag this item before placing it back on display.
- d. If the customer wants to purchase the item, have a cashier ring up the item and then deactivate it.

812.29 **If the Customer Does Not Agree...**

If the customer does not agree, do not create a verbal or physical confrontation. If he or she insists on leaving, you must allow him or her to do so.

Note: Never accuse or threaten the customer. Never mention shoplifting. Never imply theft. Never touch the customer. Immediately fill out an incident report.

812.291 **The Alarm Log**

An Alarm Log is provided to record each alarm and what caused it. When used properly, the log is an effective way to manage the system; it can help you identify problems and their frequency. For example, do you have a phantom alarm that occurs at the same time every day? Does the same cashier always have tags that are not deactivated (indicating a defective deactivator, or a need for retraining)? Record each alarm on the log so that

you have an accurate record of system activity. For detailed instructions and definitions of the type of alarms, see the back of the alarm log. You will need to submit copies of the Alarm Log with your claim for loss, whenever you have an inventory that results in a loss of any amount. See Exhibit 812.291.

812.292 System Testing and Integrity

To ensure proper system operation, you must test the store's EAS system at the start of each business day. You do this by using the system test card that comes with the system.

812.293 Testing Antennas

To test the antennas, follow these steps:

- a. Get the test card and hold it at about waist level.
- b. Walk completely through the antennas. Do not wave the card around while walking through the system. The alarm should sound.
- c. Record the results on the Alarm Log.

812.294 Testing Deactivators

Every deactivator in the store must also be tested. Pass the tag over each deactivation pad. The alarm should sound. If the alarm does not sound, make sure that the unit is plugged in and that the power switch is on. If the unit still does not work after checking this out, call the helpline for assistance.

812.295 Summary: Checkpoint (Electronic Article Surveillance)

EAS is an installed system we use to help manage inventory. Using the system properly will reduce shoplifting and increase store profits. Understanding the system and using it in the way it was designed will assist you in your day-to-day store operations. Keep good customer service in mind; always approach customers with a positive mental attitude. Treat customers with respect, and generally they will overlook any inconvenience caused by simple error or system difficulties. For further information, see the EAS Checkpoint Manual, which comes with the system.

812.3 Primary Cash Register — Point-of-Sale Terminal

A primary cash register, also known as a computerized check-out, can electronically record a sale. For more information, see the Reference Manual Dynakey Point of Sale System — User's Guide.

812.4 Satellite Inventory Terminal

These terminals communicate by a data line to each primary cash register. They keep track of decreasing inventory. They will be eliminated as POS ONE is deployed.

* Alarm Type: P= Phantom U= Unintentional R=Real.

82 Scanning Equipment

821 Traditional Post Offices

821.1 Comprehensive Tracking and Tracing System (CTT)

A CTT is a computerized system to track and trace Express Mail.

821.2 Delivery Confirmation Scanner

This scanner, also called the Mobile Data Collection Device (MDCD), records the date and ZIP Code that an Express Mail or delivery confirmation item was delivered, attempted, forwarded or returned. Eventually all accountable mail will be barcoded and scanned at delivery as well. You can get your delivery confirmation scan performance score from your district delivery confirmation coordinator. A high scan performance can be achieved by following a few simple steps:

- a. Identify the delivery confirmation label:
 - (1) Postal-printed label — barcoded special service PS Form (or Label) 152, *Delivery Confirmation*.
 - (2) Customer-printed label — black and white label with bold horizontal bars above and below the barcode. The words “USPS DELIVERY CONFIRMATION (or CONFIRM)” must be printed directly above the barcode.
- b. Scan the delivery confirmation barcode properly:
 - (1) Scan barcode.
 - (2) Enter event code.
 - (3) Verify ZIP Code.
- c. Educate all employees on delivery confirmation procedures. Our customers expect — and deserve — all delivery confirmation items to be scanned properly, providing them with accurate and timely delivery information. It’s what we must do to remain competitive.

821.3 Open Merchandise — Telxon Unit Scanner

We use this electronic device to record a store’s inventory. The Telxon works with the store’s point-of-sale system to provide inventory and sales data to USPS Headquarters. We also use it to record receipt of product. The Telxon comes with an Inventory Count and Direct Receiving User’s Guide. The Telxon scanner system is currently being replaced.

83 Lobby Equipment

831 Copy Machines

Coin-operated photocopiers provide a valuable service to the public and also generate revenue for the Postal Service. To find out more about copiers, contact your District Retail Office. For more on copy machines, see Chapter 2, Retail Operations, of this handbook and also Handbook AS-707E, *Contracting for Coin-Operated Photocopiers*.

832 Closed-Circuit Television (CCTV) Camera

832.1 General

Retail units use closed-circuit television cameras (CCTV) for security. CCTV systems help protect employees, mail, and postal assets and deter crime. Closed circuit TVs are strategically placed throughout the retail lobby, recording activities so that if theft is suspected, the tapes can be reviewed for evidence. Guidelines are as follows:

- a. Use the system for robbery, burglary and shoplifting prevention.
- b. Ensure that the contractor who installs the unit trains the supervisor on how to use the system.
- c. Acquire tapes through normal local procurement at any office supply store.
- d. Use one tape for a 24-hour period.
- e. Retain tapes with recordings on them will be kept for 32 days in a security container — one for each day of the month.
- f. Reuse tapes older than 32 days.
- g. Replace 1/3 of the tapes annually.
- h. Never block the camera when placing hanging signs.

832.2 Postal Unit Responsibility

These postal units are responsible for CCTV systems:

- a. *Inspection Service*. The Inspector-in-Charge of the division in which the facility is located determines the need for, quantity, type, and location of CCTV systems and cameras.
- b. *The Security Control Officer (SCO) or designated postmaster/manager*. This person is responsible for overseeing maintenance and repair of CCTV systems and for maintaining a minimum of 32 days of video recording tape or disks. The SCO also assures that information from the CCTV camera is monitored and tapes properly recorded, 24 hours a day.

For more information, see ASM 273.173b.

833 Burglar Alarm System

These are some of the important things to remember about burglar alarm systems:

- a. The Inspection Service determines the need for alarm system.
- b. Install alarms and related sensor systems in postal facilities with open merchandising to prevent burglary and robbery and to help apprehend offenders.
- c. The Inspector-in-Charge will give the facility head detailed instructions for the alarm system. Keep these in a secure area.
- d. If there are any problems with alarm systems, immediately alert the Inspector-in-Charge.
- e. The contractor provides and installs the burglar alarm system, with direction from the Inspection Service (which provides the panel for the system and programs it after installation).
- f. Make sure promotional devices do not block the view of the sensor.

834 Postal Lobby Video Network (PLVN)

PLVN is a TV VCR in the lobby, which continuously plays tapes of postal-related information and products. To get on the mailing list to receive informational video tapes to play in PLVN VCR, contact Corporate Relations office.

835 Self Service Scales

Headquarters is currently evaluating several scales. Many off-the-shelf scales have some design drawbacks. We expect that manufacturers will develop an electronic scale that fits our needs. Each lobby should have a scale for weighing and rating mail. The scale must be one of the two approved electronic scales. All other scales are obsolete. USPS Headquarters is no longer responsible for maintenance/repair on scales. The electronic scales have a 1-year warranty period. As the warranty expires, each district will need to provide a maintenance agreement for repair, rate change software support, and certification of weight. To purchase a scale, fill out PS Form 7381, *Requisition for Supplies, Services, or Equipment*, and send it through normal approval channels. For more information, contact your District Retail Office or procurement specialist.

836 Self Service Vending Equipment

There is a variety of self service vending equipment available. Your retail specialist can help determine the best machine to meet your customers' needs. Keep retail self service vending equipment operational for customer use at all times. Improve your equipment maintenance and offer a variety of standard products. Develop a streamlined method of stocking and servicing the machines. Except in rare cases, Label 6, *Vending Equipment Out of Order*, must not remain on the equipment for extended periods. For more information, see Chapter 2, Retail Operations.

9 Initiatives

91 Revenue and Customer Satisfaction Initiatives

911 Introduction

An initiative is any program, product, or service that increases postal revenue, improves customer service, or reduces postal cost. Initiatives can be national or local.

912 Celebrate the Century™

Celebrate the Century™ (CTC) is one of the largest stamp marketing programs ever. The CTC program allows Americans of all ages to vote on the stamp subjects to honor significant events and people in each decade of the 20th century. CTC will continue through the year 2000. This initiative will generate revenue through mail-in voting and the sale and retention of the CTC stamp series. For more information:

- a. See the CTC promotional guide.
- b. cc:Mail address: "Celebrate the Century."
- c. Write to:
CELEBRATE THE CENTURY
USPS
PO BOX 44342
WASHINGTON DC 20078-0026

913 Looney Tunes™

The USPS is proud to celebrate the world-renowned Looney Tunes characters with commemorative stamps, related philatelic products and other merchandise. The Looney Tunes stamp themes highlight the activities and adventures of some of America's most-loved cartoon characters. The Bugs Bunny stamp and the Sylvester & Tweety stamp were the first releases in this series. These issues generate revenue through high retention.

914 Commemorative Stamps

Commemorative stamps and postal stationery (stamped cards, embossed stamped envelopes, aerogrammes) depict the cultural and historical heritage of the United States. They describe our nation's achievements, portray our

country's natural wonders, instill pride in America, and focus attention on causes, issues, and interest that are of national concern. The Postal Service encourages the widespread use of these stamps and stationery items to promote national ideals, progress, and heritage. Stamp products are designed and promoted to expand interest in the art of philately by demonstrating both the fun and the historic value of stamps. All post offices, stations, branches, and other retail outlets must acquire and maintain a supply of each commemorative stamp as long as customer demand exists or till the stamp is officially withdrawn from sale. Post offices must initially acquire at least a 60-day supply of each new commemorative stamp prior to the sale date and have the stamps available at all service windows on the sale date. Postmasters, managers, and supervisors are responsible to maintain control and security of commemorative stamps until the official sale date in order to prevent premature stamp sales to the public. Commemorative stamps may remain on sale until the date of withdrawal from sale announced in the *Postal Bulletin*.

915 Pictorial Cancellations

Pictorial cancellations are postmarks we offer to commemorate events celebrated in communities throughout the nation. These postmarks contain:

- a. The name of a temporary philatelic station.
- b. The city, state, and ZIP Code.
- c. The month, day, and year of the cancellation.

These cancellations may also feature words and images that relate to fairs, conventions, or other local celebrations such as:

- Planning local events around holidays (Capitalize on your town's name, e.g., Love, Valentine).
- Commemorating the anniversary of a local town or business, a local historical event.
- Celebrating a sporting event.

Be creative and be aware of activities and events in your area. Do a cost/benefit analysis on each activity to ensure profitability. Compare workhours used versus revenue generated. This can help you plan for future events. For more information, see POM 234 or ASM 644.8, or contact your District Retail Office.

916 Stock for Promotions or Presentations

District managers are authorized to approve stock up to \$500 per accounting period for promotion or presentation purposes. Requests in excess of \$500 must be approved by the manager, Stamp Services, at Headquarters. Use funded Form 7381, *Requisition For Supplies, Services, or Equipment*, to obtain stock either locally or through Stamp Fulfillment Services (SFS). No stock may be taken from SDO for promotions prior to the approval of Form 7381. Only stock currently on sale can be requested. For more information, see Handbook F-1, 428.81.

92 Product Initiatives

921 Philatelic Products

The USPS sells a range of philatelic products — stamps, postal, and other philatelic products — to stamp collectors. *Philatelic merchandising* is the management of activities to develop and sell the philatelic product line at selected retail postal facilities. These activities include developing:

- a. Point-of-Purchase display material.
- b. Seasonal advertising and merchandising.
- c. New philatelic products.
- d. Ways to expand retail business opportunities.
- e. Lobby promotions to increase short-term sales of specific philatelic products.

Our philatelic customers not only buy and save stamps for educational and historical purposes, but they also appreciate the value of the philatelic items. Constantly update creative displays to attract customers, and seek out speaking engagements at local schools and stamp clubs help promote stamp collecting. For more information, see Publication 9, *Free Stamp Catalog*, or ASM 642, or contact your district retail specialist for *Stampers Magazine* and the WEE Deliver Program.

922 Temporary Stations

Post offices set up temporary stations to provide philatelic services and to sell stamps and stamp products. These stations may include specially constructed counters or mobile retail units. Usually, temporary stations are located at stamp shows, stamp exhibitions, stamp dedications, state fairs, conventions, parades, or other sites of significant public or philatelic interest.

923 Packaging Products

Packaging products should be available in every post office. Listed below are “core products” that should be in each office:

- a. Padded bags.
- b. Boxes.
- c. Mailing tubes.
- d. Square tubes.
- e. Bubble wrap.
- f. Photo mailers.
- g. Self-adhesive address labels.
- h. Sealing tape.
- i. Envelopes.
- j. Plastic stamps dispensers.

Consult your District Retail Office for pricing and ordering procedures. They can also provide information on other products you can order. Record sales of packaging products in AIC 093. For more detailed information on the preceding products, see Chapter 2 of this handbook, IMM 134, and Handbook F-1, 77.

924 **PhoneCards™**

PhoneCards™ are attractive to customers for a number of reasons including new lower rates; new features (re-chargeable, three-way calling, voice mail, and others); and convenience (impulse purchasing). First-Class PhoneCard promotions may include:

- a. Point-of-Purchase (POP) displays for every participating office.
- b. Window clerks asking customers about the product ("Have you seen our latest PhoneCards?")
- c. Wearing pins promoting PhoneCards.
- d. Developing questions and suggestions to help promote "product of the week."
- e. Tracking sales and communicating ideas and enthusiasm to customers and employees.
- f. Offering incentive-based compensation to reward window clerks who put forth extra effort.
- g. Record sales of PhoneCards in AIC 099.
- h. Place PhoneCards in all PCM-1625B self service vending equipment.
- i. Record sales of PhoneCards through vending in AIC 199.

925 **Retail Merchandise**

For one-stop customer convenience and to encourage impulse shopping, the USPS offers a product line that includes unique stamp-themed gifts and collectibles including stationery, memo pads, and key chains. Record sales of retail merchandise in AIC 098, or AIC 231 for Looney Tunes™. For more information, see Chapter 7, Lobby Management, and Chapter 2, Retail Operations.

926 **PC Postage™ Products**

926.1 **General**

PC Postage™ products allow customers to use their personal computers to purchase and print postage directly on envelopes or labels for domestic First-Class Mail, Priority Mail, Express Mail, Parcel Post or other Standard B Mail classes (i.e., Bound Printed Matter, Library Mail, Special Standard Mail, and Packages).

Note: In the future, PC Postage will become available for international mail. Through its Information Based Indicia Program (IBIP), the U.S. Postal Service establishes certain security standards and performance

criteria by which commercially developed products are evaluated and authorized for distribution as PC Postage products. The term “PC Postage” is a trademark owned by the U.S. Postal Service. Customers should look for the official USPS PC Postage trademark (see below) to identify those products that have been evaluated and authorized by the Postal Service. Various companies have developed PC Postage products to meet U.S. Postal Service security and interface requirements. They will be authorized for distribution as PC Postage products after complete testing and evaluation by the Postal Service. For a list of PC Postage products and providers see <http://www.usps.com/ibip>.



926.2 Information Based Indicia (IBI)

926.21 General

The postage printed by PC Postage products is referred to as “Information Based Indicia” (IBI), which is a digital indicium or “electronic stamp.” This technology of conveying digital information on the mailpiece directly supports the U.S. Postal Service objective of an information-rich mail stream. An IBI contains two types of information:

- a. **Readable Information.** This information includes the postage amount, mail class, date of mailing, device identification number, and town or licensing post office.
- b. **Two-dimensional barcode.** The two-dimensional barcode encodes readable, as well as other security, information. It also includes a “digital signature” that is unique to each mail piece, which helps the Postal Service to detect fraudulent postage.

926.22 Placement Information

Like other forms of postage evidencing, the IBI is printed in the upper right hand corner of an envelope. It may also be printed on a label and affixed to an envelope or package.

926.23 Postage Payment

The postage paid to the Postal Service using PC Postage products is the same as paying for any other form of postage for full rate mail. PC Postage can be used only on pieces that are mailed at regular single piece rates; no discounts for presorting or other work-sharing activities are currently available.

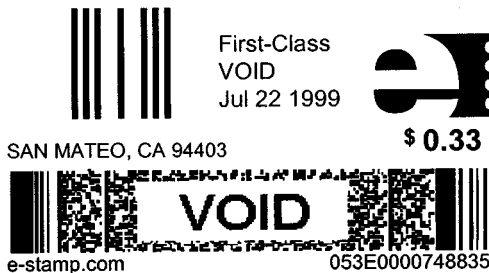
926.3 Sample Information Based Indicia (IBI)

Samples of all information based indicia (IBI) currently approved for postage evidencing, including those authorized for national distribution and those still in field test (at date of issue), are shown in exhibit 926.3.

Exhibit 926.3

The following two indicia have been authorized for national distribution:

E-Stamp Corporation
E-Stamp® Internet
Postage

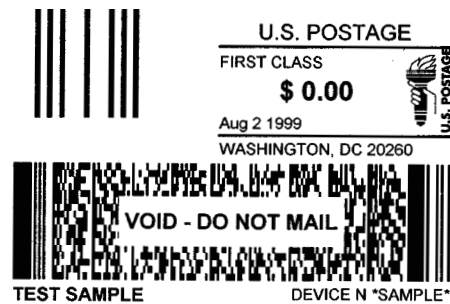


Stamps.com, Inc.
Stamps.com Internet Postage™



The following four indicia are in field test:

Neopost Inc.
PC Stamp®



Neopost Inc.
PostagePlus™



Pitney Bowes, Inc.
ClickStamp™ Plus



Pitney Bowes, Inc.
ClickStamp Online™



926.4 **Customer Ease of Use and Benefits of PC Postage**

PC Postage Ease of Use	PC Postage Benefits
Convenience	Eliminates the need to go to the post office to buy postage.
Access	Postage can be purchased or used 24 hours a day, seven days a week.
Cost Savings	Exact postage due is applied, avoiding the overpayment that is common when using stamps.
Efficiency	Provides postage accounting records that can be integrated into other computerized systems. For example, postage expenditures can be downloaded to accounting systems. Integrates with word processing, financial, and address management software. Imports existing mailing lists automatically to the PC Postage product, and some permit access to PC Postage without exiting the software application.
Control	Accurately tracks postage purchased and used.
Delivery Effectiveness	Address verification and barcoding guarantee automated mail processing, which results in faster delivery.
Security	The Postal Service tests all PC Postage products to ensure that they meet Postal Service security and performance criteria. Peripheral devices are designed to stop functioning if they are tampered with.
Fraud Protection	Each IBI is unique to the mail piece, enabling the Postal Service to detect fraudulent copies and thereby reduce the costs associated with postage fraud.

93 Program Initiatives: Stampers

931 General

The Postal Service launched the *Stampers* youth program in October 1996. It is a free subscription program with a primary goal of making children between the ages of 8 and 12 enthusiastic about stamp collecting and for kids to enter the hobby of stamp collecting. The initial objectives of *Stampers* are to make the hobby contemporary among children, and to motivate them and their families to purchase and collect stamps. Prospective members may telephone toll free, 1-800-STAMP FUN. Information needed for this call include the child's name, mailing address, and date of birth. Or write to the address below. Children will receive the *Stampers* Magazine and other promotional items through the mail free of charge.

STAMPERS COOL-LECTIBLE
US POSTAL SERVICE
PO BOX 419636
KANSAS CITY MO 64144-6636

932 **Inquiries**

Inquiries about program information for teachers in the classroom environment and requests for additional copies of *Stampers* may be directed to the address below:

MS ARNETTA COBB
US POSTAL SERVICE
475 L'ENFANT PLAZA SW ROOM 4474E
WASHINGTON DC 20260-2436
TELEPHONE: 202-268-4093

94 **Service Initiatives**

941 **National Programs**

941.1 **Delivery Confirmation**

Delivery Confirmation will become available for our retail customers in March 1999. This new service is a direct response to our customers' need for easy-to-access delivery information — at a low cost. Market research has shown that mailers are more interested in knowing when their package was delivered rather than how it got there. By focusing on delivery information instead of a tracking and tracing service, we are able to offer Delivery Confirmation at an affordable price, making our Priority Mail and Standard Mail (B) products even more competitive. The Delivery Confirmation system will also provide information to help us measure and improve service performance. The system is designed with price in mind to add value to our products. Here's how it works:

- a. At the acceptance unit, a label is applied to the mailpiece and receives an acceptance scan with an IRT, POS ONE terminal or a handheld delivery confirmation scanner.
- b. When the piece reaches the delivery point, the barcoded label is scanned with the Delivery Confirmation scanner. The date and ZIP Code is recorded as well as whether the item was delivered, attempted, forwarded or returned.
- c. The customer may access the Internet at www.usps.com or call 1-800-222-1811 to check on delivery status.

For more information, see Scanning Equipment or your district delivery confirmation coordinator.

941.2 **Post Office Express**

Post Office Express (POE) units are located in "other peoples places" — a supermarket, a discount store, and others. Like a postal store, a Post Office Express has full-service windows and open merchandise displays. However, it does not have a cash wrap. POEs do not offer meter setting services or P.O. box delivery. POEs offer only USPS services and are usually open the

same hours as the retail establishment. POEs are always manned by USPS employees.

942 **Service in 5 Minutes or Less**

The Postal Service goal is to provide a level of service that produces a waiting time of less than 5 minutes. This initiative is measured through two questions on the CSM. For more information, see Chapter 7, Lobby Management and POM 125.

943 **Test Products**

These products are being tested in selected markets:

- a. Dinero Seguro: a secure money transfer between selected post offices in the U.S. and Mexico.
- b. Liberty Cash Cards: U.S. Postal Service Debit Card.
- c. Electronic Postmark: an electronic time and date stamp on electronic mail that will authenticate a document's existence at a particular point in time.
- d. IBI: an electronic postage stamp which is computer generated.

For more on these programs, contact your District Retail Office.

95 Other Initiatives

Here are some other initiatives to improve customer service, increase postal revenue, and reduce postal costs:

- a. Promote post office box rental.
- b. Promote caller service.
- c. Offer photocopy machine service in the lobby.
- d. Promote postal money orders (domestic and international).
- e. Advertise printed stamped envelopes.
- f. Promote usage of meter mail and remote meter settings.

951 **Special Services**

Generally, more emphasis needs to be placed on special services. Keep window clerks focused on meeting customer needs and expectations. Educate our customers about our product line so they can choose the appropriate product or service. Special services add profitability to our products and additional service to our customers. These special services include the following.

951.1 When Proof of Mailing Is Required**951.11 Certificate of Mailing**

The certificate of mailing is a postmark you can carry home. It is the most inexpensive way to prove when an item was mailed and to whom. Suggested uses: insurance companies, book and record clubs.

951.12 Certified Mail

Certified mail requires the person receiving your letter or package to sign for the item and provides you with proof of the mailing date and address. It is the perfect way to avoid disputes regarding when tax returns and other date-sensitive forms are mailed. Suggested uses: contracts, legal packages, college applications, income tax returns, insurance premiums, mortgage payments.

951.13 Return Receipt for Merchandise

This is our most economical service when you need written proof of when your merchandise was mailed and a copy of the delivery information. Suggested uses: book and record club returns, merchandise for exchange, gifts, parts for repair.

951.14 Registered Mail

This is our safest, most secure service for valuables. Suggested uses: sending jewelry, family heirlooms, stock certificates, cash, wedding pictures, irreplaceable items, airline tickets.

951.15 Return Receipt

This is a mailing card (PS Form 3811 for domestic and PS Form 2865 for International) signed by the addressee of an article and mailed back to the sender as evidence of delivery. Return receipts are available with these companion mail services: certified mail, registered mail, Express Mail, collect on delivery, insurance over \$50, return receipt for merchandise. Suggested uses: When legal proof of receipt is required; eviction notices, notices of court date, insurance cancellation.

951.2 Collect on Delivery (COD)

COD service allows any mailer to mail an article for which the mailer has not been paid and have its price and the cost of the postage collected from the recipient. If the recipient remits the amount due by check payable to the mailer, the USPS forwards the check to the mailer. If the recipient pays in cash, the USPS sends a postal money order to the mailer. The amount collected may not exceed \$600. COD service provides the mailer with a mailing receipt, and a delivery record is kept at the post office of delivery. COD service can improve your cash flow and reduce the risk of late or non-payments. Suggested uses: To collect postage for the return of lost or stored items, to send merchandise to new customers.

951.3 Insurance

Insurance service provides you with protection for your merchandise from loss, rifling, or damage. Suggested uses: When mailing gifts, returning merchandise.

951.4 Restricted Delivery

A supplemental mail service that generally limits who may receive an item. This service is available for a fee when used with certified mail, collect on delivery, insured mail, and registered mail. Suggested uses: When legal proof of a signature is required; eviction notices, court dates.

951.5 Special Handling

A special service available only for Standard Mail (A) and Standard Mail (B). It provides preferential handling in dispatch and transportation but not expedited delivery.

951.6 Business Reply Mail

This domestic service enables authorized mailers to receive First-Class Mail, without prepaid postage, back from customers by paying the postage and fee on receipt of the mailpieces.

951.7 Merchandise Return Service

This service allows an authorized permit holder to pay the postage and fees on single-piece First-Class Mail, Priority Mail, and Standard Mail (including Parcel Post, Special Standard Mail, Library Mail, and Bound Printed Matter) to be returned by the permit holder's customers.

951.8 Postal Money Order

A nonmail service provided for a fee for transmitting money. Domestic money orders are sold and redeemed at all post offices, and international money orders are issued to addresses in those countries whose postal administrations have agreements with the USPS. Suggested uses: payment of bills, gifts, purchasing merchandise.

952 Alternative Stamp Purchasing Services

Alternative methods for purchasing stamps include the following:

- a. Self service vending.
- b. Stamps Online.
- c. Stamps by Mail.
- d. Stamps by Phone.
- e. Stamps by Fax.
- f. Stamps on Consignment.
- g. ATM stamps.
- h. Stamps by Rural Carrier.

953 International Special Services**953.1 Express Mail International Service (EMS)**

This is the fastest and most secure international service available. It provides tracking and tracing, automatic insurance and expedited handling all along its way. It is always handled first among international mails at airports and customs facilities.

953.2 Global Priority Mail

An economically designed speedy service presently delivering to 33 countries. It focuses on our larger trading partners and their needs in expediting business documents as well as other important papers up to 4 pounds. The service is constantly expanding as additional markets are added.

953.3 International Surface Mail M-bags

This service is for numerous printed matter items to one location. College students use it to send books home from school. The service is faster than surface, but slower than airmail. It is limited to 66 pounds per sack. Mailpieces must weigh at least 12 pounds per sack or mailers must be willing to pay that minimum rate. Refer to the IMM for more information.

Appendix A

Telephone Numbers

Comprehensive Tracking and Tracing	800-274-1700
Credit/Debit Card Acceptance Terminal	800-994-USPS
Delivery Confirmation	800-ASKUSPS
Electronic Article Surveillance (EAS)	800-253-7580
First Data Merchant Services (credit/debit cards)	800-994-8777
USPS POS Help Line (ICL, NCR, IBM)	800-USPSHELP
IRT/MOS (Unisys)	800-247-6478
Material Distribution (Signage)	800-332-0317
MOS Electronic Systems (IRT/PVI)	800-346-0902
Post Office Box Locks (MDC) Topeka, KS	800-332-0317
Post Office Box Locks (MDC) New Jersey	908-613-2375
Stamps by Mail	800-STAMP24
U.S. Postal Inspection Service (Emergencies Only)	800-854-0706
Vending Technical Support (Service)	800-451-4196
Vending Technical Support (Parts)	800-332-0317
Weighing and Rating Unit (WRU)	800-247-6478

Checklist of USPS References and Sources

B1 General

Listed below are reference materials that will help you manage your retail unit more effectively. Each source can be used to solve a specific problem in your unit. A more complete listing of postal references and resources can be found in Publication 223, *Directives and Forms Catalog*, and at our website.

B11 Manuals

Administrative Support Manual (ASM)

Domestic Mail Manual (DMM)

Employee and Labor Relations Manual (ELM)

International Mail Manual (IMM)

Postal Operations Manual (POM)

B12 Handbooks

HBK AS-503, *Standard Design Criteria*

HBK AS-701, *Material Management*

HBK AS-707E, *Contracting for Coin-Operated Photocopiers*

HBK AS-707F, *Contracting for Contract Postal Units*

HBK AS-820, *Postal Computing Environment*

HBK EL-814, *Employee Guide to Safety*

HBK F-1, *Post Office Accounting Procedures*

HBK F-5, *Banking and Cash Management*

HBK F-8, *General Classification of Accounts*

HBK F-21, *Time and Attendance*

HBK F-29, *General Accounting Procedures*

HBK F-51, *Computerized Meter Resetting System*

HBK MS-47, *Housekeeping Postal Facilities*

HBK PO-101, *Post Office Discontinuance Guide*

HBK PO-102, *Retail Vending Operational and Marketing Program*

HBK PO-250, *Consumer Answer Book*

HBK PO-251, *Consumer Affairs Handbook*

HBK RE-4, *Standards for Facility Accessibility by the Physically Handicapped*

HBK RE-5, *Building and Site Security Requirements*

B13 **Management Instructions**

MI PO-140-89-4, *Stamps by Mail Procedures*

MI PO-140-89-7, *Retail Location Policy*

MI PO-250-91-2, *Telephone Courtesy*

MI PO-250-91-3, *Complaint Resolution*

MI AS-220-1999-1, *Bait Money Order Program*

B14 **Publications**

Postal Bulletin

PUB 25, *Designing Letter Mail*

PUB 38A, *Guidelines for Providing Postal Services on Military Bases*

PUB 75, *Mover's Guide*

PUB 116, *Postal Contract Unit Operations Guide*

PUB 122-A, *Customer Guide to Filing Inquiries and Claims on International Mail*

PUB 122, *Customer Guide to Filing Domestic Insurance Claims or Registered Mail Inquiries*

PUB 125, *Metering Your Mail*

PUB 201, *A Consumer's Guide to Postal Services and Products*

PUB 223, *Directives and Forms Catalog*

PUB 247, *Supply and Equipment Catalog*

PUB 305, *Diversity Development*

PUB 500-D, *Exterior Signage: Graphic Guidelines*

B15 **Videos**

Video or CD, *EAS On Guard*

Video, *Selling Satisfaction*

Video or CD, *Security: A New Point of View* Video, *Ease of Use Indexes*

Video, *Priority End-to-End (PETE)*

Video, *External First Class (EXFC)*

B16 Posters

POS 7, Rules and Regulations Governing Conduct on Postal Property

POS 76, Some Things Were Never Meant To Be Mailed

POS 158, Possession of Firearms and Other Dangerous Weapons on Postal Property Is Prohibited by Law

POS 296, Notice of Reward

Appendix C

Glossary

Account Identifier Code (AIC)	A three-digit code that assigns financial transactions to the proper general ledger account at the postal data center.
Accounting Period (A/P)	The 13 divisions in each postal fiscal year. Each AP consists of 2 pay periods, or 28 days. Each AP begins on a Saturday and ends at the close of business on Friday 4 weeks later.
Add-on Services	Special Services such as certified, insured, registered, and return receipt which customers may purchase in addition to our basic delivery service.
Alternative Delivery	The use of nonpostal distribution methods for mail matter. Examples: facsimile and electronic funds transfer in place of First-Class Mail.
Associate Office (AO)	A post office within a performance cluster that reports to the district.
Associate Office Infrastructure (AOI)	Program designed to provide a standardized information communications platform to support nationwide applications such as Point-of-Service ONE and Track and Trace.
Aviation Security Program	USPS Security guidelines which serve to protect the safety of our employees, the American traveling public, and civil aviation.
Business Reply Mail (BRM)	Specially printed cards, envelopes, cartons, and labels provided by the sender that may be mailed without prepayment of postage. The postage and fees are collected when the mail is delivered to the addressee. BRM may not be sent to or from other countries.
Caller Service	A premium service provided for a fee to customers using a post office box number (may be a phantom box) who are authorized to pick up their mail at the post office window whenever the post office is open.
Cash Retained	The cash portion of a fixed credit or individual responsibility under unit accountability.
Cash Wrap	Sales counter in open merchandising area.
Certificate of Mailing	A receipt prepared by the mailer or window clerk to show evidence of mailing.

Certified Mail	A special service providing the sender with a mailing receipt and a record of delivery at the office of address. Certified mail is sent at regular First-class postage rate and is dispatched and handled in transit as ordinary mail. There are additional fees for insurance coverage and return receipt.
Citizens' Stamp Advisory Committee	A group of independent citizens appointed by the USPS to review the thousands of suggestions for stamp subjects received each year and to recommend a limited number to be adopted for stamps and stationery items. The Committee, which meets several times a year, includes people with backgrounds related to the subjects and designs of stamps; such as artists, historians, educators, and philatelists.
Closed Circuit TV (CCTV)	Used as a security measure in retail units with open merchandising. Videotapes customer and employee activity in Self Service, Rent-A-Box, and Postal Store.
Collect on Delivery (COD)	A service for high-volume mailers or individual customers who may mail an article for which they have not received payments. The amount due the sender and a money order fee are collected from the addressee. The USPS returns the amount due the sender by money order. COD is unavailable to other countries.
Commemorative Stamps	Postage stamps that honor anniversaries, important people, historic places, or special events. They are printed in limited quantities and sold for a limited time.
Commercial Mail Receiving Agent	(CMRA) A nonpostal business that provides a mailing address for its customers for a fee and is designated as an agent to receive customers' mail. Example: Mail Boxes Etc.
Community Post Office (CPO)	A contract branch of an independent post office which serves the postal needs of a small community when it is inadvisable to retain or establish an independent post office.
Comprehensive Tracking and Tracing Systems (CTT)	A device to record the arrival and delivery of Express Mail. (May be used to report Delivery Confirmation in the interim until Mobile Delivery Confirmation Devices are deployed).
Consumer Service Card	Form 4314C is used by customers and postal personnel to record service complaints or compliments. Postmaster or designees reply directly to complaints and submit copies of the form to the St. Louis Accounting Service Center for tabulation. These cards should be available in every postal lobby.
Contract Postal Units (CPU)	A postal unit, usually located in a store or place of business, operated by contractors who sell postage and supplies, transact money order and registry business, and provide selected services to the public. May be called contract branch, contract station, and community post office.
Core Products	Basic, time-honored mailing services: e.g., certified, packaging products.
Corporate Call Management	National service centers accessible through a toll-free phone number that provide callers with postal information and services.

Cost Ascertainment Grouping (CAG)	A method of classifying post offices according to volume or revenue generated. Each year the <i>Postal Bulletin</i> publishes the revenue unit.
Courtesy Reply Mail	A preprinted return envelope or card provided as a courtesy to customers by the sender. The customer pays the postage.
Credit Card	Payment card, issued to individuals or businesses with satisfactory credit ratings, used for making retail purchases or obtaining cash advances from an approved credit line. Credit cards are a convenient substitute for cash or check payments. Credit cards cannot be used for the purchase money orders, meter settings, and bulk mailings.
CustomerPerfect!	A quality process management system that builds customer satisfaction and excellence into every process and procedure of the Postal Service.
Customer Satisfaction Measurement System	A survey of randomly selected business and residential customers to determine how postal customers perceive their experience with the USPS.
Customs	Mail originating in other countries and most U.S. territories that is subject to examination and is sometimes charge a duty fee.
Dead Letter	A letter that is or becomes unmailable or undeliverable and cannot be returned to the sender.
Debit Card	Bank card that draws funds from a deposit account as opposed to a line of credit. Purchases made with a debit card are charged directly to a customer's checking or savings account.
Definitive Stamps	Regular stamps issued in unlimited quantities when postage rates change or a new series is introduced. These stamps remain on sale for an indefinite period of time.
Delivery Confirmation Scanner	See Mobile Delivery Confirmation Devices.
Dinero Seguro	A service that allows the wire transfer of monies from the USPS to selected banks in Mexico.
Direct Mail Advertising	Using the mail via a mailing list to advertise to customers to increase sales or provide product knowledge.
Diversity	Recognizing cultural and nationality differences. A value system that accepts and appreciates peoples' uniqueness and contributions.
Document Reconstruction Insurance	Insurance provided for domestic Express Mail in case of loss, damage, or rifling of nonnegotiable documents to cover the cost of reconstructing the documents.
Duck Stamps	See migratory bird hunting and conservation stamps.

Ease of Use	A measurement under CustomerPerfect! One of the five sub-goals in the Voice of the Customer that means providing products and services that are simple, convenient, understandable, and accessible to our customers.
Easy Stamp Services	Ways to purchase stamps through programs such as Stamps on Consignment, Stamps by Mail, Stamps by Phone, or self service vending.
Electronic Article Surveillance (EAS)	Security devices that aid in theft and loss prevention and are usually installed at doorways in open merchandising areas. They interact with implanted tags affixed to products. If implanted tags are not deactivated at the point of purchase, they will send a signal to the EAS and an alarm will sound.
Electronic Postmark	An electronic time and date stamp on electronic mail that will authenticate a document's existence at a particular point in time.
Express Mail	The USPS's premium delivery service, providing fast, reliable overnight delivery for documents and packages weighing up to 70 pounds. There is a full postage refund for any shipment (except Express Mail International Service) not available for claim or for which delivery was not attempted, as described in the service guarantee on the Express Mail label.
Express Mail Custom Designed	Pre-arranged service tailored to meet the specific needs of a mailer, available throughout the U.S. and its territories.
Express Mail Next-Day Service	The most widely used Express Mail option, providing fast, reliable overnight delivery. It is available in two types: <ol style="list-style-type: none"> 1. Post Office to Addressee Service provides delivery to an addressee's post office box or street address. Also called "B-label service." 2. Post Office to Post Office Service provides pickup availability at certain post office locations as early as 10:00 a.m. the next day. Also called "A-Label Service."
EXFC	Slot-to-slot service performance measurement system; it measures First-Class Mail performance from the time mail enters the mailstream until it is delivered to a household, small business, or Post office box. EXFC measures service performance from a customer perspective and produces accurate, independent, externally generated results.
External First-class (EXFC) Measurement System	A test conducted by an independent accounting firm whereby First-class mail service is measured from the customer's perspective (from point of deposit to point of delivery or "door to door").
Facing Identification Mark (FIM)	A series of vertical full bars printed in the upper middle portion of the mailpiece just to the left of the indicia, used to identify business reply mail and certain other bar-coded mail. The FIM is an orientation mark for automatic facing and canceling equipment.
Finance Number	A six-digit number assigned to each installation, used to identify the unit in processing financial data.

Finance Unit	A nondelivery postal branch or station for financial services and acceptance of mail.
Firm Holdout Service	A service for customers who receive 50 or more letters on the first delivery trip. These customers may pick up their mail at the post office once a day.
First-Class Mail	A class of mail including letters, postcards, and stamped cards; all matter wholly or partially in writing or typewriting; and all matter sealed or otherwise closed against inspection.
First Day Cover	In philately, an envelope with a new stamp and a cancellation showing the date the stamp was first sold.
General Delivery	Mail to be picked up at post offices. Intended primarily for transients and customers who are not permanently located or who prefer not to use post office boxes. Customers must present identification.
General Mail Facility (GMF)	Any facility other than a bulk mail center that processes and distributes mail.
Global Priority Mail (GPM)	A category of international mail that provides fast service at attractive rates to at least 38 countries.
Greet, Inquire, Suggest, and Thank (G.I.S.T.)	A method to serve customers on every retail transaction. When utilized correctly, it provides the “right” service to the customer in a courteous, professional manner.
IBM	One of the two contract companies who provide POS ONE equipment for the window services. NCR is the other contractor.
Indicia	Imprinted designations on mailpieces to denote payment of postage.
Initiatives	New or innovative products and services created to increase postal revenue and customer service.
Insured Mail	A service to customers who pay a fee in advance to obtain payment in the event that mail is lost, rifled, or damaged.
Integrated Retail Terminal (IRT)	Terminal used at a window station to weigh and rate letters, packages, etc.
International Mail	Surface mail or airmail originating in one country and destined for another.
International Surface Air Lift (ISAL)	A bulk mailing system for fast, economical international delivery of publications, advertising mail, catalogs, and other printed materials. Mail is airlifted directly to the country of destination or routed through key distribution centers.
Labor Distribution Code (LDC)	A two-digit code designating personnel costs for specific activities at all postal organizations and installations.
Limited Merchandise	A limited number of self-select retail products based on local demand and space limitations.

Lobby Director	An individual employee offering assistance to customers in the lobby to reduce customers' perceived waiting time in line.
Lobby Sweep	A procedure to reduce customer waiting time. A postal employee retrieves accountable mail or parcels and dispenses information or forms to customers in line at the post office.
Local Adjudication	Claims for less than \$50 may be paid locally as opposed to presenting the claim to the St. Louis ASC for payment.
Lock Box	Post office box used by organizations to accelerate collection of receivables. Checks are routed to a designated PO Box number, where they are picked up several times during the day by a bank representative, separated from the envelopes, and submitted to the check collection system for conversion into cash receivables. Many large banks offer lock box processing as a cash management service to corporate customers.
Looney Tunes™	A line of retail products developed in conjunction with Warner Brothers that includes stamp products, retail products, etc.
Loose Stock	A limited amount of loose stock items (unwrapped) for sale in a postal store at the full-service counter and at the point-of-sale cash register.
Mail Preference Service (DMA)	Customers may submit their name (and all variations) to the Mail Preference Service, supported by the Direct Marketing Association, and request that their name be taken off particular mailing lists.
Mail Recovery Center (dead letter branch)	Postal facilities to which undeliverable and unforwardable First-class mail of obvious value is sent. Unpaid mail without a return address is also sent to these branches.
Main Stock	All stamps and stamped paper, nonpostal stamps, and philatelic products that have been received by a post office but not yet consigned to the main office window unit or window clerks.
Management Instruction (MI)	A directive from Headquarters, codified to show the relationship to one of the six policy manuals.
Menuboards	A lighted sign in a full-service area defining products and services
Merchandise Return Service	A service whereby a company authorizes a customer to return shipments without prepayment of postage. The original shipper pays return postage.
Merchandising	Strategy of ensuring a proper product mix and the correct positioning of the product. Merchandise selected for sale should be determined by the customer demographics.
Merchandising Codes	Three categorized locations: prime, targeted, and fringe.

Migratory Bird Hunting and Conservation Stamps	Stamps required by federal law for hunting ducks, geese, etc. They are sold by the larger post offices. (Also called duck stamps).
Mint Set	A folder containing all the commemorative stamps or definitive stamps and postal stationery issued during a calendar year. The set contains a brief description of each stamp's subject.
Mobile Delivery Confirmation Device (MDCD)	A scanner that provides the date and time of delivery or attempted delivery of Express Mail, Priority Mail, Standard Mail (B) parcels and accountable mail items.
Mobile Post Office	A trailer unit equipped to handle all major postal needs as an emergency or temporary replacement post office or as an established mobile route to apartments, senior homes, etc.
Money Order	Instrument of exchange issued for a fee, which is often used to pay bills or send money to someone in a distant city. Both the payee's and payer's names are on the money order.
MOS	Brand name of IRT.
Mover's Guide	Mover-friendly publication containing a manual PS Form 3575, <i>Change of Address</i> .
Mover's Net	An Internet site used by customers to get information on moving. The web address is http://www.usps.com/moversnet .
Multi-Commodity Vending Machine (MCVM)	Equipment that dispenses stamps, retail products, and stamped envelopes. MCVMs are used in post office lobbies, outdoor mall units, and other self service postal center locations.
Mystery Shopper	A national program that evaluates our service lobbies and our window clerk sales skills.
National Cash Register (NCR)	One of the two contract companies who provide POS ONE equipment for the window services. IBM is the other contractor.
National Change of Address (NCOA)	An address correction service provided to mailers through USPS licensees. Change of address information for the entire country from all Computerized Forwarding System units is available on tape or disk. Before the mailpiece enters the mailstream, NCOA can correct an address that is inaccurate due to a move.
National Workhour Reporting System (NWRS)	The labor expense functional reporting system, consisting of the National Workhour Report and the Labor Utilization Report.
Nixie	A letter or package not easily deliverable because of an incorrect, illegible, or insufficient address. A nixie clerk specializes in handling this mail.
Nonsaleable Stock	Damaged or unusable stock (stock to be submitted for destruction)

On-Site Meter Setting	A program which enables a USPS employee to set a customer's postage meter at their office or place of business.
Open Merchandise	A display of postal products (including shrink-wrapped stamps) for customers to self-select.
Pack and Send	A retail service offered at selected post offices that allows customers to bring in any mailable item to have it securely packaged, insured, and mailed.
Packaging Products	Products sold at post offices i.e.: padded bags, mailing tubes, bubble wrap, sealing tape, etc.
PETE	An end-to-end service performance measurement system; it measures identified Priority Mail performance from the time mail enters the mailstream until it is delivered to a household, small business, or post office box. PETE measures service performance from a customer perspective and produces accurate, independent, externally generated results.
Philatelic Center	A special stamp store or designated window in a post office lobby that sells select and four-position stamp stock and a complete line of philatelic products.
Philately	The collection and study of postage and imprinted stamps for pleasure and profit.
PhoneCards	Pre-paid telephone cards sold at post offices.
Planogram	A schematic drawing, showing proper placement for products or POP on a slatwall.
Plate Block	The two rows of stamps next to the selvage or marginal strip containing the number of the plate used to print the stamps. Collectors often collect a plate block of four corner stamps when there is only one plate number, and a larger block when there are additional plate numbers.
Point of Purchase Signage	An element/signage that provides information and encourages impulse buying through heightened awareness. It's used to stimulate sales and introduce new products.
Point of Sale Terminal (primary cash register)	A cash register that gives clerks the ability to scan the UPC (Universal Product Code) barcode to record the actual sale of stamps and products.
Point of Service POS ONE	An electronic retail sales device that assists employees with retail transactions and provides product inventory and sales information. This will replace IRTs.
Post Office Express	A postal retail unit located within an independent business to serve consumer needs related to merchandise and postal products and services.
Postage Meter	A mechanical or electromechanical machine that can print one or more denominations of postage and display the amount of postage used and the amount remaining.
Postage Validation Imprinter (PVI)	Computer printing device attached to IRT to produce postage label with destination bar code.

Postal Fiscal Year	A year consisting of thirteen 28-day periods that begins and ends in September.
Postal Lobby Video Network (PLVN)	A TV/VCR combination for postal lobbies that runs continually for our customer's viewing pleasure to lessen perception of waiting time in line and educate them about products and services.
Postal Stationery	Included are envelopes, stamped cards, aerogrammes, and wrappers with stamps printed or embossed on them. (Formerly called stamped paper).
Postal Store	The self-select area of the retail unit that includes a cash wrap counter.
Postal Store Retail Analysis Program (PSRAP)	A program to monitor customer traffic, transactions, and other retail operations in a postal store environment. Information from PSRAP surveys supports management decisions in areas such as staffing, workloads, facility locations, and service requirements.
Postcard	A privately printed mailing card as distinguished from a USPS-printed stamped card.
Pre-packaged	Stamps and/or stamp products that are shrink-wrapped in pre-arranged selling configurations for sale in the open merchandising area.
Price Look-up File	A file within the point-of-sale system where all the pricing information is stored. The information corresponds with the UPC symbols.
Primary Cash Register	A Point of Sale terminal.
Product of the Day	An item(s) chosen by the window clerks to focus on during a particular period of time (normally one week). Suggested selling is encouraged for this product/service.
Prohibited Matter	Items that are illegal to mail. In general: poisons, controlled substances, switchblade knives, and flammable or hazardous material that can kill or injure an individual or damage the mails.
Prohibitory Order	A USPS order requested by the addressee of a pandering advertisement directing the sender to make no further mailings to that address.
Queuing System	One of several ways to ensure customers are waited on in the order they arrive.
Redeemable Stock	Items that are unsaleable, damaged, or removed from sale stock.
Registered Mail	The most secure service the USPS offers. Through a system of receipts, it monitors the movement of the mailpiece from the point of acceptance to delivery and provides indemnity in case of loss or damage.
Remote Set	The process which allows certain postage meter models to be reset electronically at the meter licensee's place of business.
Rent-a-Box	Post Office Box section in a (postal store) retail facility.

Retail Analysis Program (RAP)	A program to monitor customer traffic, transactions, and other retail operations. Information from RAP surveys supports management decisions in areas such as staffing, workloads, facility locations, and service requirements.
Retail Calendar	Chronological calendar which provides information on national promotions, new events, traditional celebrations, etc. so local advertising can be planned to coincide with nationally advertised events.
Retail Consolidated Unit Transmissions	Electronic transmission of the daily financial report from the post office/station/branch to the district's Finance office.
Retail Data Mart	A database for analysis/information procured through POS ONE transactions.
Retail Merchandise	Items sold in a retail unit, i.e., stationery, key chains, memo pads, etc.
Retail Site Verification Program	A database that will provide information about the retail environment.
Retailing	The sale of products/services to consumers at specific locations.
Return Receipt	The card signed by the addressee of an Express Mail, COD, registered, certified, or insured article and returned to the mailer as evidence of delivery. The mailer pays a fee for this service. Forms 3800, 3806, 3811, and 3811-A may be used.
Satellite Inventory Terminal	A computer terminal used to keep track of decreasing inventory.
Screenline	A partition separating the public lobby from the post office workroom.
Security Grille	A rolling screen used to secure the open merchandising area when it is closed to the public.
Self Service Postal Center	An unstaffed postal unit providing stamps, postal products, and mailing services by means of customer operated equipment.
Self Service Vending Equipment	Customer operated machines that allow customers to purchase postage and postal products without waiting in line.
Service in 5 Minutes or Less	National goal to provide service within 5 minutes to those customers who cannot be served immediately.
Shelf Life	The expected selling span of an item or product.
Shrinkage	Percentage of loss due to shoplifting, erroneous product mark-up, etc.
Shrinkwrap	Tough, clear plastic film that is then shrunk (by heating) to form a tightly fitting cover around a package.
Slatwall	Self-select display wall; plastic laminate covered wood with horizontal grooves used in the open merchandising area.

Soft Opening	Store opening with no public announcement.
Source Tagged	Shrinkwrapped, barcoded product with EAS tag put on by manufacturer.
Source Tags	Tags that are applied to pre-packaged products indicating where they were packaged. These tags are not made readily visible to the public.
Special Services	Services for a fee other than postage. Examples are registered mail, certified mail, insured, COD, special delivery, business reply mail, merchandise return, certificates of mailing, return receipts, restricted delivery, and money orders.
Stamp Credit	The value of the stamp stock consigned to an employee or contractor out of the stamp accountability of the postmaster/designee. Stamp credits of window clerks at stations are consigned out of the station stamp credit.
Stamp Distribution Network (SDN)	Administered by Stamp Distribution at Headquarters, it encompasses an area formerly serviced by multiple stamp distribution offices (SDOs).
Stamp Distribution Office	Section of a major post office designated for receiving and distributing stamps, stationery, and philatelic products. An office other than the parent sectional center designated for security reasons to supply stamp stock to associate offices.
Stamps by Consignment	The USPS consigns stamps to supermarket chains and other large retail chains for resale to customer at face value.
Stamps by Fax	Customers may order postage by way of a fax machine.
Stamps by Mail	Customers order booklets, rolls, and sheets of stamps by mail by enclosing a check or money order in a postage-paid envelope. The customers fill out an order form that is submitted to the clerk, carrier, or placed in a collection box. The order is delivered to the customer's address by the carrier.
Stamps by Phone	Customers place an order by phone at 1-800-STAMP24 and receive stamps in the mail. The USPS sets a \$3 per order service charge for this service, which is available 24 hours a day, 7 days a week. There is not minimum order required, but the maximum order amount is \$2,500.
Standard Field Accounting	Accounting in an office that uses integrated retail terminals (IRTs) where individual clerks have accountabilities and there is a unit reserve stock.
Statement of Account	Forms 1553, 1554, 1555, and 1555-A used for financial reporting by accounting period or postal quarter.
Stockkeeping Unit (SKU)	The part of the UPC (Universal Product Code) denoting package quantity and accountable merchandise item number assigned by the STAMPS inventory system.
Stop Payment	An order to cease payment on a check given by the check writer after the check is sent or delivered to a payee. Banks will stop payment on an item in response to a telephoned or written request from the check writer.
Stubborn Tag	An EAS tag that will not deactivate.

Supply Center	The two postal supply centers which stock retail supplies and equipment, forms and directives, spare parts, and expendable items. The Eastern Area Supply Center is in Somerville, NJ; the Western Area Supply Center is in Topeka, KS.
Suspense	An account receivable item to the USPS that represents funds owed by either a customer, an employee, or an account.
Take-a-Number	A system to ensure customers do not have to stand in a queue line.
Target Market	Using demographics to find the most desirable customer(s) for our products/services.
Telxon Unit Scanner	An electronic device used to record a store's inventory. The Telxon works with the store's point-of-sale system to provide inventory and sale data to USPS Headquarters.
Trust	A liability account for which the USPS may owe service to a customer, or it represents an amount for which a future claim can be made for the funds on deposit.
Trust & Suspense Summary (TASS)	A worksheet that gives control numbers for trust or suspense items, basically for employee AIC's or employee errors, that's used to generate or clear 1908's (errors on Form 1412).
Unisys	The brand name of IRT.
Unit Reserve Stock	All stamps and stamped paper, nonpostal stamps, and philatelic products received by a main office window unit, station, or branch but not yet consigned to a window clerk.
Universal Product Code	A code on shrink-wrapped products and packaging that allows the product to be scanned and identified.
Vending Equipment Sales & Service (VESS)	A report submitted each AP to the district, that maintains an equipment inventory and tracks revenue and workhours, and gives number of days and reason why vending is out of service.
Weighing and Rating Unit (WRU)	The Weighing and Rating Unit allows customers to weigh a mailpiece and provides information to them about the available mailing options, including postage rates.
Wire Transfer (Dinero Seguro)	Electronic method of moving funds from an account in one bank to an account in another, by wire or telephone instruction.
Zone Merchandising	Uses research to determine where promotional signage or messages best belong in a postal retail facility.

Appendix D

Acronyms

AIC	Account Identifier Code
AMF	Airport Mail Facility
AO	Associate Office
AP	Accounting Period
ATP	Authorization to Purchase
BCC	Business Convenience Center
CAG	Cost Ascertainment Group
CMRA	Commercial Mail Receiving Agency
CMRS	Computerized Meter Resetting System
CO	Contracting Officer
COR	Contracting Officer's Representative
CPU	Contract Postal Unit
CSM	Customer Satisfaction Measurement
DMM	Domestic Mail Manual
ELM	Employee and Labor Relations Manual
FWS	U.S. Fish and Wildlife Service
FY	Fiscal Year
GMF	General Mail Facility
IRT	Integrated Retail Terminal
MSC	Management Sectional Center
PAL	Postal Answer Line
PDC	Postal Data Center
PEN	Postal Employee Network
PSC	Postal Systems Coordinator
POM	Postal Operations Manual
RAP	Retail Analysis Program

RMS	Retail Marketing Specialist
RPM	Retail Planning Model
SBM	Stamps by Mail
SBP	Stamps by Phone
SDO	Stamp Distribution Office
SDN	Stamp Distribution Network
SOC	Stamps on Consignment
SPLY	Same Period Last Year
SSS	Selective Service System
UPC	Universal Product
USDA	U.S. Department of Agriculture
VA	Veterans Administration

Index

Topic	Section
5 Minutes or Less	631, 713, 942
Account Identifier Codes (AICs)	418
Accountability	415, 423, 563.2
Accountbook	412
Acronyms	Appendix C
Address labels (self-adhesive)	264
Alarm Log	812.291
Alternative Stamp Purchasing Services	952
Associate Office Infrastructure (AOI)	811.1
Attendance Control	324
Audio Merchandising	786.1
BATS	564.56
Behavior	327
Bird Stamps	23
Box Lobby Merchandising Zone	714.24
Bubble Wrap	264
Building Repairs	122, 342
Bulk Stock	424, 425
Burglar Alarm System	833
Burial Flags	23
Business Mail Entry	262
Business Reply Mail	951.6
Caller Service	261
Cash Wrap	211.5, 812.23, 941.2
Celebrate the Century	912
Certificate of Mailing	951.11

Topic	Section
Certified Mail	951.12
Change of Address	617.1, 632
Checkpoint	812.2
Checkpoint Tags	812.2
Claims	622
Closed-circuit TV (CCTV)	832
Close-out Procedures	417
Coin-operated Photocopiers	263
Commemorative stamps	914
Commercial Mail Receiving Agency	633
Community Post Office (CPO)	211.7, 241.2
Complaint Handling	613
Comprehensive Tracking & Tracing System (CTT)	821.1
Conduct On Postal Property	641
Consumer Affairs	614
Consumer Drivers (Retail Calendar)	788.1
Consumer Service Card	53, 623
Contract Postal Unit (CPU)	211.6, 242.1
Contract Postal Unit (CPU) Discontinuance	242.5
Copy Machine	831
Counterfeit Money	642
Credit Card Acceptance Terminal	811.3
Credit Cards	254
Customer Advisory Councils (CAC)	624
Customer Satisfaction Measurement	52
Customer-friendly Publications	616
<i>CustomerPerfect!</i>	113
Customs	645
Damaged Money	642
Dead Letter Branches	625
Debit Card Acceptance Terminal	811.3
Debit Cards	27
Delivery Confirmation	821.2, 941.1
Dinero Seguro	943

Topic	Section
Diversity	643
Domestic Inquiries	622.1
Draft Registration	23
Duck Stamps	23, 415.13
EAS Alarm Log	812.291
Ease of Use (EOU)	52
Electronic Article Surveillance (EAS)	812.2
Electronic Postmark	943
Employee Zone (Break Room & Workroom Floor)	786.5
Employee's Safety Obligations	33
Envelopes	264
Executive Information System (EIS)	565.6
Express Mail International Service (EMS)	953.1
Exterior/Parking Lot Merchandising Zone	714.1
Facilities Readiness Checklist	122
Federal Aviation Administration (FAA)	36
Finance Control Records	437
Flags	72
Forms Available in Lobbies	741
Fraud	615.1
Full Service Lobby Zones	786.5
Global Priority Mail	953.2
Glossary	Appendix C
Government Services	23
Greet, Inquire, Suggest & Thank (G.I.S.T.)	55
Holiday Closings	644
Home Postal Shopping Alternatives	662.1
Hot Merchandising Zone	786.5
Hourly Revenue Efficiency Indicator (HREI)	564.3
Housekeeping	341
IBI	943
Impulse Purchasing	925
Integrated Retail Terminal (IRT)	811.2
International Duty Fees	645

Topic	Section
International Inquiries	622.2
International Special Services	953
International Surface Mail M-bags	953.3
Internet	617.1
Intranet	617.2
Keys, Lost or Stolen	355
Labels Available in Lobbies	741
Labor Distribution Codes (LDC) 45, 48	224.1, 224.2
Liberty Cash Cards	943
Limited Merchandising	771
Lobby Directors	76
Lobby Hours	732
Lobby/Entrance Merchandising Zone	786.5
Local Claim Adjudication	622.3
Local Refunds	622.32
Looney Tunes	913
Loose Stock	423.1
Lost Workday Injury (LWI)	331.2
Mail Delivery Through Agents	633
Mail Fraud	615.1
Mail Recovery Centers	625
Mailing Tubes	264
Maintenance	122, 34
Mandatory Lobby Postings	714.24
Menuboards	787.1
Merchandising Basics	78
Merchandising Space Maximization	782.3
Methods of Payment	27
Migratory Bird Stamps	23, 415.13
Mobile Data Collecting Device (MDCD)	821.2
Mobile Retail Units	243
Money Order Imprinter	811.5
Mover's Guide	632
Mystery Shopper	512, 54

Topic	Section
National Workhour Reporting System	564.57
Open Merchandising	772, 788
Opening Procedures	417
Operational Reports	564.52
Packaging Products	264, 923
Padded Bags	264
Passport Acceptance	231
Personal Appearance	326
Philatelic	415.13, 921
Phonecards	924
Photo Mailer	264
Pictorial Cancellations	915
Planogram	782.2, 788
Point of Purchase (POP)	787
Point of Service (POS) One	811.7
Point Talk	643.2
POS (Point of Sale) Cash Register	434.2, 564.51, 812.3
Post Office Box/Caller Service	261
Post Office Express (POE)	941.2
Postage Meters	811.6
Postage Validation Imprinter (PVI)	811.4
Postal Banking	414
Postal Fund Security	352
Postal Lobby Video Network (PLVN)	834
Postal Property Security	353
Postal Service Financial Reports	564.55
Postal Stock Security	353
Postal Store	42
Postal Store Retail Analysis Program (PSRAP) ..	223
POW/MIA Flags	722
Prime Zone Merchandising	786.5
Product Mix	783
Product of the Week	313.32, 782.2
Product Turns (Retail Calendar)	788.1

Topic	Section
Queuing System	314.3
Recall of Mail	646
Reference List	Appendix B
Refunds	65
Removing Names From Mail Lists	615.2
Rent-a-box	211.2
Retail Analysis Program (RAP)	22, 564.4
Retail Calendar	788.1
Retail Consolidation Unit (RCU)	224.2
Retail Data Mart (POS One)	811.79
Retail Facility Types	211
Retail Merchandise	925
Retail Training	312.2, 419
Retail Site Verification Program (RSVP)	811.76
Revenue Efficiency Indicator (REI)	564.1
Safety	33
Sales Boosters (Retail Calendars)	788.1
Satellite Inventory Terminal	812.4
Scanning Equipment	82
Sealing Tape	264
Security	35, 425
Selective Service System (SSS)	23
Self Service	257
Self Service Merchandising Zone	714.22
Self Service Scales	835
Self Service Vending	257, 836
Sensory Merchandising	786.3
Service in 5 Minutes or Less	631, 713, 942
Sexually Oriented Mail	615.4
Shipping Boxes	264
Shoes and Uniforms	325
Shrinkage	812.1
Shrink-wrapped	422.2, 772
Signage	714

Topic	Section
Signage Ordering	714.14
Signage, Exterior	714.1
Signage, Interior	714.2
Slatwall Merchandise Standards	784
Slatwall Signage	714.24
Special Services	951
Stamp Dispensers	264
Stamp Issuance (Retail Calendar)	788.1
Stamp Suggestion Committee	661
Stampers Magazine	93
Stamps by Automated Teller Machines	255
Stamps by Fax (SBF)	253
Stamps by Mail (SBM)	252
Stamps by Phone (SBP)	254
Stamps on Consignment (SOC)	251
Standard Field Accounting System (SFAS)	564.53
Statement of Account	413
Stock Discrepancies	415.2
Stock for Promotions, Presentations	916
Suspense and Trust	416
Targeted Zone Merchandising	786.5
Telephone Courtesy	612
Telephone Numbers	Appendix A
Telxon	821.3
Timekeeping	224
Training Courses	312.2, 419
Transaction Efficiency Indicator (TEI)	564.2
Trust and Suspense	416
Undeliverable Bulk Business Mail (UBBM)	224.2
Undesirable Mail	615.3
Uniforms and Shoes	325
Unit Accountability	435.51
Unit Profiles	121
Unsolicited Mail	615.5

Topic	Section
Unwanted Advertising	615.2
Up-selling Questions	523.4
US Flags	72
USPS Aviation Mail Security	36
Vehicle Maintenance Operations Analyst (VOMA)	224.2
Vending	257, 836
Vending Equipment Reports	257.22, 564.54
Vending Minimum Revenues	257.1
Vending Redeployment	257.1
Vending Refunds	622.32, 622.33
Vending Repair	257.21
Visual Merchandising	782.2, 786.1
Vocal Merchandising	786.2
Voice of the Business	Ex. 113
Voice of the Customer	Ex. 113
Voice of the Employee	Ex. 113
Web Site	617
WEE Deliver	921
Zone Merchandising	786.5