



Lead Sales and Services Associate (LSSA)

Administrator Guide

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Learning and Development



Lead Sales and Services Associate (LSSA)

Administrator Guide

United States Postal Service
Learning and Development
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A Commitment to Diversity

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

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

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

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

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

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

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

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

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Preface

The Lead Sales and Services Associate (LSSA) Training program is the result of a collaborative effort between the APWU, USPS management, Retail and Customer Service Operations, and Learning and Development to improve training for Lead Sales and Services Associates. The 2020 revision reflects the continued collaboration of the American Postal Workers Union with postal management in providing current and effective training for Lead Sales and Services Associates.

This course is designed to provide Lead Sales and Services Associates with the basic skills and knowledge to perform the duties of their positions. The course is also designed to provide Lead Sales and Services Associates with refresher training.

Purpose of Guide

These instructions are designed to provide USPS managers, training staff, functional instructors, and other field personnel with the policies and procedures for administration of Lead Sales and Services Associate (LSSA) Training.

The success of this course requires the cooperative efforts of Headquarters and Area Managers and personnel, District Managers, the American Postal Workers Union (APWU), Retail Managers, Learning Development and Diversity (LD&D) Managers, Operations Managers/Supervisors, On-the-Job Training Instructors (OJI), Lead Sales and Services Associates, and Retail Associates. These instructions are designed to enhance the effectiveness of these cooperative efforts.

Purpose of Course

This course will provide a basic working knowledge of retail skills and financial procedures to effectively and efficiently perform LSSA retail responsibilities. The course administrators and instructors should study the National Agreement, Article 37.3.F.7, Article 37.1.L, and Memorandums of Understanding and Letters of Intent, to ensure that the training is conducted in accordance with the policies contained therein.

This training is required for the following positions:

- Lead Sales and Services Associate (P7-07)

Individual modules of this training program may be used to provide Lead Sales and Services Associates, or other employees as appropriate, with refresher training.

Course Structure

The Lead Sales and Services Associate (LSSA) Training program is designed for delivery through the USPS training network. This course is a combination of eLearning, two days of classroom instructor-led training, and On-the-Job Training (OJT).

eLearning training modules:

- Are accessed via HERO
- Should be completed at 100%, as noted in HERO
- Are addressed during the classroom instructor-led portion of the training process

Participants must complete all prerequisite LSSA eLearning training requirements to be scheduled for the classroom instructor-led training portion of the program. There should be no more than 30 days between the completion of the eLearning modules and the start of classroom training.

Make certain that participants know that an online course is available in HERO before they are granted access to TACS (via eAccess). Refer to TACS Overview for Lead Clerks (HERO Course Number 2018FINC4133SSO1). TACS training for LSSAs is required when making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records are approved by supervisors.

TACS training for LSSAs is required when job duties include making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records will be approved by supervisors.

The classroom training provides training on those elements common to all Lead Sales and Services Associates, such as leadership skills, customer service, revenue generation, postal products and services as well as financial procedures and responsibilities. For modules presented in the classroom environment, instructional methods include lecture, group activities, demonstration, group discussion, and role-play.

Once the classroom training has been completed, an On-the-Job Instructor (OJI) is assigned to the new Lead Sales and Services Associate to provide OJT. The recommendation is that the OJT immediately follow the classroom instruction. OJT should be completed within seven calendar days of the classroom training. The 7-day time period does not include any scheduled leave of the Lead Sales and Services Associate during the same time period.

OJT is conducted in the assigned unit of the LSSA, or in some cases, designated retail training sites. The On-the-Job Instructor provides one-on-one guidance. During this time, the OJI reinforces information provided during the classroom portion of the training, retail equipment, revenue generation, proper transaction workflows, and proper financial procedures.

Lead Sales and Services Associate Training Process Flowchart		
<p style="text-align: center;">Pre-classroom eLearning (3 hours)</p> <ul style="list-style-type: none"> • RSS Back Office Administration - online • mPOS A Users Guide - online • Self-Service Kiosk (SSK-R) - online 	<p style="text-align: center;">Classroom Training (16 hours)</p> <p>Course: RETL Lead Sales and Services Associate Training</p> <ul style="list-style-type: none"> • Module 1: Introduction • Module 2: LSSA Role and Responsibilities • Module 3: World-Class Customer Service • Module 4: Unit Operations • Module 5: Daily Unit Financial Report • Module 6: Leadership 	<p style="text-align: center;">OJT (16 hours)</p> <p>Course: LSSA OJT</p> <ul style="list-style-type: none"> • At bid office or designated retail training site • Most training completed with customer at retail counter • One-on-one with OJT Instructor <p>Existing LSSA's are not required to attend OJT</p>
<p>*TACS Training</p> <p>TACS training for LSSAs is required when making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records will be approved by supervisors.</p> <p>Make certain that participants know that an online course is available in HERO before they are granted access to TACS (via eAccess). Refer to TACS Overview for Lead Clerks (HERO Course Number 2018FINC4133SSO1).</p>		

Course Description

eLearning Modules

Lead Sales and Services Associate (LSSA) Training eLearning modules provide training on those elements common to all Lead Sales and Services Associates, such as Lobby assistance using the SSK or mPOS device and RSS back office. Modules are presented in a computer/eLearning environment. Successful completion of the three eLearning modules by Lead Associates is recorded and tracked in HERO. The eLearning portion of the training is designed to take three (3) training hours.

Classroom Training

The Lead Sales and Services Associate classroom training provides information on those elements common to all Lead Sales and Services Associates, such as leadership skills, customer service, revenue generation, postal products and services as well as financial procedures and responsibilities. Modules are presented in a classroom environment. Instructional methods include lecture, group activities, demonstration, group discussion, and role-play. The overall goal of the classroom training is to align LSSA goals with Ready Now>Future Ready Initiatives:

- Build a World-Class Customer Experience
- Accelerate Innovation to Create Customer Value and Increase Profitability
- Improve the Employee Experience

This course is designed to empower LSSAs by giving them the tools necessary to help the organization attain these initiatives.

Class Duration

The classroom portion of the Lead Sales and Services Associate Training program is designed to take 16 training hours.

The new LSSA must complete 16 hours of OJT with an OJI in order to be deemed qualified and eligible to assume the bid or assignment.

Class Size

The classroom component of the Lead Sales and Services Associate Training has been designed to support a maximum class size of twelve (12) students with a minimum of four (4) required to conduct a class. For classes larger than the recommended size, you may convert some individual activities to group activities.

On-the-Job Training

A thorough, well-documented, OJT process is critical to the success of the Lead Sales and Services Associate (LSSA) Training program. OJT is based on the Lead Sales and Services unit profile of the gaining office and may have slightly different OJT experiences.

The OJT must be conducted on a one-on-one basis between the OJI or Lead Sales and Services Associate and the new LSSA. One-on-one training should occur during the normal transaction of business at the retail service counter. One-on-one training is defined as the OJI and the Lead Sales and Services Associate working at one retail service counter or in the back office. The OJI may role-play examples of specific transactions with the Lead Associate. OJIs should make every effort to conduct the OJT by mixing role-playing and customer interactions.

The new LSSA receives 16 hours of OJT. The OJI must review and understand each transaction to ensure the workflow is properly taught. Ensure that current process flow, classroom training manual, and OJT Guide are provided and used.

When OJT begins, the OJI reviews the Trainee Daily OJT Checklist and the equipment needed to complete each retail transaction with the Lead Sales and Services Associate.

In instances where it is not possible for the Lead Sales and Services Associate to receive OJT at their bid or assigned office, a training site should be established. To ensure the highest quality OJT, a training site is defined as one where the Postmaster level is equal to or greater than an EAS-18 ranking.

Each OJT site should have a minimum of two fully equipped retail service counters that can adequately accommodate the OJT experience without negatively impacting service to retail customers, regardless of the level of office.

Any office, station, or branch selected to conduct the on-the job portion of the training should have sufficient customer volume to provide all the transactions that the trainee will be required to master in order to be proficient in their assigned retail office duties.

OJI may voluntarily go on-site to conduct the OJT. Appropriate reimbursement for lodging, per diem, and travel is authorized in accordance with Handbook F-15, *Travel and Relocation*, and ELM 716. Local operations managers may elect to exercise this option based upon commuting distance and the suitability of the retail operation where the OJT occurs.

During OJT, the LSSA, with the OJI present, must be issued a retail cash or stamp credit consignment. PS Form 3369, *Consigned Credit Receipt*, must be prepared in triplicate by the person consigning the credit.

Hours spent in training and progress of OJT are documented on the LSSA OJT Checklist, within the OJT Guide, on a daily basis. Once the training is completed, the information must be documented by recording completion of the training event in HERO.

The LSSA who accepts responsibility for the credit must date and sign the form in accordance with Handbook F-101, *Field Accounting Procedures* and the procedures outlined in Article 28 of the National Agreement. During OJT, the LSSA must be given a retail credit count and the credit will be closed out according to the procedures in Handbook F-101, *Field Accounting Procedures*. The OJI should be present during the consignment and final count of the LSSA's accountability.

Training Documentation

Classroom Training

The following document is used to facilitate the completion of the Lead Sales and Services Associate classroom training:

- PS Form 2432, *Individual Training Progress Sheet*
- Hours spent in training will be properly documented on PS Form 2432, *Individual Training Progress Sheet*, daily. Once training forms have been completed, information must be documented by recording completion of the training event into HERO Learning Management System (LMS).

On-the-Job Training Documentation

Completion of OJT is documented by the OJI, participant, and Postmaster/supervisor signature on the OJT Certification form. Certification must be sent to the district Manager, LD&D to record completion of OJT training in HERO.

Training Hours and Schedules

All training is performed on the clock. Record and charge all classroom training time to the gaining retail unit as training hours. This applies when the Lead Sales and Services Associate is observing the OJI or when the OJI is observing the LSSA.

If, during the training, it becomes necessary to change the scheduled hours of work, the change may only be accomplished in accordance with the procedures specified in the Employee and Labor Relations Manual (ELM).

HERO is used to record Lead Sales and Services Associate training hours.

- Lead Sales and Services Associate Training is used to record completion of the classroom portion of the training program.
- Lead Sales and Services Associate OJT is used to record completion of the OJT.

Selection of Classroom Instructors

The careful selection of craft employees as classroom instructors is critical to the success of the Lead Sales and Services Associate Training program. The Manager, LD&D along with other appropriate managers, select a sufficient number of classroom instructors.

As classroom instructors are needed, not to exceed (NTE), senior qualified ad-hoc duty assignments should be posted. All postings should be filled in accordance with the APWU National Agreement. Primary classroom instructors for Lead Sales and Services Associate Training are selected on a voluntary basis from the Lead Sales and Services Associate, (P7-07) position.

Classroom instructors must have one year of continuous retail experience in the Lead Sales and Services Associate (P7-07) and hold one of the retail duty assignments at the time of consideration. To maintain retail proficiency, they must spend a minimum of 40 hours in their regular retail duty assignment once every four months. In addition, classroom instructors must return to their full-time retail assignment during the month of December to assist operations during the holiday mailing season.

Classroom instructors must voluntarily accept the assignment. Therefore, any changes in schedules to perform instructor duties are considered voluntary and not subject to out-of-schedule premium. Each volunteer must complete PS Form 1717, *Bid for Preferred Assignment* or electronic equivalent.

Employees voluntarily bidding for a classroom instructor position are notified of the intention to use information contained in official records, available as of the closing date, to determine qualification. If available evidence of a potential classroom instructor's qualification information is not complete, they should act to provide the Manager, LD&D and/or the Manager, Retail with the appropriate information to update their records prior to the bid closing date.

The decision as to the number of classroom instructors is left to the discretion of the district training office. The decision should consider availability of instructors, commuting distance to the classroom, interaction between the classroom instructor and the district training office as well as overall business and cost considerations. If local offices fail to produce a suitable number and caliber of classroom instructor volunteers, the area of coverage may be expanded to fill the necessary classroom instructor needs.

Selected instructors must be provided adequate on-the-clock preparation time to successfully fulfill their responsibilities. Some of these duties include setting up and maintaining retail training academies; familiarizing themselves with instructional materials (including videos); ordering and stocking necessary manuals, handbooks, forms, and other directives; incorporating procedural and policy changes into the training materials; etc.

Special Considerations

In addition to possessing appropriate experience, classroom instructors should be articulate, enthusiastic, and personable. They should exhibit behaviors expected from role models. Since classroom instructors may represent the Postal Service to the public, they must exemplify adherence to the current official U.S. Postal Service uniform policy. Instructors must be in full uniform when conducting Lead Sales and Services Associate Training. Classroom instructors must be neat and presentable in their personal appearance. Successful ad-hoc Classroom Instructors are paid at the (PS-7) rate.

Training Requirements

Once selected, classroom instructors must complete the Lead Sales and Services Associate Training and be trained in instructional methods and coaching skills before they are utilized as instructors. Selected classroom instructors must successfully complete the following courses:

- Facilitator Skills Training (FST)-LCL, Facilitator Skills Training (FST)-FLD, or Facilitator Skills Training (FST)
- Train-the-Trainer (TTT) session

Because of their classroom experience and OJT, classroom instructors will also be able to serve as OJI when vacancies or absences occur. The Manager, LD&D recommends, approves, and maintains a list of approved OJIs for LSSA OJT.

Within six months of selection, classroom instructors must attend and/or observe one classroom session of the Lead Sales and Services Associate Training program and instruct one classroom session, which is observed by a certified LSSA classroom instructor. This will help update their technical skills as well as address any issues concerning elements of the course. Every two years, classroom instructors should successfully complete an FST/OJT refresher training class.

Selection of OJT Instructors

Careful selection of craft employees as OJIs is critical to the success of the Lead Sales and Services Associate Training program. The Manager, LD&D, along with other appropriate managers, select a cadre of OJIs. The decision as to the number of OJIs is left at the discretion of the district training office. The decision should consider availability of coaches, commuting distance if training at units other than their own, interaction between the OJI and the district training office as well as overall business and cost considerations.

The OJIs must be selected on a voluntary basis from the following retail experienced Lead Sales and Services Associate, (P7-07) position. OJIs must have one year of continuous retail experience in one or more of the retail positions listed and hold one of the retail duty assignments at the time of consideration.

OJIs must voluntarily accept the assignment. Therefore, any changes in schedules to perform instructor duties will be considered voluntary and not subject to out-of-schedule premium. OJIs may voluntarily go on-site to conduct OJT.

Special Considerations

In addition to possessing appropriate experience, OJIs should be articulate, enthusiastic, and personable. They should exhibit behaviors expected from role models. Since OJI may represent the Postal Service to the public, they must exemplify adherence to the current official U.S. Postal Service uniform policy. They must be in full uniform when conducting Lead Sales and Services Associate Training. OJIs must be neat and presentable in their personal appearance. Successful ad-hoc OJIs are paid at the (PS-7) rate.

Training Requirements

Once selected, OJIs must be trained in instructional methods and coaching skills before they are utilized as coaches. Selected OJIs must complete the following courses:

- Facilitator Skills Training (FST)-LCL, Facilitator Skills Training (FST)-FLD, or Facilitator Skills Training (FST)
- On the Job Instructor training

The Manger, LD&D maintains a list of approved OJIs for LSSA OJT. OJIs are provided with a Lead Sales and Services Associate Training participant guide for reference and use during OJT. Every two years, OJIs should successfully complete an FST/OJT refresher-training course.

Program Responsibilities

Manager, Learning Development and Diversity (MLDD)

Before the Training

- Select, train, and certify classroom and OJI in cooperation with functional managers. An adequate number of certified classroom instructors and OJIs should be maintained. The success of the Lead Sales and Services Associate Training program depends upon the professional integrity and high caliber of the classroom instructors and OJIs who are selected to conduct the sessions as outlined in this administrator's guide.
- Ensure that classroom instructors are provided up to 8 hours of preparation time before administering the classroom portion of the Lead Sales and Services Associate Training. This varies; for the first Lead Sales and Services Associate class as much as 8 hours will be needed whereas, by the third class, only 4 to 6 hours will be needed.
- Ensure that OJIs are provided 2-hours of preparation time before administering OJT, and 2-hours post training time.
- Obtain proper identification badge for the trainee.
- Notify unit manager where OJT will take place and ensure that preliminary set-ups for retail equipment are in place (i.e., RSS – assign roles, request log on IDs, etc.).
- TACS training for LSSAs is required when the LSSAs assigned duties include making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records will be approved by supervisors.

During the Training

- Invite the installation head, or their designee, to open the classroom session to demonstrate local management's commitment to Lead Sales and Services Associate Training. Such participation adds credibility to the program.
- Prepare class rosters. Class rosters should contain the start date, program number and title, instructor's name, program length, and location. Rosters are completed and finalized during the first day of the class.
- Lead Sales and Services Associate absences during the training program, while undesirable, may occasionally be unavoidable:
 - **Classroom:** If an LSSA misses more than one day of classroom training, the LSSA should be removed from the training and rescheduled. Absences from the classroom of one day or less will require make-up time. Make-up classroom time may be with a classroom instructor or may be administered on a self-study basis.
 - **OJT:** If a Lead Sales and Services Associate misses more than one day of OJT, the new associate should be removed from the training and rescheduled. Absences from the OJT of less than one day will require make-up time. Make-up OJT must be conducted one-on-one between the new associate and the OJI.
- If the Lead Sales and Services Associate withdraws from the training program, handle this according to Article 37.3.F.7 of the National Agreement.
- Maintain quality control of the classroom instructors and OJIs. The successful delivery of Lead Sales and Services Associate training depends upon the integrity of the training materials, the professionalism of the instructors, and the support of functional managers. The training staff, with the support of functional field and district managers, will monitor quality control and compliance of the program.
- Prepare PS Forms 2548, *Individual Training Record* as soon as names are received and/or create the event in HERO.
- Ensure that instructors review training materials and use Postal Bulletins and/or manuals to temporarily update training materials as needed. Revised materials will be periodically distributed to the district training offices from Training Development.

- Oversee the administration of the Lead Sales and Services Associate training. This responsibility includes coordinating with the appropriate managers the resources needed to administer and conduct the training. The course must be administered according to the guidelines in the National Agreement and this Administrator Guide. When part-time flexible (PTF) or Postal Support Employees (PSE) are assigned retail duties, they will be subject to the same qualification procedures as employees who bid for retail duty assignments.
- Within six months of selection, classroom instructors must attend and/or observe one classroom session of the Lead Sales and Services Associate Training program and instruct one classroom session, which is observed by a certified LSSA classroom instructor. This helps to update their technical skills as well as address any issues concerning elements of the course.
- OJIs are provided with a copy of the Lead Sales and Services Associate Training participant guide for reference and use during OJT.

Manager, Retail (Or Designee)

Before the Training

- Coordinate with the Manager, LD&D (or designee), the selection of OJT sites.
- Coordinate with the Manager, LD&D, careful selection of classroom instructors and OJIs. The instructors and OJIs should be role models for new Lead Sales and Services Associates.
- Ensure that OJIs are provided 2 hours of preparation time before administering structured on-the job training and 2 hours post training time.
- TACS training for LSSAs is required when making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records will be approved by supervisors.

During the Training

- Support the training staff by providing supplemental materials and manuals, OJIs, and guest subject matter experts to ensure that local policies, procedures, and issues are addressed in the Lead Sales and Services Associate Training program.
- Assist the training staff to ensure that the training is administered and conducted according to this Administrator Guide as well as postal policies and procedures.

After the Training

- Support the training staff by providing supplemental materials and guest subject matter experts.
- Reinforce skills and knowledge by Postmasters or Managers, Customer Services with information to help Lead Sales and Services Associates apply newly acquired skills on the job.
- Support Postmaster and Managers by providing job aids that help keep Lead Sales and Services Associates current on postal products and services.
- Update retail offices on any changes in policies and procedures that involve postal products and services and/or retail operations.

The above strategies are essential to help LSSAs be successful in their positions after completion of the Lead Sales and Services Associate Training program.

Manager/Postmaster

Before the Training

- Coordinate with the district training office or the servicing Postal Employee Development Center (PEDC) to schedule and notify the Lead Associate of the scheduled Lead Sales and Services Associate training classes.
- Explain travel policy and procedures to the Lead Associate. Assist the Lead Sales and Services Associate in securing driving directions, overnight lodging, or air travel arrangements.
- Thoroughly review the course objectives with the LSSA before the beginning of the classroom training.
- Ensure that the OJI is given adequate time to prepare before administering On-the Job Training; 2 hours preparation prior and 2-hours post training time.
- Ensure that the OJI is present during consignment of the Lead Sales and Services Associate's accountability.

TACS training for LSSAs is required when making entries to correct time and attendance records and retaining required supporting documents. TACS entries to time and attendance records will be approved by supervisors.

During the Training

- Ensure that equipment and supplies are ordered and on-hand for the newly trained Lead Sales and Services Associate.

After the Training

- Reinforce skills and knowledge by helping LSSAs apply newly acquired skills on-the-job.
- Support LSSAs by providing additional training experiences, having reference materials, such as manuals, handbooks, and bulletins available for them to use.
- Have job aids available at work sites to help keep OJIs current on postal products and services.
- Update OJIs on any changes in policies and procedures that involve postal products and services and/or retail operations.
- Ensure that the OJI is present during the final count of Lead Sales and Services Associate's accountability.

Classroom Instructors

Before the Training

- Classroom instructors will need 8 hours of preparation time before administering the Lead Sales and Services Associate classroom training. This will vary; for the first Lead Sales and Services Associate class as much as 8 hours will be needed whereas, by the third class, only 4 to 6 hours will be needed.
- Thoroughly review the training materials. To conduct a successful training session, it is essential that the instructor be familiar with the training materials and instructional methods used.
- Ensure all materials are current and available. When handouts and reference materials are needed, it is the instructor's responsibility to have them ready to use and distribute.
- Refer to instructions in each module to determine classroom equipment and support materials needed and ensure that they are in place before the start of the class.
- Arrange the classroom so that it comfortably accommodates the number of scheduled Lead Sales and Services Associates.
- Ensure that the training room is well lit and sufficiently ventilated.

During the Training

- Provide the necessary learning experiences that actively engage the LSSA through adult learning techniques, such as demonstration, role-playing, presentations, etc.
- Complete class roster for Lead Sales and Services Associate Training. The roster must be completed during the first day of class. If an LSSA leaves the class after the roster is completed, the classroom instructor is responsible for notifying the training department.
- Maintain a positive attitude. This training represents a corporate commitment to the training and development of retail employees. Therefore, instructors who demonstrate the principles of effective, interpersonal behavior are a major element in ensuring the success of this national program.
- Whenever possible provide real-life scenarios to connect the training content to the position.
- Bring a copy of an RSS 1412 and use it to create a visual for the user.
- Classroom instructors must exhibit exemplary behavior and presentation skills as well as a professional appearance. Adherence to the official Postal Service uniform policy is essential. Instructors qualifying for a uniform allowance must be in full uniform at all times while training.

After the Training

Complete and sign all necessary paperwork and documentation, which includes:

- Assuring all LSSAs and participants receive credit for training
- PS Form 2432, *Individual Training Progress Sheet* (ATF training entry in HERO)
- Following all local guidelines and procedures to promptly submit all required paperwork.

Suggestions and recommendations concerning the training materials may be sent in writing to:

Learning and Development
Attention: TD
475 L'Enfant Plaza SW, Room 9647
Washington, DC 20260-4201

On-the-Job Training Instructors

Before the Training

- OJIs will need 2-hours of preparation time before administering OJT.
- Ensure that all materials are current and available. When handouts and reference materials are needed, the OJI is responsible for having them ready to use and/or distribute.
- Solicit support from the other retail associate employees in the office or station. Lead Sales and Services Associates and the OJI may want to coordinate their customer service efforts to provide the trainee with the widest variety of customer transactions possible.
- The OJI must be present during initial consignment of the Lead Sales and Services Associate's accountability.

During the Training

- Provide the necessary learning experiences that actively engage the LSSA through adult learning techniques, such as demonstration, role-playing, presentations, etc.
- Accurately maintain and document all necessary training records as training evolutions are completed.
- Maintain communication with the station manager and district training office regarding the LSSA's progress.
- Maintain an upbeat and positive attitude while working with the Lead Sales and Services Associate.
- OJIs must exhibit exemplary behavior and presentation skills as well as a professional appearance. Adherence to the official Postal Service uniform policy is essential. OJIs must always be in full uniform while training.

After the Training

- The OJI must be present during final count of Lead Sales and Services Associate's accountability.
- OJIs will need 2 hours of post-training time.
- Complete and sign all necessary paperwork and documentation which includes:
 - PS Form 2548, *Individual Training Record*
 - Certification of Completion
- Follow all local guidelines and procedures to ensure all associates have received credit for training.

Additional Considerations

Student Guidelines

For specific information regarding deferment periods and brush-up and refresher training, refer to Articles 37.3.F.7 and 37.1.L of the National Agreement, Handbook EL-912, and the referenced Memorandums of Understanding and Letters of Intent.

Training Materials

- LSSA Administrator Guide
- LSSA On-the-Job Training Guide
- LSSA Facilitator Guide
- LSSA Participant Guide

Sample Posting

JOB ANNOUNCEMENT

AD-HOC LEAD SALES and SERVICES ASSOCIATE TRAINING CLASSROOM INSTRUCTOR POSITIONS

The following job announcement for Lead Sales and Services Associate Training Classroom Instructor positions is being posted for volunteers. This represents a unique job opportunity for retail employees. The selection of Classroom Instructors will be from a pool of volunteers. Therefore, any changes in schedules to perform instructor duties will be considered voluntary and not subject to out-of-schedule premium.

The Classroom Instructors will be selected from offices and installations within a reasonable commuting distance to the Retail Training Academy site. If the area of consideration fails to produce a sufficient number of qualified retail employees, then it will be expanded. The instructors must spend a minimum of 40 hours in their regular duty assignment every four months.

Instructors qualifying for a uniform allowance must always be in full uniform while training.

Experience Requirements: Successful instructors must have one year of continuous retail experience and hold a retail duty assignment at the time of consideration:

- Lead Sales and Services Associate, (P7-07) (2320-0009)

Successful ad-hoc Classroom Instructors and OJIs are paid at the (PS-7) rate.

Qualifications: Successful completion of:

- Facilitator Skills Training (FST)-LCL, Facilitator Skills Training (FST)-FLD, or Facilitator Skills Training (FST)
- Train-the-Trainer (TTT) session
- On the Job Instructor training