



Computerized Forwarding System Managers and Supervisors Guide

Handbook PO-602

June 2003
Transmittal Letter 2

- A. Purpose.** This full revision of Handbook PO-602 updates undeliverable-as-addressed mail guidelines for managers and supervisors because of current breakthroughs in technology that increase productivity while reducing workhours. Managers and supervisors should use the provided guidelines and tools to transform work practices to build a highly effective and motivated workforce and aid Postal Service customers.

An important transformation strategy is the use of technology to add value to postal products and services. This, in turn, can support growth. The Computerized Forwarding System programs and the Postal Automated Redirection System use advanced technologies to make it easier and more convenient for our commercial customers to do business with the Postal Service and continue providing affordable, universal service — even when our customers move. Expanding customer access to our products and services is an important part of the Postal Service's transformation efforts.

- B. Explanation.** This is a full revision of Handbook PO-602, *CFS Management Guidelines*, November 1986.
- C. Distribution.** Handbook PO-602 is available on the Postal Service Corporate Intranet at <http://blue.usps.gov/cpim> (click on HBKs tab). It is also found on the Customer Service Operations web site at http://blue.usps.gov/delivery/cs_operations.htm.
- D. Comments.** Address all questions and comments about the content of this handbook to:
- MANAGER CUSTOMER SERVICE SUPPORT
UNITED STATES POSTAL SERVICE
475 L'ENFANT PLAZA SW RM 5621
WASHINGTON DC 20260-5613
- E. Effective Date.** This revision is effective June 2003 and obsoletes all previous issues of Handbook PO-602.

A handwritten signature in black ink, appearing to read "Henry A. Pankey".

Henry A. Pankey
Vice President
Delivery and Retail

About This Handbook

Purpose

Handbook PO-602 provides United States Postal Service Computerized Forwarding System (CFS) unit managers and supervisors with information to effectively manage CFS operations. CFS operations provide forwarding, return, and address correction services to Postal Service customers. This handbook also provides general information about CFS processes and procedures and directs managers and supervisors to the Customer Service Operations web site for more specific information and current tools approved by Headquarters. For those CFS employees who are unable to access the information and tools provided on the web site for CFS units, contact the area CFS advisory board representative to provide you with the information and tools.

This handbook is to be used in conjunction with the Customer Service Operations web site on the Postal Service Corporate Intranet at http://blue.usps.gov/delivery/cs_operations.htm. The Customer Service Operations web site will provide tools as needed such as:

- Operating plan (see 4-1.1).
- Work instructions, which replace standard operating procedures (SOPs) and best practices.
- Advisory list.
- Mail arrival profile.
- Staffing and scheduling tools.
- Quality control forms.

This handbook is intended to improve the internal management of the Postal Service and is not intended to, nor does it, create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity by any party against the Postal Service. This handbook is not a Postal Service regulation; it concerns internal procedures and practices that do not affect individual rights and obligations. It also does not create any right to judicial review involving compliance or noncompliance with the procedures established by this handbook.

Organization of Handbook

This handbook is organized as follows:

- Chapter 1, Introduction, explains the processing of undeliverable-as-addressed mail, which is the main purpose of CFS. This chapter provides information about several change of address (COA) programs and ancillary services that affect the business and customers.
- Chapter 2, Overview of CFS Operational Equipment and Maintenance Information, provides information about equipment that is used to process the mail and general maintenance information.
- Chapter 3, CFS Functional Processes, provides a review of the functions that occur within CFS operations, from the customer's submission of the change of address to the various processes and ending with the dispatch operations.
- Chapter 4, CFS Unit Manager and Supervisor General Duties, discusses their responsibilities related to the unit plan, unit performance, employee performance, time and attendance, management reporting, customer service, safety, and environment.

Many forms are referenced throughout this handbook. For information about the most current form and source to obtain it, see Publication 223, *Directives and Forms Catalog*, which is updated monthly online at <http://blue.usps.gov/cpim/pubid.htm>.

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Introduction

1-1 Overview

1-1.1 Computerized Forwarding System

The Postal Service annually processes approximately five billion mailpieces that cannot be delivered as addressed. This mail is classified as undeliverable-as-addressed (UAA) mail. The handling procedures involved with this type of mail include forwarding, returning to sender, or disposing of as waste mail. UAA mail is processed through CFS sites and by the various delivery units.

The majority of changes and advancements in this area have occurred within the past 20 years, and a new automated system is going to be implemented. Highlights are as follows:

- *1979* — Phase I deployment of CFS was a major success. The return on investment (ROI) was calculated at approximately 360 percent. Phase II deployment was initiated. The largest metropolitan areas of the United States now have CFS processing capability.
- *1988–1990* — National deployment of CFS II equipment occurs.
- *1999* — Deployment of the Forwarding Control System (FCS) occurs, moving the process from a mainframe to a personal computer (PC) network environment.
- *2003* — Introduction of Postal Automated Redirection System (PARS) starts. PARS is a program designed to move automation-compatible letters from the mechanized environment in CFS units and process them 20 to 30 times faster on automation equipment. At least one delivery barcode sorter (DBCS) in each plant is to be modified with the addition of a 25-foot kit that adds the capability to label and print as follows:

- Mail undeliverable due to a move is identified when it first appears in postal automation and is labeled and redirected at that point. The system is able to create address corrections (both “3547” notices to mailers of correction in address and Address Change Service types) and dispose of the mail properly based on the age of the COA, the mailer’s endorsement, and the rate class.
- Additionally, PARS provides the ability to scan COAs, thus reducing the amount of manual keying that must be done to enter a COA into the database.
- PARS also changes the way mail identified by the delivery units as undeliverable for reasons other than a move is handled. The modified DBCS will also process this mail, and if it must be returned to the sender, prints the label with the return address and barcode, thus eliminating the multistep manual and automation combination now being used.

Note: Visit the Customer Service Operations web site at http://blue.usps.gov/delivery/cs_operations.htm for information regarding changes to CFS operations and about PARS.

1-1.2 Processing UAA Mail

The Postal Service processes UAA mail as follows:

1. Customer notifies the Postal Service that he or she wants mail to be delivered to a different address by filing PS Form 3575, *Change of Address Order*.
2. Delivery unit verifies and initials Form 3575, enters required information on Form 3575, and sends it to the CFS unit along with any forwardable mail for that customer.
3. CFS operator enters the COA information into the CFS database.
4. Delivery unit continues to send mail for processing to the CFS unit until the expiration of the customer’s request.

1-2 Programs

1-2.1 National Change of Address

More than 40 million Americans change addresses annually. Such a volume creates formidable obstacles in maintaining a high-quality mailing list that tracks customers who move. The National Change of Address (NCOA) program makes change-of-address information available to mailers in order to reduce undeliverable or duplicate mailpieces. The NCOA service is a comprehensive program that helps mailers to identify changes of address before mail enters the mailstream.

The NCOA service helps reduce UAA mail by correcting input addresses before mailing. The NCOA has been in service since 1986 and has saved millions of dollars that otherwise would have been wasted in materials and postage.

1-2.1.1 COA Address Matching Criteria

COA information is controlled by strict regulations of name and address matching. In order for the NCOA database to recognize a match, all input address information must be identical to the old address in the database. Name matching logic is determined by the type of move (individual, family, or business) that is listed in the data record of the NCOA database. The name is then matched with the candidate in question, as follows:

- *Individual* — Match first name, middle name or initial, surname, and title. The NCOA customer can elect to have only individual match logic used, regardless of the move type in the NCOA record, when that file is processed.
- *Family* — Match surname only.
- *Business* — Match entire business name.

Postal Service customers who move several times within a 4-year period are linked or chained, when possible, to ensure that the latest address is furnished when an NCOA match is attained. This is not always possible if subsequent COA forms are not filed in exactly the same manner as the previously filed COA forms.

Example: If the type of move is different, that is, it is a move that is filed as family rather than individual, then these records will not be linked together.

1-2.1.2 NCOA Process

The NCOA service is provided by private sector companies that are certified and licensed by the Postal Service. The process works as follows:

1. NCOA licensees receive regularly scheduled, updated, computerized change-of-address information from the Postal Service.
2. To improve mail deliverability, the NCOA licensee standardizes input address information provided by a mailer to conform with Postal Service requirements, including the ZIP+4 code. All addresses that are submitted by NCOA customers are standardized and certified by the Coding Accuracy Support System (CASS) and are processed for ZIP+4 and delivery point code (DPC) for individual, family, and business moves.
3. After the address has been standardized and the ZIP+4 code applied, the NCOA program attempts to match the input address against the NCOA database, which contains approximately 152 million records or 48 months of permanent address changes.
Note: Temporary moves are not recorded in the NCOA database.
4. If the input address exactly matches the old address information in the NCOA database, the licensee is allowed to provide the move information (new address) to the mailer.

1-2.1.3 Benefits

NCOA provides the following benefits to mailers:

- Reduces undeliverable mail and mailer costs by providing the most current address information for matches made to the NCOA database.
- Prevents the need for duplicate mailpieces or remailings after address corrections are received because the address correction is applied before the mailing, thus reducing mailer costs.

- Provides faster product and service marketing through accurate mail delivery.

1-2.1.4 Nixie Process

NCOA nixie matching is an optional process that the customer may request from most NCOA licensees. The nixie matching process provides footnotes indicating why an authorized NCOA match could not be made to the address that was input.

Example: Nixie code “U” indicates that the apartment number is missing from the input address.

The nixie option can be used by mailers to clean out their mailing list. It works as follows:

1. When the mailer chooses the nixie option, the system returns a nixie code that indicates a match was close but not good enough to meet the strict Postal Service matching guidelines.
2. The nixie option does not supply the mailer with the new or corrected address if no match was found in the NCOA database.
3. The nixie code indicates the reason a match could not be made with the NCOA database or the reason for nondelivery.
4. A mailer can then investigate the address record and provide corrections necessary to receive the new address.

1-2.2 Address Change Service

Address Change Service (ACS) helps meet the needs of business mailers by providing a cost-effective, efficient means of obtaining accurate COA information. ACS is available to First-Class Mail, Periodicals, Standard Mail, and Package Services mailers. ACS saves mailers time and money by:

- Reducing the amount of UAA mailpieces.
- Reducing the need to manually key address changes.
- Eliminating other labor-intensive steps involved in address change operations.

1-2.2.1 **Benefits**

ACS, a postmailing service, works in conjunction with NCOA, a premailing service, to keep address databases current. Mailers participating in ACS receive the following benefits:

- Timely, up-to-date COA information provided daily, weekly, or monthly.
- COA information that relates specifically to their address files.
- In many cases, the ability to make changes directly from electronic media rather than the costly manual process, which is prone to transcription errors.
- Address change problems encountered by mailers in the past, such as poor-quality photocopies, Postal Service labels placed over the old address, and crossed-out old addresses, are reduced substantially.

1-2.2.2 **Participant Code and Optional Keyline**

To participate in ACS, mailers must modify their mailing label format to include a mailer identification (participant) code assigned by the National Customer Support Center (NCSC). The ACS participant code is a seven-character alphabetic code, preceded by a pound symbol (#), printed on the top line of the address block or mailing label on each mailpiece. The participant code identifies a specific mailpiece title or mailing depending on the class of mail.

The mailer is given the option of printing a keyline that is intended to specifically identify his or her customer. This provides a simple tracking system that allows the mailer to easily change customers' addresses. The keyline consists of up to 16 alphanumeric characters and is printed between two pound symbols (#). ACS participants are not required to use a keyline to receive address corrections, but must use them to receive nixie records.

1-2.2.3 **ACS Process**

As ACS-modified mailpieces are processed via the nationwide network of CFS units, electronic COA notifications are generated when possible. ACS is an enhancement to the traditional process of manual notifications (photocopies of corrected address labels ("3547" and

“3579” notices)); it does not completely replace or eliminate these photocopied address change notifications.

The ACS process involves notifications triggered by UAA mailpieces processed through CFS units. During label generation, the CFS operators must input the participant code (and the keyline if prompted). This produces an ACS transaction and creates the appropriate forwarding or waste label for that mailpiece. An ACS transaction contains most of the data entered during the data maintenance (DM) process, including the name, old address, and new address as well as the participant code and keyline entered during label generation (LG).

The ACS transactions accumulate in the FCS and then are transmitted daily from CFS units to the NCSC, where the changes are consolidated into a file on a mailer-by-mailer basis. These records are organized by mailer identification codes and distributed to the participant mailer. The NCSC provides ACS COA information on Rapid Information Bulletin Board System (RIBBS), a 3480 or 3490 cartridge, a CD-ROM, or paper (hard copy report for ACS participants who receive only 20 records or less a week). Depending on a mailpiece’s class and endorsement, mailers may also receive information about addresses that are undeliverable for reasons other than a customer move (i.e., nixie notifications).

1-2.3 **FASTforward[®]**

FASTforward is another option a mailer can use to update mailing lists. The *FASTforward* system contains permanent COA records that have been filed by relocating customers who want their mail forwarded to their new address. These COA records represent a 13-month period from the move-effective date provided by the customer. *FASTforward* COA data is updated weekly.

The *FASTforward* system consists of a licensed computer system containing *FASTforward* name- and address-matching software and the COA database. The Postal Service is the sole owner and distributor of the *FASTforward* hardware and software components that constitute the *FASTforward* system. Specifically, this includes the *FASTforward* software, the computer system itself, and the small computer systems interface (SCSI) cable that connects the *FASTforward* system to the licensee-owned or -leased system components.

FASTforward is available in two separate and distinct versions. The original application was developed to interface with commercial mail-processing equipment such as multiline optical character readers (MLOCRs) and remote video encoding (RVE) stations. Licensed systems are required to have a *FASTforward* interface that meets Postal Service specifications. This application allows *FASTforward* licensees to redirect previously prepared mailpieces to the intended recipient's new address.

The information about the new address is obtained by matching the MLOCR optic lift or RVE keyed data from the mailpiece name and address against the national database of permanent COAs filed in the last 13 months. Thus, address change information is provided only for those mailpieces that have a matching name and old address present in this database. The new address provided by *FASTforward* as the result of a match is appended with the ZIP+4 code and DPC information along with a text representation of the new address to where the mailpiece will be sent. This new delivery address information is applied to the mailpiece in real time as the mail is barcoded by the MLOCR system.

The second version, *FASTforward* for Mailing List Correction, provides *FASTforward* licensees with the ability to update computer-based name and address mailing lists electronically before creating a mailpiece. This version also requires licensees to have a *FASTforward* interface that meets Postal Service specifications. However, the new address information is obtained through a matching process of the name and address contained in the mailing list against the national database of permanent COAs filed during the preceding 13 months.

Again, address change information is provided only for those records that, in fact, have a matching name and old address present in the database. If new address information is returned, the effective date of the move and the carrier identification for the new address are also provided. This information is used to update the mailing list.

When *FASTforward* is used in conjunction with either MLOCR (and/or RVE) processing or mailing list correction services, mailpieces are not delayed as long as they were with traditional mail-forwarding activities.

1-3 Ancillary Service Endorsements

1-3.1 Overview

Ancillary service endorsements are used by mailers to request an addressee's new address and to provide the Postal Service with instructions on how to handle undeliverable mailpieces. The endorsements consist of one of the following keywords, "address," "forwarding," "return," or "change," followed by the two words "service requested." The endorsements are the same for all classes of mail, but the cost differs according to class of mail.

A fifth ancillary service endorsement, "temporary return service requested," may be used by mailers to forward First Class Mail pieces addressed to customers with temporary changes of address and return mail addressed to customers with permanent changes of address. This option allows customers who are temporarily away to receive critical correspondence (e.g., utility bills and credit card statements).

1-3.2 Proper Endorsements

The endorsement must be properly placed. If the endorsement cannot be seen or understood, the customer might not receive the service requested. A return address as described in the *Domestic Mail Manual* (DMM) must be placed in the upper left corner of the address side of the mailpiece or the upper left corner of the addressing area. If a return address is a multiple delivery address, it must show a unit designation (e.g., apartment number). The endorsement and return address must read in the same direction as the delivery address.

For specific endorsement requirements, see the DMM, M012, Markings and Endorsements.

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Overview of CFS Operational Equipment and Maintenance Information

2-1 Operational Equipment Brief Descriptions

2-1.1 Mechanized Terminal

The mechanized terminal (MT) is used to process letter-sized machinable mail. It consists of a feeder module, a view/transport module, and a stacker module.

The feeder module is a controlled demand-type feeder system consisting of three magazine belts that advance the mail for feeding, a spring-loaded backplate that keeps the mailpieces erect, and four rollers and a pressure plate assembly that advance mail into the first station.

The view/transport module of the MT consists of a video display terminal, an operator keyboard and adjustable keyboard shelf, a drawer, two task lights, an operator control panel, and a mailpiece-moving system.

The stacker module disperses each keyed mailpiece properly to one of seven bins for additional processing or dispatch.

The MT has six emergency stop switches. If the MT becomes jammed or is left unattended, the operator presses the nearest stop switch.

2-1.2 Optical Scanning Workstation

The optical scanning workstation (OSW) is used to scan, process, verify, and transmit collected customer signatures on the newly designed barcoded PS Form 3849, *Delivery Notice/Reminder/Receipt*. The OSW consists of an optical scanner, a PC (processor, monitor, and keyboard), an uninterruptible power supply (UPS), and a chair.

2-1.3 Flats Forwarding Terminal Workstation

The flats forwarding terminal (FFT) workstation is used to process flat mail. The FFT workstation was designed to replace most of the existing nonmechanized terminals (NMTs) and labeling cases. It consists of a desk, flats tub rack, chair, and footrest. The processor, monitor, keyboard, and articulating arm from the replaced NMT are to be relocated onto the FFT during installation.

The desk has a place for two flats tubs or trays full of unworked mail on the right side of the operator. The monitor and keyboard are positioned in front of the operator. On the left side of the operator is a labeling port where the printed label is applied. The desk is designed so that it can be lowered for handicapped access. A desk in the lowered position should be kept in this configuration and not resized for each tour or change in operators. Desk dimensions are 63.5 inches wide, 40 inches deep, and 42 inches high (at fullest extension). Initially the desk must be at least 3 feet from the wall to allow access for loading ribbons and labels.

The flats tub rack is used for mail sortation. The rack holds eight flats tubs in which to sort the flats after the label is applied. It is mounted on casters so that the operator can position it as preferred. The rack dimensions are 39.4 inches wide, 40 inches deep, and 52 inches high. The height of this unit cannot be lowered.

2-1.4 Nonmechanized Terminal

The NMT is used for processing Forms 3575 and PS Forms 3546, *Forwarding Order Change Notice*. Each NMT includes a PC (processor, monitor, and keyboard), an articulating arm, and a label printer. The operator enters data by means of the keyboard to access the CFS database. The data is processed and labels are printed for verification and affixing to Forms 3575.

2-1.5 Supervisor (or Manager) Workstation

The supervisor workstation is used to access the CFS database for reporting, phone inquiries, and all other functions except generating labels. The supervisor workstation consists of the same processor, monitor, and keyboard used at the NMT and FFT workstations and a laser printer. The supervisor is able to simulate mail processing and label generation; the monitor displays an image of the label that would normally be generated on a label printer. CFS unit supervisors and managers also have access to supervisory and clerk functions at any workstation.

The laser printer enables the supervisor or manager to print out diagnostic and other reports for the CFS unit. The control panel located on the front of the laser printer has a display window, eight pressure-sensitive keys, and four indicator lights.

2-1.6 Photocopiers

Photocopiers are primarily used for “3547” and “3547D” processing (notices to mailers of correction in address). Copies are made of the mailpiece with the corrected label affixed to it and sent to the mailer instead of manually filling out PS Form 3547, *Notice to Mailer of Correction in Address*. 3547D processing is the way CFS units annotate mailpieces that are to be destroyed after the photocopy has been made.

2-1.7 Forwarding Control System

All equipment used to process mail in the CFS unit (except the OSW and photocopiers) are linked to the FCS. The FCS maintains a database that tracks mail volumes, equipment usage, and employee performance data. Two main components of the FCS are discussed in the following sections.

2-1.7.1 File Server

The FCS file server houses all COA data, which is shared by all terminals at the CFS site. Supervisors change the backup tapes and check the file server status daily. The FCS file server also houses the hardware that connects the terminals to the data and the 8-mm tape backup hardware.

2-1.7.2 Housecleaning Computer

The housecleaning computer (HCC) handles all the scheduling functions, cleanup functions, and software updates. It also serves as a gateway for remote maintenance. The HCC is used by supervisors and managers for the following functions:

- Install Address Management System (AMS) CD-ROMs provided by NCSC twice a month with nationally updated ZIP+4 code information.
- Install software updates (generally done by Maintenance; see 2-2.1).
- Initiate a backup.
- Verify a successful backup.

The modem, housed on top of the HCC, is used for the NCSC to communicate directly with the HCC if the managed network services/postal routed network (MNS/PRN) is down.

2-2 General Maintenance Information

2-2.1 Maintenance Responsibilities

Maintenance has the responsibility to install software changes, complete maintenance modification orders (MMOs), perform routine preventive maintenance, and complete logs for all work performed.

2-2.1.1 Software Installation

Engineering periodically distributes, by means of a software modification order (SMO), software releases that will enhance CFS operations. Maintenance is currently responsible for software installations. When Maintenance personnel are to install a software update locally, specific instructions will come with the software.

Software that has not been deployed by the Maintenance Technical Support Center (MTSC) is not to be loaded on the HCC or file server. If it is and the system crashes, the resulting problems will be unsupported by the MTSC. Configuration settings are not to be changed for any reason. Software may be updated electronically by Engineering across the MNS/PRN.

2-2.1.2 Maintenance Modification Order

An MMO is issued when an equipment or parts change occurs. A useful reference is MMO-072-00, *PM Guidelines for the Computer Forwarding System II (CFS-II)*, or the latest version, available at www.mtsc.usps.gov/search/search.cfm.

2-2.1.3 Software Modification Order

An SMO is issued when a software change occurs. A useful reference is SMO-009-01, *Software Release for CFS, FCS Version 01.04.02*, or the latest version, which can be found at www.mtsc.usps.gov/search/search.cfm.

2-2.1.4 Routine Preventive Maintenance

Maintain communications with Maintenance staff to ensure that routine preventive maintenance (RPM) is completed and equipment downtime is minimized.

2-2.2 ZIP+4 CD-ROM

A ZIP+4 CD-ROM is provided every 2 weeks from the NCSC in order to maintain a current, accurate national ZIP+4 database. This CD-ROM provides ZIP+4 lookup on old and new addresses when a CFS operator is entering or updating COA files. One ZIP+4 CD-ROM is provided for the HCC. For CFS units that also use a stand-alone delivery unit interface (DUI) computer, you can request an additional ZIP+4 CD-ROM from the NCSC. Installation of the ZIP+4 CD-ROM on the HCC is completed as follows:

1. Select a Maintenance employee or CFS unit manager, supervisor, or designee to install the CD-ROM when it is received.
2. Ensure that the CD-ROM is the current (latest) version.

3. Install the CD-ROM on the HCC in accordance with instructions.

2-2.3 **MTSC Help Desk**

If the local Maintenance unit is unable to resolve a problem, the next point of contact is the MTSC help desk. The order of contact is as follows:

- Local Maintenance: Mail processing equipment (MPE) specialists and/or electronics technicians (ETs) in local sites.
- MTSC: Norman, Oklahoma, help desk (1-800-366-4123) and ET-10 support, such as:
 - Equipment specialist referred from the MTSC.
 - Engineering software design specialist referred from the MTSC or an equipment specialist.

CFS Functional Processes

3-1 Keying Functions

3-1.1 Change of Address Entry (Data Maintenance)

3-1.1.1 Objective

The objective of change of address entry, or data maintenance, is to accurately enter Form 3575 data at the NMT or FFT workstations prior to processing CFS mail. Forms 3575 are completed by the customer or delivery unit personnel when customers move. This process can be completed manually or electronically using a Form 3575.

3-1.1.2 Process

3-1.1.2.1 Manual Form 3575 Completion

When a customer submits a Form 3575 manually, it is to be recorded at the delivery unit of the old address, verified for accuracy, initialed, and then submitted to the CFS unit for entry into the database. At the CFS unit it is processed as follows:

1. The CFS operator either manually enters or scans the Form 3575. The manual process consists of assigning an extraction code (consisting of the first four letters of the last name or business name and the last three digits of the old address) to the COA and entering the COA information into the CFS database on an NMT or FFT.
2. After the information has been entered or scanned, the system generates a new address label that must be verified and affixed to the Form 3575.
3. After the data is entered, the Form 3575 is then returned to the delivery unit of origin for verification and filing.

4. The CFS unit transmits the COA information electronically to the NCSC in Memphis, Tennessee, where it is stored in a national database.

When appropriate, supervisors:

- Verify that clerks have encoded additional extraction codes to ensure keying accuracy.
- Verify that clerks have entered all Forms 3575 for each ZIP Code before processing any mail for that ZIP Code.

3-1.1.2.2 **Electronic/Internet Form 3575**

Several options exist for customers to complete Form 3575 electronically, including Web sites accessed personally or via a mailing company and postage mailing centers. These electronic Forms 3575 are processed as follows:

1. The CFS unit receives them from the NCSC as a downloaded file.
2. Operators view these forms prior to accepting the COA into the database and then print each Form 3575.
3. The printed form is sent to the delivery unit for verification and filing.

3-1.1.2.2.1 **Form 3575 on MoversGuideonline**

MoversGuideonline has been added as a service to allow customers to complete Form 3575 electronically through the Internet. Customers who log into the online guide will be able to enter COA information and receive a printed copy of an authorization form to be used by the Postal Service. Form 3575 is accessible to the public at the Postal Service Internet site called the MoversGuideonline at www.usps.com/moversguide.

3-1.1.2.2.2 **Form 3575 at Postage Mailing Centers**

A limited number of postage mailing centers (PMCs) that provide the latest technology for customers to weigh, rate, and apply postage now offer customers the opportunity to submit COA orders. The terminal will accept an address change from any domestic address to any new

address. For example, a customer moving from Minnesota to Florida can use a terminal in Washington, DC, to file an address change.

Customers may use either an Electronic Change of Address (ECO) or the current hard copy Form 3575 to notify the Postal Service of a change of address. ECO provides added customer convenience and improved accuracy in our COA operations.

3-1.1.3 Customer Verification of Change of Address

3-1.1.3.1 Confirmation Notification Letter

The confirmation notification letter (CNL) was established for customers to verify their move-related information as entered by the Postal Service from the COA order submitted by the customer. The CNL is sent to the customer at the new address and is one of the first mailpieces that the customer receives at the new address. The CNL directs the customer to verify the following:

- That the COA order was authorized by the customer.
- Start date of the COA order.
- Whether the change is for an individual or for an entire family.
- Old address information.
- New address information.
- That mail is actually being forwarded to the new address.

The customer is provided with the telephone numbers of both the old Post Office that serves the previous address and the new Post Office that serves the new address.

3-1.1.3.2 Move Validation Letter

The move validation letter (MVL) was initiated to provide an additional safeguard against fraudulent submission of change of address orders. The NCSC receives the electronically transmitted change of address information and, immediately upon receipt, sends an MVL to the customer's old address.

The MVL is mailed using the exceptional address format (“[name of customer] or current resident”) to ensure that the mailpiece is not

forwarded to an address that might be a fraudulent forwarding address. Letter carriers are instructed to deliver the mailpiece only to the old address.

The MVL does not contain any new address information. It simply states to the customer that a COA order was filed with the Postal Service. The customer is also provided with a toll-free number to call if the COA was not authorized.

3-1.2 Letter Mail Processing

3-1.2.1 Objective

The MT is used to key letter mail. Operators assigned to this operation touch the mail only to clear jams or remove mailpieces.

3-1.2.2 Process

Letter mail processing is done as follows:

1. The operator enters the ZIP Code of the mailpiece(s) to be keyed. The ZIP Code is obtained from a header card loaded onto the “feeder” of the MT.
2. When a mailpiece appears in the “view” station of the MT, the operator keys the extraction code as well as the class of mail and any endorsement for the mailpiece.
3. When the mailpiece enters the “review” station, the system may request additional information, such as ACS code. The operator enters all requested information accurately and efficiently.

3-1.3 Flat Mail Processing

3-1.3.1 Objective

The FFT is primarily used to process flat mail. FFT operators physically set up, key, and disperse flats into specific tubs for further handling or dispatch.

3-1.3.2 Process

Flat mail processing is done as follows:

1. The operator keys the ZIP Code of the mailpiece. The ZIP Code is obtained from a header card placed inside of each flats tub.
2. The operator keys the extraction code as well as the class of mail and any endorsement for each mailpiece.
3. If the system requests additional information, such as ACS code, the operator enters all requested information accurately and efficiently.
4. The operator places the mailpiece over the labeling port so that the label is affixed to the mailpiece.
5. The operator distributes the mailpiece to the appropriate tub in the flats tub rack for additional processing or dispatch.

3-1.4 ACS Nixie Processing

3-1.4.1 Objective

The objective of ACS nixie keying, or electronic nixie notification, is to process mail that cannot be forwarded or delivered as addressed. The ACS program processes the bundled mail without any reference to the COA database. It generates labels and publisher notification records for transmission to the NCSC.

A nixie mailpiece is mail that is undeliverable for reasons other than a customer move. ACS nixie mail uses the ACS participant code and keyline for electronic notification of nondelivery as well as for providing the reason for nondelivery.

3-1.4.2 Process

ACS nixie mail is received from delivery units. Delivery unit employees identify ACS-qualified nixie mail from the carrier throwback case, bundle it, mark it with the reason for nondelivery, and submit it to the CFS unit. It is processed as follows:

1. When the CFS unit receives this type of mail, the operator selects **Nixie** from the CFS menu screen. ACS nixie mail may be processed on FFTs, MTs, or NMTs.
2. The screen then prompts for a zone. The operator enters the ZIP Code of the address on the mailpiece.

3. At the prompt for return code, the operator chooses and enters one of the reason-for-return codes.

Note: *Currently available codes are:*

A – Attempted — Not Known	N – No Such Number
B – Returned for Better Address	Q – Not Deliverable As Addressed
D – Outside Delivery Limits	R – Refused
E – In Dispute	S – No Such Street
I – Insufficient Address	U – Unclaimed
L – Illegible	V – Vacant
M – No Mail Receptacle	X – No Such Office

4. At the prompt for mail code, the operator enters the ACS participant code, the class of mail, and any optional endorsement codes.
5. The system generates a label, and the operator places the mailpiece at the label port to affix the label on the piece of ACS nixie mail.
6. The operator then dispatches it as the label indicates.

3-1.5 Speech Recognition Processing

3-1.5.1 Objective

The objective of speech recognition processing is to provide an optional method that will allow injured employees who have medical restrictions and can perform little or no keyboarding to process mail. Productivity rates attained in speech recognition processing are much lower than productivity rates attained by keying; therefore, use the speech recognition process to augment rather than to replace the keying operations. Local management determines the feasibility of using this process at each CFS unit.

3-1.5.2 Process

Although no actual keyboarding is performed, the result of speech recognition processing is a printed label. Speech recognition can be used on MTs, FFTs, and NMTs that have been equipped for the process. Letters, flats, and Forms 3575 can be processed using speech recognition software.

Employees assigned to terminals equipped with a speech recognition program follow the procedures outlined for mechanized keying, flats forwarding keying, or data maintenance except that all keyboarding is replaced by speech encoding.

3-2 Keying Support Processes

3-2.1 Mail Preparation

3-2.1.1 Objective

The objective of the mail preparation operation is to separate the different categories of mail received at the CFS unit. This allows for accurate recording of volume used in order to project workhours. It also facilitates the most efficient movement of mail through the CFS unit. Employees assigned to mail preparation ensure that mail is processed on a first-in/first-out basis.

Some CFS units use a system in which delivery units submit Forms 3575 and all mail corresponding to the COA information together as COA/entry mail. Other CFS units use a system in which employees assigned to mail preparation are responsible for ensuring that all Forms 3575 for a ZIP Code are entered before any mail for that ZIP Code is keyed.

3-2.1.2 Process

Mail preparation is done as follows:

1. Employees assigned to mail preparation apply color code and time of receipt to each piece of mail conveyance equipment and then break down each container for CFS processing as follows:
 - Forms 3575 (and entry mail, if applicable).

- Machinable letters.
 - Nonmachinable letters and flats: small periodicals, mail enclosed in plastics, letters and “chunks” over 1/2-inch thick, and letters longer than the width of the tray.
 - Large parcels.
 - ACS nixie mail.
 - Mail intended for the mail recovery center (MRC) if applicable.
 - Forms 3849.
 - Missent mail.
2. Employees then distribute mail to designated staging areas (conveyor belts, ramps, racks, etc.), and return to the mail preparation area to stage empty equipment.

3-2.2 Load/Sweep Operation

3-2.2.1 Objective

The objective of the load/sweep operation is to ensure that mail is supplied to and removed from the MT so that assigned operators can simply key without stopping to load and sweep mail.

3-2.2.2 Process

The load/sweep operation can be separated into two distinct processes consisting of the following steps:

- Loading the MT with mail to be processed:
 1. Tamp and tap mail in the jogging tray attached to the MT to straighten it for ease of movement through the MT.
 2. Fine-cull mail, removing Forms 3575, plastics, chunky pieces, etc., and placing them in a tray to be processed as nonmachinable mailpieces.
 3. Place header cards preceding zone mail when loading.

- Sweeping the MT after mail has been processed:
 1. Monitor MT sort bins and sweep them when they are about 75 percent full.
 2. Move labels as necessary on mailpieces for automated 3547 processing (bin 3).
 3. Sort and stage letters for further manual processing (bins 3, 5, 6, and 7).
 4. Move trays of MT-processed mail when they are full to designated staging areas (bins 1, 2, and 4).

3-3 Additional Support Processes

3-3.1 3547 Processing

3-3.1.1 Objective

The objective of the 3547 process is to provide the mailer with a photocopy of a mailpiece that shows both the old address and the new address label. Mailers may request, through ancillary service endorsements, notice of a customer's change of address.

3-3.1.2 Manual 3547 Process

The Postal Service provides a photocopy of the mailpiece that shows both the old address and the new address label when an ancillary service endorsement is used on First Class Mail or Standard Mail pieces or when requested as an ancillary service. The photocopy is used in lieu of a Form 3547 postal card that is returned to the mailer. Mailpieces that contain address correction data on the label will include the words "3547" or "3547D." (3547D indicates that the mailpiece is discarded, instead of being forwarded, after photocopying in accordance with the mailer's choice of endorsement.)

3-3.1.3 Automated Program Process

The automated 3547 program was designed to process address correction mail more efficiently by reducing handling and to reduce delivery time of forwarded mail and address correction requests. This process is done as follows:

1. Address correction labels are affixed to the mailpieces.
2. The address correction mailpieces are reviewed by an employee assigned to load/sweep who obscures all original barcodes and repositions CFS-forward labels that cover the original addresses.
3. The mailpieces are then processed through an MLOCR with an input subsystem (ISS).
4. Images of the address correction mailpieces are retrieved from the subsystem, downloaded to a processor, and laser-printed onto card stock to create a 3547 photocopy (in lieu of Form 3547).
5. After imaging, the live mailpiece is sent to the barcode sorter (BCS) for processing.

3-3.2 Form 3579, Notice of Undeliverable Periodical, Processing

3-3.2.1 Objective

The objective of the Form 3579 process is to provide a CFS-generated notification to the mailer (when hard copy notification is required) that shows both the customer's old address and the new address label. The Postal Service forwards periodicals free of charge for a period of 60 days. Forms 3579 must be processed in the CFS unit within 7 days of receipt.

3-3.2.2 Process

Processing of Forms 3579 by CFS employees includes several tasks:

- Tearing covers off periodicals that have Form 3579 labels affixed to them.
- Sorting these covers alphabetically.

- Casing the covers and mailing these covers (in self-sealing envelopes) to publishers.

In order to avoid delayed Forms 3579, a suggested format for sortation case follows:

Days of the Week	Alpha Range
Saturday	A–E
Monday	F–K
Tuesday	L–N
Wednesday	O–R
Thursday	S–Z
Friday	Major Mailers

The CFS unit supervisor or manager can determine the alphabetical split that works best for each particular CFS unit. The alphabetical split should be based on an equal distribution of workload each day and is processed weekly.

3-3.3 Optional Bypass Form 3579 Processing

3-3.3.1 Objective

Bypass Forms 3579 are non-ACS qualified periodicals with a specific reason for nondelivery (i.e., insufficient address, no such number, etc.). Bypass Form 3579 processing is an optional program that may be either completed in the delivery unit or in the CFS unit based on local management discretion. CFS units may process Bypass 3579s as a service to the delivery units they serve and to centralize and consolidate the mailing of Forms 3579 to mailers.

The benefits are improved commitment to turnaround, greater capability to collect revenue by sending the Forms 3579 to postmaster accounts, opportunity to capture mishandled ACS nixie periodicals, improved labor investment, uniform processing and rating, and better monitoring and managing of service commitments.

Bypass 3579 workhours should not be charged to CFS productivity operations; they are assigned to labor distribution code (LDC) 048.

3-3.3.2 Process

The process for Bypass Forms 3579 is the same as in 3-3.2.2.

3-3.4 Dispatch

3-3.4.1 Objective

The objective of the dispatch operation is to ensure that the various categories of mail are kept separated and are dispatched to mail processing operations in order to ensure maximum use of automation.

3-3.4.2 Process

Dispatch processing is done as follows:

1. An employee assigned to dispatch sweeps all available mail from mail conveyance equipment at dispatch times.
2. The employee places the mail into general-purpose mail containers (GPMCs), or other conveyance equipment as appropriate, and dispatches it to the dock or other designated dispatch area.

All available mail must be dispatched at specific times to provide the best possible customer service and ensure a timely turnaround of product. Dispatch time frames should coincide with the operational window of both CFS and mail processing operations.

Employees are also assigned to sack rack dispatch, which provides a means to return No Record mail and COAs to delivery units. The employees:

1. Hang sacks.
2. Insert destination tags.
3. Distribute mail.
4. Dispatch the sacks.

3-3.5 Postage Due

3-3.5.1 Objective

The objective of the postage due process is to weigh and rate postage due mail. This process may be performed in plant operations or by a window clerk in a delivery unit. If it is handled in the CFS unit, the employee must be paid at the PS-05 level for the hours spent rating postage due mail. All employees assigned to this process should be trained by a qualified technician.

3-3.5.2 Process

Employees should be provided with the most efficient equipment, such as electronic scales, the current postage due rating, and zone charts for rating purposes. In addition, these employees must be provided with current information regarding weighted factor fees. Employees use the equipment to weigh and determine the rate of postage due on each mailpiece.

3-3.6 Waste Verification and Recycling

3-3.6.1 Objective

The objective of the waste verification process is to ensure that only properly identified waste mail is actually disposed of as outlined in the DMM and the *Postal Operations Manual (POM)* or placed in recycling. The objective of the recycling process is to identify and separate various categories of waste mail in order to benefit the environment and generate revenue.

3-3.6.2 Process

Many CFS sites are now involved in recycling programs. Generally:

- Waste mail is staged in mail conveyance equipment and must be verified before disposal or recycling. Any employee may be designated to perform the secondary verification process.
- All waste mail needs to be separated according to standard operating procedures of local recycling procedures.

- Some CFS sites are also involved in the charitable magazine program. This program provides for the donation of general-interest periodicals to selected organizational applicants.

Reminder: Postal Service employees must not read or use mail for any purpose. The sanctity of the mail must be maintained at all times.

3-3.7 Dead Mail Processing

3-3.7.1 Objective

The objective of dead mail processing is to identify mail that was deposited in the mail that is or has become undeliverable and cannot be returned to the sender from the last office of address.

3-3.7.2 Process

Dead mail is to be sent to the nearest MRC for final processing or disposal. For additional information, see Section F of the DMM.

3-3.8 Signature Capture Process — OSW

3-3.8.1 Objective

The objective of the signature capture process (which is done using the OSW) is to maintain signature records in an electronic file without having to store paper receipts. Historically, signature records have been filed manually. The addition of a barcode to the Form 3849 allows signatures to be captured and stored electronically by using the barcode as a reference. Retrieval of signatures is quick and easy. This feature allows the Postal Service to provide faster service to our customers.

3-3.8.2 Process

When a carrier or window clerk delivers a mailpiece requiring a signature, he or she scans the mailpiece with a delivery confirmation scanner, obtains a signature on a barcoded Form 3849, and then scans the barcode from the Form 3849. The Form 3849 is forwarded to the designated CFS unit where it is processed as follows:

1. A CFS employee loads the barcoded Forms 3849 into the OSW, where the images are scanned and then temporarily stored in CFS for 7 days.
2. These images are then automatically transmitted to an upscale Intelligent Immigrated Management System (IIMS) computer.
3. Postal Service personnel can view and print local end of run reports and can also view and print management reports generated by the Postal Service mainframe computer.

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CFS Unit Manager or Supervisor General Duties

The primary responsibility of the CFS unit manager or supervisor is to effectively manage the operations that provide forwarding, return, and address correction services to Postal Service customers. The CFS unit manager or supervisor is also responsible for managing the following areas:

- Unit operating plan.
- Unit performance.
- Employee performance.
- Time and attendance.
- Management reporting.
- Customer service.
- Safety.
- Environment.

4-1 Unit Operating Plan

4-1.1 Contents of Unit Operating Plan

Every CFS unit manager must prepare a detailed operating plan that provides step-by-step procedures for all CFS unit operations. The information should be placed in a binder or file and be readily available in the CFS unit. This plan should be updated yearly and include the following information:

- a. CFS Site Reference Sheet that includes:
 - Site information (manager's name, address, and phone numbers, etc.).

- Current staffing (assigned complement).
 - CFS unit operational information about hours of operation, maintenance requirements, etc.
 - Mail arrival information about time and percent of mail arrival.
 - Unit hardware information about the type of equipment.
- b. List of the contact names and phone numbers of CFS “Line of Sight” Advisory Board members.
- c. Unit layout and floor plan.
- d. Employee Staffing Plan by tours that lists average daily staffing by positions for each tour.
- e. Supervisor SOPs that list responsibilities by tour; the CFS manager should document what each supervisor is expected to do.
- f. Contingency Plan that is prepared by the unit manager and documents the procedures for the following:
- Emergency action plan to implement for a power failure or acts of God.
 - FCS daily requirements and what to do if a problem occurs.
 - Emergency Evacuation Plan.
- g. Standard work instructions, which are the unit’s operating work instructions by function. These are tools for the supervisor to use to improve unit and employee performance.

Several of these tools mentioned above will be available at http://blue.usps.gov/delivery/cs_cfs_toolkit.htm.

4-1.2 Mail Arrival Profile

The daily pattern of mail arriving at CFS units by time of day and by volume constitutes the unit’s mail arrival profile (MAP). The CFS manager or designee is responsible for maintaining a current copy of the MAP. A change in transportation schedules and/or a significant change in mail volume would require a new MAP to be completed.

The standardized MAP template all CFS managers must use is located at http://blue.usps.gov/delivery/cs_operations.

4-1.3 Operational Window

The operational window, or hours the CFS unit is staffed, *should* be based on your MAP in conjunction with staffing analysis and equipment availability. This window should align with mail processing's critical entry times (CETs) for CFS mail.

4-1.4 Scheduling and Staffing

The CFS unit supervisor or manager must decide how many employees are needed to process the mail through the CFS unit. Each district should maintain a CFS employee register to meet the unit's foreseeable needs.

The CFS unit supervisor or manager should design the unit's tours of operation around the scheduled mail arrival and the number of workstations. The manager should base work schedules on the current rotation regulations, the unit's hours of operation, and the unit's present overall keying rate.

When developing employees' schedules, ensure that you are complying with the National Agreement and the Local Memorandum of Understanding that apply to each employee. Keys to effective staffing and scheduling follow:

- Properly balance scheduling and staffing with available mail volume and mix of equipment. This contributes to smooth processing, efficient operations, and satisfactory customer service.
- Rotate employees through all CFS operations to provide a well-rounded workforce.
- Rotate employees through breaks and lunch to ensure that all machines are staffed and running at all times.
- Periodically observe operations during low volume periods to identify opportunities to save workhours.

Staffing and scheduling tools are available at http://blue.usps.gov/delivery/cs_operations.

4-2 Unit Performance

4-2.1 Budget

If given the opportunity to participate in the budget process, to be able to provide valuable input, be well prepared and knowledgeable about the CFS processes. Many factors can affect CFS overall operational productivity, thereby affecting plan workhours. Some of those factors include:

- *Changes in mail mix (percentage of MT volume to total volume)* — If the percent of nonmechanized mail is increasing, then overall site productivity will decrease. Conversely, if the percent of nonmechanized mail is decreasing, then overall site productivity will increase.
- *Injury impact* — If employees are injured on the job and are in limited-duty status but still performing CFS work functions, overall site productivity will be affected negatively because of the number of lost keying hours involved and/or skills affected by medical limitations.
- *Increases in ACS mailpieces, ancillary service endorsement mailpieces, and ACS nixie mailpieces* — Substantial increases in the average number of keystrokes per CFS mailpiece reduces productivity.
- *Staffing issues* — Hiring of casual and/or transitional employees in lieu of career employees requiring probationary evaluations affects a CFS unit's ability to successfully train and maintain a skilled workforce.
- *Training issues* — The learning curve associated with CFS operator development is quite lengthy (6 to 12 months); the highly recommended use of on-the-job instructors also reduces productivity.
- *CFS site relocation* — If a site is scheduled to be relocated, the result is many nonproductive workhours due to the relocation project.

4-2.2 Mail Condition Monitoring and Reporting

Managers are responsible for monitoring and reporting mail conditions to provide the best possible service to customers who have moved. CFS mail must be processed within 24 hours of receipt. Color codes are used to identify the sequence in which the mail must be processed in the CFS unit. Mail that has not been processed within the 24-hour window must be reported as “delayed.”

See the CFS goals and targets (MS Word file) located at http://blue.usps.gov/delivery/cs_cfs_top_page.htm.

4-2.2.1 Color-Coding Mail

The color-code policy on CFS mail is used to emphasize same-day processing of all forwardable mail, to prioritize workload, and to provide a consistent process for all CFS units. Color codes are used to enhance same-day processing of all mail, with concentration on processing host city mail on the day of receipt.

Mail is to be color-coded by either the delivery or CFS unit (each area should select the method for all districts to ensure consistency). The color for each day is based on the day the carrier prepared the mail for dispatch to the CFS unit. The CFS unit color-codes mail received in the unit without color codes.

Mail ready for delivery (which should be dispatched to the CFS unit the same day) is color-coded as follows:

- Monday = Blue
- Tuesday = Orange
- Wednesday = Green
- Thursday = Violet
- Friday = Yellow
- Saturday = Pink

Color codes must stay with all mail until the CFS unit has dispatched it.

Mail available to the CFS unit when it opens will most often be color-coded for the previous day, except known discrepancies such as Sundays and holidays.

4-2.2.2 Delayed Mail Reporting

Without regard to color code, CFS units are to report all mail as delayed if it is not processed within 24 hours of receipt. **The only exception is mail processed by the Form 3579 operation.**

Each CFS unit must prepare a mail arrival profile for all mail received for processing. Mail containers will be labeled or stamped by CFS personnel with the time mail is available to the CFS unit. The mail arrival profile can be used when observation is not possible (for example, when mail is received while the CFS unit is closed). The truck's arrival time is to be used for those offices that routinely receive mail after the CFS unit is closed.

If a unit consistently experiences delays or cannot process at least 80 percent of the mail on the day of receipt, the following factors may need to be considered:

- Are the delivery units dispatching CFS mail at the proper time?
- Are the CFS unit operating hours based on the MAP?
- Are the cutoff times with processing and distribution plants efficient and correct?

4-2.2.3 Unworked Mail

If not in a delayed mail status, unworked mail is the volume of CFS mail that is carried over from one processing day to the next within the 24-hour processing requirement. If in a delayed status, unworked mail is the sum of the undelayed mail carried over from one processing day to the next (within the 24-hour processing requirement) and the delayed mail (mail that has exceeded the 24-hour processing requirement).

4-3 Employee Performance

4-3.1 General Responsibilities

Postal Service policy on employee training is set forth in the *Employee and Labor Relations Manual* (ELM). Managers and supervisors direct, observe, and evaluate employees to ensure that they perform their jobs efficiently and safely. All managers and supervisors are responsible for training Postal Service employees, specifically:

- Ensuring that employees under their jurisdiction are promptly trained to perform their jobs.
- Meeting the needs of the organization and individual employees and identifying and providing other training.
- Planning and coordinating the training of their employees with the appropriate postal employee development center (PEDC), if applicable.
- Providing on-the-job instructors to facilitate the training process, as appropriate.
- Following up to ensure optimum and appropriate use of acquired knowledge and skills after the employee has been trained.

The keys to sound supervision are as follows:

- Set what the employee is expected to do and follow through to check that he or she is doing it.
- Observe and evaluate the performance of employees daily.
- Recognize and address performance, both positive and negative.
- Be aware of an employee's reporting time.
- Ensure that employees start work promptly after clocking in.
- Periodically observe employees at work to determine the quality and quantity of their work.

4-3.2 Employee Evaluations

4-3.2.1 Performance Evaluations

The ELM contains detailed information on Postal Service policy regarding employee performance evaluations. Each supervisor determines and communicates to employees what is expected of a satisfactory employee in terms of the following:

- Quality of work.
- Quantity of work.
- Manner of performance (such as relationships with coworkers, work methods, and habits).

4-3.2.2 Informal Evaluation

Informal evaluation is based on the daily observations of the supervisor and is characterized by the absence of prescribed forms and written instructions. It is part of the supervisor's daily obligation to make effective use of available human resources and to give individual encouragement and/or correction. The supervisor is responsible for regularly evaluating employee performance regardless of whether or not formal evaluation systems are prescribed.

4-3.2.3 Outstanding Performance

Managers must analyze the work methods of outstanding employees to see if their methods are more efficient or effective than other methods in use. If an employee's performance is outstanding, the supervisor may recommend the employee for a spot award, special achievement award, or a quality step increase.

4-3.2.4 Unsatisfactory Performance

The manager or supervisor is responsible for addressing and correcting unsatisfactory performance. Contact the appropriate Human Resources office for assistance, if necessary.

4-3.2.5 Positive Supervision

Commending an employee's good performance is one of the best ways to improve a unit's performance. It reinforces such performance and makes it likely to be repeated. Positive supervision is far more effective than criticizing deficiencies while never praising quality. However, in order to be effective, make sure the praise is deserved.

4-3.3 Suggestions for Training New Employees

Invest as much training in a new-hire employee as possible during the probationary period. The dividend to you will be a more knowledgeable, qualified employee with a positive attitude. Although your unit will suffer a temporary loss of productivity while using on-the-job instructors, you will gain a more cohesive, efficient unit in the long term. Train all clerks on all functions performed within the unit.

Ensure that new-hire employees are provided with computer access to functional equipment for proper evaluation by the manager or designee and necessary improvement of skills. If large numbers of employees are hired at the same time, you may need to schedule training during nonoperational or shorter-staffed times. A fairly quiet environment is also more conducive to training.

During the early stages of training, we suggest that all mailpieces processed by new employees be reviewed by the on-the-job instructor for accuracy and determination of proper mail classifications and mailer endorsements. Maintain consistency in the training curriculum and goals. Provide adequate feedback often and ensure that all feedback, including PS Form 1750, *Employee Evaluation and/or Probationary Report*, is based on facts and not opinion.

Provide expectations and objectives at the onset of the probationary evaluation period. These expectations should be reasonable and attainable while challenging the employee. Throughout the probationary period, maintain a detailed and thorough documentation of keying rates, accuracy levels, and job knowledge.

Form 1750 should be completed and discussed with each new employee in a timely manner. Employees should be made aware of all areas of concern and be provided with additional assistance when necessary. CFS supervisors should complete all official documentation and evaluations associated with training, even if the majority of information is received from an on-the-job instructor.

If it becomes apparent that an employee does not have the skills to become a cost-effective automated markup clerk, ensure that you have sufficient documentation to support that employee's removal. The probationary period is the best opportunity a supervisor has to remove an unsuccessful employee.

4-3.3.1 New-Hire Employees Probationary Objectives (Sample)

Probationary objectives for new-hire employees may include the following:

- *Attendance* — Should regularly attend and report to work as assigned.

- *Instructions* — Should follow all instructions from supervisors and trainers.
- *Attitude* — Should cooperate with management, trainers, and coworkers and maintain a positive attitude.
- *Goals* — Should strive to attain mechanized keying, flats forwarding keying, and accuracy goals; should show steady progress in all skills.
- *Job Knowledge* — Should develop a good understanding of mail classifications, mailing endorsements, and the proper handling of UAA mail.

4-3.3.2 **New-Hire Employees Probationary Task Goals (Sample)**

Set reasonable goals for mechanized keying performance, flats forwarding keying performance, and accuracy levels at 30-day, 60-day, and 80-day intervals. Thoroughly document performance levels throughout the probationary period.

4-3.3.3 **Documentation of Training**

The following documents should be totally completed for new employees:

- PS Form 2548, *Individual Training Record — Supplementary Sheet*, provides a complete record of an employee's training. Form 2548 can be found on the Postal Service PolicyNet web site at <http://blue.usps.gov/cpim/>; click on Postal Forms.
- Form 1750 provides a complete record of an employee's progress during the probationary period. This form may be obtained from the Material Distribution Center in Topeka, Kansas.

4-3.4 **Quality Control**

4-3.4.1 **Responsibilities**

Managers and/or supervisors should perform quarterly quality control checks on all employees in all operations to verify their accuracy, work practices, and performance. All employees who fail the goals must be

checked each accounting period (AP) or month until they reach the goals. Managers must do the following:

- Establish an operation plan for quality control for each operation in the unit.
- Check all employees in all operations during each quarter. The goals for keying speed are kept up to date on the Customer Service Operations web site. The goal for accuracy (checked manually by the supervisor) is 98 percent.
- All employees who fail any goals must be checked at least once every AP or month until they achieve all the goals.
- Create and keep a quality control log on each operator for a minimum of 1 year.

4-3.4.2 Quality Control Tools

Managers and supervisors should use the following quality control tools:

- *Standard work instructions* — these work instructions are documented best practices used by the manager or supervisor to observe and evaluate employees.
- *CFS Quality Control Log* — this log is used by the manager or supervisor in conjunction with the standard work instructions to document employee performance.

These tools can be found on the Customer Service Operations web site at http://blue.usps.gov/delivery/cs_operations.

4-4 Time and Attendance

4-4.1 Timekeeping

Managers, supervisors, or designees are responsible for properly maintaining all employees' time records. Managers should use Handbook F-21, *Time and Attendance*, and Handbook F-401, *Supervisor's Guide to Scheduling and Premium Pay*, as reference guides. In addition, managers and/or supervisors must:

- Control employee access to time cards or badges.

- Require employees to clock in or out according to assigned schedules.
- Respond in a timely manner to requests for leave (approve or disapprove) and properly input all leave.
- Input schedule changes.
- Verify and approve the unit's clock rings.

4-4.2 **Leave Schedules**

When developing employees' leave schedules, follow the procedures in the National Agreement and the Local Memorandum of Understanding that apply to each employee.

4-4.3 **Attendance Control**

Management is responsible for controlling attendance within the operation. Regularly use PS Form 3972, *Absence Analysis*, to analyze each employee's attendance. Make sure that you comply with the National Agreement and the Local Memorandum of Understanding that apply to an employee when taking appropriate actions to control attendance.

4-5 **Management Reporting**

The following reports and program are required to be completed daily:

- PS Form 3925, *Daily Address Information Operations Analysis*.
- The Customer Services Daily Reporting System (CSDRS) is updated daily with unit mail conditions and provides various reports.
- Employee Daily Work Assignment Sheet.
- Delayed Mail Report (if applicable).
- Work Analysis Report.
- COA Database Prints.
- OSW Mismatched Mailpiece Report.
- OSW Unmatched Signature Report.

- OSW End-of-Run Summary Report.

The following reports may be completed and maintained as required:

- No-Record Report.
- CFS Daily Report.
- Mail Arrival Profile.
- Historical Volume Profile (this information is maintained in the FCS).
- CFS Quality Control Log.
- Flash Report (weekly or for each AP).

A variety of reports are available to CFS unit supervisors and managers through the FCS. Descriptions of the most commonly used reports follow.

4-5.1 **Form 3925**

Form 3925 allows the CFS unit supervisor or manager to enter and transmit statistical data to the NCSC. Although the majority of entries are self-explanatory, the following sections clarify some data entries.

4-5.1.1 **General**

All reported workhours must be based on assigned times only. Use PS Form 2345, *Personnel Workhours — FON*, or equivalent workhour allocation form to determine assigned task workhours. The integrity of statistical data is inherent on accurate reporting of assigned workhours.

All CFS task hours (including preparing, keying, and dispatching CFS mail as well as 3579 and 3547 processing) must be reported on the Form 3925 even if they are worked by light- or limited-duty personnel.

District finance units may provide same period last year (SPLY) and plan information for sites. Guidelines for determining budget hours will be established in a standard work instruction located at http://blue.usps.gov/delivery/cs_cfs_toolkit.htm.

4-5.1.2 Plan Hours

Plan hours are developed from an established base, incorporating projections for the amount and rate of increase or decrease of workhours and workload for the unit using knowledge of what is scheduled to occur during the next fiscal year. Guidelines are provided by higher level management (projected percentage volume increase, etc.). Total plan hours for the fiscal year must agree with the allocated budget hours. Enter that total in the plan total unit hours.

Determine projected mail volume workload by taking last fiscal year mail volume total and multiplying the total by the percent of increase or decrease expected in workload volume for the coming fiscal year. (Compare prior fiscal year total mail volume to previous fiscal year total mail volume to determine increase or decrease trend.) Then use a realistic goal for overall productivity and divide the projected mail volume by a realistic productivity goal.

Example: Prior fiscal year total mail volume processed was 14,623,560 pieces. Mail volume has demonstrated a consistent increase of 2.0 percent (determined by comparing prior fiscal year to its previous fiscal year mail volumes). The unit's overall productivity for prior fiscal year was 280 pieces per hour (pph). The site has documented a 5 percent increase in keystrokes per mailpiece, and a few employees have developed medical problems which place them in limited- or light-duty status. A realistic overall site productivity of 275 pph has been determined.

Therefore, to find yearly workhours:

$14,623,560 \times 1.02$ (representing 2 percent volume increase) =
14,916,031 (projected mail volume).

Divide 14,916,031 by 275 pph = 54,240 workhours planned for the next fiscal year.

Yearly plan figures are further broken down into individual time increments (AP, week) using the unit manager's knowledge of trends within a year, month, or week.

4-5.1.3 Plan Mail Volume

Plan mail volume is developed from an established base, incorporating projections for the amount and rate of increase or decrease of workload for the unit using knowledge of what is scheduled to occur during the next fiscal year. Guidelines are provided by higher level management (projected percentage volume increase, etc.). The plan volume is a projected throughput of mail on a daily basis.

Example: Projected total mail volume for planned fiscal year includes an anticipated 2.0 percent increase.

Multiply 14,623,560 (prior fiscal year mail volume) x 1.02 (representing 2 percent volume increase).

Plan Mail Volume = 14,916,031 mailpieces.

For tracking purposes, the yearly plan mail volume is broken down into weekly increments.

4-5.1.4 Support Hours

Support hours include total workhours that are considered items of a regularly occurring nature that directly support the CFS operations (e.g., breaks, mail and sack rack dispatch, and safety and service talks).

4-5.1.5 Other Hours

Other hours include total workhours charged to management talks, union business (other than steward time charged to union operation), medical issues, postage due rating, and on-the-job instructor hours.

4-5.2 Work Analysis Report

The Work Analysis Report provides a detailed summary of work activity for a single operator, a range of operators, or all of the operators at a CFS site. It includes hours worked on each program; idle time; number of keystrokes; pieces of mail processed; number of COA records added, modified, or deleted; and rate of productivity. It also totals these figures for hours worked in each program on the equipment. The work analysis can be based on daily, weekly, AP (four week), monthly, or yearly data. The report may consist of four or more pages with four basic page titles: NMT, FFT, MT, and TOTALS. If an operator works on only one type of

terminal (MT, NMT, or FFT), only the TOTALS page is generated. If an operator does not work on any of the terminals, a null report is generated.

By providing up-to-the-minute mail volume processed, the Work Analysis Report can be used to determine daily whether hours need to be decreased or augmented through the use of overtime. It can also be used to determine actual keying rates versus label generation rates and to reflect ineffective use of time assigned to each keying task. The Work Analysis Report is never to be used to determine MT keying hours, FFT keying hours, or NMT keying hours that are to be entered into the program for completing the Form 3925.

4-5.3 CFS Daily Report

The CFS Daily Report is a consolidated report that prints the statistics for a given day, for an AP, quarterly, or yearly. The CFS Daily Report contains two pages. Page 1 consists of computer hours and mail statistics. Page 2 consists of miscellaneous information, access by age of COA, and number of local forwards and nonlocal forwards.

Page 1 of the CFS Daily Report consists of three sections. The first section refers to database maintenance and includes information on the types of COA forms added (forwards, moved left no address (MLNA), temporary, box closed, or UAA) and provides the total number of COAs added. It also provides the number of COAs modified and the number of COAs deleted.

The middle section displays the volume and time spent on label requests, data maintenance actions, ECOAs, aligning labels, printing statistics, database prints, labeling 3579s, DM 3579s (database entry for publisher addresses), database scans, and nixies. It then shows the totals of the number of hours spent in all of the above operations.

The last section shows mail statistics. Mail is categorized by class, with subcategories for "ACS" in all classes and "UMF" (universal mailer file) and "MINOR" in Periodicals. The volume of mail for forwards, returns, 3547s, 3579s, postage due, waste, and no record for each class of mail is then displayed. A total of all mailpieces is also displayed in addition to the percent of mail.

Page 2 of the CFS Daily Report begins with some miscellaneous information, including volumes of duplicate extraction code encounters, unendorsed bulk business mail (UBBM), repeat key used, extraction code errors, order not effective, expired orders, and ACS keyline overrides.

The middle section of page 2 shows how many times and the percentage of times that COA orders were accessed based on the age of the COA order.

The final section of page 2 shows how many forwards, by class of mail, were local forwards and how many were nonlocal forwards.

4-5.4 **No-Record Report**

The No-Record Report can be generated daily, weekly, by AP, quarterly, or yearly. Delivery units often find the No-Record Report to be a helpful tool in their overall effort to reduce the amount of No-Record mail. It is important that every CFS unit supervisor or manager understand this report.

The report lists by zone and during a specified time period:

- Volume of UBBM keyed.
- Percent of UBBM keyed.
- Volume of No-Record mail keyed by class of mail.
- Total No-Record mailpieces keyed.
- Total mail volume keyed.
- Percent No-Record mail volume.

The data contained in the No-Record Report is read-only and cannot be altered in order to “credit” delivery units for CFS errors.

4-5.5 **COA Database Prints**

The database print program allows a CFS unit supervisor or manager to print the COA records for a particular zone. Three types of database printouts are available: formatted (eight COAs per page), landscape (55 COAs per page), and one COA per page. In addition, options are available to print Post Office Box only, alphabetical portions of the zone database, and individual carrier routes within the zone. Carrier route

database printouts can be useful tools for a delivery unit to help control No-Record mail. Entries in the database printout include the following:

- Date report was generated.
- Zone.
- Seven-character extraction code.
- Customer name as entered in the data maintenance program.
- Old address as entered in the data maintenance program.
- New address as entered in the data maintenance program.
- Start date of the change of address.
- Expiration date if the change of address is temporary.
- COA information codes (such as individual, family, or business; permanent or temporary) as entered in the data maintenance program.
- All do not forward (DNF) codes (e.g., K for moved — left no address, G for box closed — no order).
- All alternate extraction codes entered in the data maintenance program.

4-5.6 **Customer Services Daily Reporting System**

The CSDRS is a delivery-unit-based system that provides data to all levels of management. To maintain data integrity, it is important that only local management personnel with first-hand knowledge of the operational situation input data into the system. First developed in 1992, CSDRS was designed as a quick, easy way to provide management with a snapshot of the daily condition of the mail. This snapshot is designated as that point in time when the carriers depart for the street and is idealized as 10:30 a.m. CSDRS has evolved into a powerful management tool capable of providing useful decision-making data at the local, district, area, and Headquarters levels.

At the district level and area level, the program provides various summary reports based on the data received from each CFS unit. The CSDRS program automatically transmits submitted data to the appropriate Web server. The CSDRS data collected by the Web servers is shared with the Web Executive Information System (WebEIS).

In the new Web version of CSDRS, daily information is retained in its daily form for a fiscal year after the data has been initially provided in the Web format. Also, data may be downloaded in an Excel format so that individual users may generate and populate their own specific reports to satisfy local needs. In this manner, Excel may be used as a report generator when the Web-enabled reports are not adequate or specific enough.

Important: *The CSDRS data is being analyzed at every level of management. Incomplete and/or inaccurate data can lead to the wasted expenditure of time, money, and resources and cannot be tolerated. Every person entering CSDRS data should treat that data entry with the same strict reporting procedures used with Postal Service accounting systems. Unit supervisors, station and branch managers, and postmasters are accountable for the accuracy of data entered into CSDRS. The Postal Inspection Service can and will monitor this compliance.*

The CSDRS guidelines and definitions can be found on the web site at http://blue.usps.gov/delivery/cs_operations.

4-5.7 Flash Report

The Flash Report is a weekly report consisting of a compilation of hours and volumes by finance number and by LDCs. It is a quick overview of important factors pertaining to payroll data within a finance number. CFS unit involvement in flash reporting is dictated by local management. The Flash Report is not specific to any CFS site.

4-6 Customer Service

4-6.1 External Communications

CFS unit supervisors and managers occasionally communicate with external customers, including mailers and private sector customers. It is imperative that all customer contact be conducted in a professional, courteous manner.

4-6.1.1 **Telephones**

When telephone calls are received in the CFS unit, always follow these procedures:

- Identify yourself and the unit.
- Be courteous.
- Answer all questions promptly; try not to transfer calls. (If an answer is not available, get the caller's name and number and return the call as quickly as possible.)

4-6.1.2 **Correspondence**

When customer correspondence is received in the CFS unit, answer all communications promptly and courteously and meet all due dates.

4-6.2 **Internal Communications**

CFS unit supervisors and managers must maintain a good working relationship with many other Postal Service (internal) operations including Transportation, Plant Operations, and delivery units.

4-6.2.1 **Transportation**

The CFS unit supervisor or manager must establish a contact person(s) in the local Transportation unit to assist with timely receipt of CFS mail and any changes to the schedule of the operational window.

4-6.2.2 **Plant Operations**

The CFS manager or supervisor must maintain communications with local Plant Operations to ensure timely processing of CFS mail, communicate processing changes with each other, and keep informed with changes to Plant Operations CET.

4-6.3 **Delivery Units**

The CFS unit supervisor and manager must maintain constant contact with delivery units. The CFS unit is responsible for ensuring that delivery units have the tools (i.e., zone header cards, COA pouches, facing slips, etc.) to properly prepare CFS mail. CFS management must also train delivery unit personnel regarding CFS mail preparation, No-Record mail

control, and ACS nixie recognition and submission. In addition, the CFS unit serves as support for delivery units to check the status of COA orders and to provide source data such as No-Record Reports and carrier route data prints.

4-6.4 **Delivery Unit Compliance**

Delivery units are responsible for correctly segregating and identifying mail dispatched to CFS units for processing. The failure of delivery units to adhere to proper procedures creates additional workhours in the CFS unit, potentially delays mail, and affects customer satisfaction.

CFS unit supervisors and managers should create quality control reports and make them available to designated recipients (e.g., delivery unit managers, postmasters, or managers of Operations Programs Support) in accordance with local policy.

The following are suggested areas subject to quality control measurement:

- No-Record Report.
- Mail preparation and mail dispatch standard operating procedures.
- ACS nixie daily submissions.
- Form 3849 daily submissions and check for completion and accuracy.

4-7 **Safety**

The CFS unit supervisor or manager is responsible for ensuring that the workplace environment is safe and that safe work practices are followed. The manager and supervisor are responsible for making employees aware of their responsibilities, encouraging safe practices, and correcting employees who do not follow those practices. The manager and supervisor also ensure that all work areas are free of potential hazards and post all necessary signs warning employees of such hazards.

4-7.1 **Safety Talks**

Weekly safety talks are an excellent time to review and encourage proper safety practices. Documentation of the safety talk topic, date, time, and a list of employees in attendance must be maintained for 2 years.

Note: The manager or supervisor must provide employees not present with the standup talk upon their return to duty, and must document that they have received it.

4-7.2 **Observation of Safe Work Practices**

Observations of safe work practices reports are to be completed on a regular basis as required by local management. Employees are to be observed in the performance of their duties, and feedback is to be provided to the employees regarding their safe work practices. If an employee is observed working unsafely, the supervisor is to immediately stop the employee's unsafe work practice and demonstrate the safe procedure.

4-7.3 **On-the-Job Safety Analysis**

Each CFS unit manager is responsible for completing PS Form 1783, *On-the-Job Safety Review/Analysis*, (or JSA forms), for each specific job task within the CFS unit. The JSA must be used as a training tool when an employee is introduced to a new task.

4-7.4 **CFS Equipment**

Any machine can be dangerous if the operator does not know how to use it safely. The CFS unit supervisor or manager is responsible for ensuring that all employees are aware of the location of emergency stop switches on all machinery. Ensure that all employees are trained in the safety features of each piece of equipment, and that no safety feature function is removed or obstructed.

MTs, FFTs, and OSWs are equipped with a safety interlock system that removes power from the transport circuitry. The interlock protects the user from the possibility of the transport running whenever the user panels are open. Ensure that these safety interlocks are not overridden.

4-7.5 Repetitive Stress Disorder

A repetitive stress disorder (RSD) can be defined as a pain or injury resulting from a recurring action or actions. Tendinitis and carpal tunnel syndrome are RSDs that can be caused and/or aggravated by repetitive motion tasks.

RSD injuries can have far-reaching effects on employees, ranging from physical pain or disability to emotional problems that are suffered both on and off duty. The effect on operations is extensive, too. As keying hours may be shifted to the healthy workforce, less variety and rotational opportunities may become available for both injured and uninjured employees. Overtime hours become the burden of the healthy workforce, productivity losses occur, and unit morale may suffer. The financial costs to the Postal Service are great: lost work day injuries, sick leave costs, overtime costs to compensate for loss of productive employees, etc.

As CFS operations become more dependent on keying assignments, CFS unit supervisors and managers must look for ways to ensure safe working conditions for all employees and to prevent RSD injuries:

- Stress proper posture in work tasks.
- Provide ergonomic devices such as wrist rests, footrests, ergonomic chairs, etc.
- Consider an ergonomic exercise program.
- Consider creating a 1-hour lunch period to provide an extended period for rest and/or stretching other muscles.
- Ensure that all operational equipment is fully functional.
- Consider 1-hour keying rotations instead of 2-hour rotations.

4-7.6 CFS Rotations

The CFS unit is a work environment supported predominantly by keying operations. The CFS unit supervisors and managers must be aware of the safety requirements that govern CFS keying operations:

- All CFS employees are rotated from keying operations every 2 hours for a 15-minute alternate task break. A 15-minute alternate task break can be an alternate nonkeying task or a scheduled rest break or lunch break.
- Employees must not be scheduled for more than 2 consecutive hours in the keying operation. However, if an employee takes a scheduled rest break after 2 hours, the supervisor can return the employee to the keying operation.

Every CFS unit supervisor or manager is responsible for ensuring that the CFS operation is a safe operation. Due to the increase of reported RSD injuries, it is incumbent on each CFS unit supervisor or manager to examine the rotation schedule currently used and improve it when necessary.

Most CFS sites rotate employees regularly through keying and nonkeying tasks. Many CFS sites also routinely alternate keying assignments. For example, an employee might enter COAs on an NMT for 1 hour, key on an MT for 1 hour, take a 15-minute rest break, key on an FFT for 45 minutes, key on an MT for 1 hour, and then take a lunch break. Because the MT, FFT, and NMT are used for keying tasks involving various automated and manual functions, they work different groups of muscles. Simply rotating the type of keying assignment can help to prevent RSD injuries.

4-8 Environment

4-8.1 Energy Conservation

Every Postal Service employee should conserve energy (turn off lights, close doors, etc.), but the CFS unit supervisor or manager has overall responsibility for ensuring that energy is not wasted. For more information on energy conservation, see Handbook MS-49, *Energy Conservation and Maintenance Contingency Planning*.

4-8.2 Housekeeping

The CFS unit supervisor or manager is responsible for ensuring proper cleaning and maintenance at the CFS unit. Inspect the workroom floor daily to ensure that proper housekeeping is being done. Refer to

Handbook MS-47, *Housekeeping Postal Facilities*, for guidelines on effective housekeeping.

Ensure that signs are posted that show the following information:

- Food and drink policy of the unit.
- Smoking is not permitted in the unit.

4-8.3 **Site Layout**

Try to arrange the following features to the best advantage:

- *Doors* — Every unit must comply with the Occupational Safety and Health Administration (OSHA) regulations with regard to ingress and egress.
- *Time clocks and badge readers* — Time clocks and badge readers should be conveniently located.
- *Equipment* — Sack and pouch racks and other dispatch equipment should be centrally located when practical. All excess equipment must be removed when not in use.
- *Supervisor and manager workstation* — The CFS unit supervisor or manager workstation should be located so that the entire unit can be observed, if it is practical. Ensure that room is available for the supervisor's PC, printer, telephone(s), and necessary file cabinets.
- *Workroom floor* — The workroom floor should be arranged to allow for an orderly flow of personnel, mail, and equipment.

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Appendix

Checklist of Postal Service References and Sources

Listed below are reference materials that will help you manage your CFS unit more effectively. Each source can be used to solve a specific problem in your unit. A more complete list of Postal Service references and resources can be found in Publication 223, *Directives and Forms Catalog*, and at our web site at http://blue.usps.gov/delivery/cs_operations.

Manuals

Administrative Support Manual (ASM)
Domestic Mail Manual (DMM)
Employee and Labor Relations Manual (ELM)
International Mail Manual (IMM)
Postal Operations Manual (POM)

Handbooks

HBKs AS-550-A and -B, *Paper and Paperboard Recycling Guide and Plan*
HBK AS-701, *Material Management*
HBK AS-709, *Credit Card Policies and Procedures for Local Buying*
HBK EL-812, *Hazardous Materials and Spill Response*
HBK EL-814, *Postal Employee's Guide to Safety*
HBK EL-903, *Agreement Between the United States Postal Service and the National Postal Mail Handlers Union, AFL-CIO, 2000–2004*
HBK EL-912, *Agreement Between United States Postal Service and American Postal Workers Union, AFL-CIO, 2000–2003*
HBK F-21, *Time and Attendance*

HBK F-401, *Supervisor's Guide to Scheduling and Premium Pay*

HBK M-41, *City Delivery Carriers Duties and Responsibilities*

HBK MS-47, *Housekeeping Postal Facilities*

HBK RE-4, *Standards for Facility Accessibility by the Physically Handicapped*

HBK RE-5, *Building and Site Security Requirements*

Management Instructions

MI PO-250-94-2, *Telephone Courtesy*

MI PO-160-2002-1, *We Want to Know*

MI PO-680-96-1, *FASTforward™*

Publications

PUB 8, *Address Change Service*

PUB 75, *Mover's Guide*

PUB 201, *Consumer's Guide to Postal Services & Products*

PUB 223, *Directives and Forms Catalog*

PUB 247, *Supply and Equipment Catalog*

Web Site Resources

CFS Advisory List

CFS Consolidation Package

CFS Goals and Targets for Fiscal Year

CFS Review Package

CFS Site Reference Sheet Template

Mail Arrival Profile (MAP)

Quality Control Log

Staffing and Scheduling Tools

Standard Work Instructions