UNITED STATES POSTAL SERVICE ™

AFSM 100

National Standardization Guide

AFSM 100

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March 13, 2001

To: Plant Managers, AFSM 100 Processing Sites

Subject: AFSM100 National Standardization Guide

The AFSM 100 represents a significant capital investment on the part of the US Postal Service. As a user of this critical technology, you play a key role in our future competitiveness.

This book has been designed to provide you with the critical operating policies, procedures, and instructions that will enable you to achieve our national performance targets. By operating to these, I am convinced you will be able to achieve the productivity and distribution quality levels that this technology offers. This will help reduce flats processing costs, which, of course, is an essential part of our strategy to grow this key product segment.

The book is designed to describe a standard process and drive consistent operating results throughout the USPS network. The procedures, described here, have already been *proven to produce the performance targets* shown. We are therefore, not only giving you an operating target to achieve; we are also giving you the process tools to achieve it. As the owner of this process, it is my obligation to you, the Operator - to provide you with a well-documented process that is capable of achieving the performance needed. Your obligation is to conform to the process and therefore be compliant with its procedures. (An electronic version of this book can be found on the National Standardization Web page.)

The implementation of this national standard process is concluded with your expected "Certification" as an Operator (i.e., the AFSM 100 location, its operating personnel and management) who is in compliance with both the process procedures and the performance results. It is only natural, however, for processes to degrade over time. Therefore, periodic assessments of the process will be conducted, by the Areas, to assure that process compliance and performance results are maintained.

We are striving for more than just a process status quo. Like any successful business, we will, over time, make continuous improvements in what the process can achieve. To accomplish that, I am dependent on feedback and suggestions from you, and the other Operators throughout the national network, as you gain experience and find ways to improve the process. Your ideas, therefore, are welcome, encouraged and needed. As I receive them, we will review and evaluate those that can drive national improvements. These enhancements will then be combined and rolled out in subsequent releases of the AFSM 100 National Standardized Process.

This is an excellent process to use for Standardization and I am pleased to be its owner for many reasons:

- During "The Year of the Flats", this process has more improvement potential than most.
- With the AFSM 100, we have invested a significant amount of capital to improve our competitiveness.
- It is supported by excellent Standardization tools.

Walt O'Tormey
Manager, Processing Operations
National Process Owner, AFSM 100

Corporate Flats Processing Strategy

The USPS is undertaking a major effort to improve flats processing. We are attacking our cost structures and performance levels across all of our flat processes in our processing system. Just as with our past automated letter strategy, we will drive down annual cost increases to be less than inflation, and we will improve our product quality to achieve service levels comparable to our current letter performance.

During the FY 2000 to FY 2002 period, we are rolling out 535 Automated Flat Sorting Machines, Model 100's, (AFSM 100's). These machines will replace our FSM 881 machines and will allow us to substantially reduce the volumes of flat mail sorted manually in plants and in delivery units. Additionally, the FSM 1000's will be retrofitted for automated feeding and sorting for automated handling of oversize flats. The output from the AFSM 100's and FSM 1000's are much more uniform when mail processed is properly oriented when sorted. This also improves downstream processing.

Process improvements and costs savings will occur in waves with plants getting the first direct impact by replacing FSM881s with the higher productivity machines and by greatly reducing plant manual flats distribution. The second set of processes to gain from our new flats technologies will be our Customer Service clerical operations. We will be able to substantially reduce LDC 43 work hours as this wave of impacts takes effect. We also will provide carriers with earlier mail flows and with better oriented mail.

Standardization of our flat processes and the preparation & readability of flat mails by our originating mailers will be our primary tactics for achieving the targeted cost reductions and quality improvements. We will systematically certify all flat distribution sites in our network for compliance to the standardized processes and to the attainment of targeted performance levels.

AFSM 100 Theory of Operation

The AFSM 100 systems include an optical character reader, bar code reader, and on-line video coding system for processing OCR rejects. The AFSM 100 is equipped with three automatic feed stations and 120 stackers, and it has the capability of future stacker expansion. Those features, along with its high speed processing (over 17,000 pieces per hour), high OCR/BCR read rates, and the planned tie-in to material handling systems (e.g., Tray Management System), makes the AFSM 100 a highly efficient automated processor and minimal user of manual labor.

The AFSM100 will provide additional machine capacity that must be optimized by properly managing the flow of mail. It processes mail approximately 2 - 3 times faster than the FMOCR/881 and its utilization needs to be maximized.

Operations managers need to continuously determine the availability of mail by type and class and process it on the equipment that will result in the lowest processing cost per thousand pieces. Given the capabilities of the AFSM100, it will be the least costly of the three types of flat sorting equipment to operate based on throughput, the number of handlings required to finalize distribution, and staffing. However, due to mail type characteristics, read rates, service commitments and available processing windows, the AFSM 100 can only process approximately 80% of the current mail flat base. FSM 1000's and typically one flat case per sort program will process the balance of the flat mail for primary distribution.

To help achieve our operational objectives, national standard procedures and work instructions have been developed for the operation of the AFSM 100 proven to achieve the performance levels in the table below. All employees (craft and management) need to be knowledgeable of, and trained in, the procedures and instructions that support these targets and understand these guidelines in relation to their duties.

A key finding in the initial deployment sites was the distinct correlation to AFSM 100 Standard Operating Procedures compliance and overall productivity. The initial sites' AFSM 100 inventory ranged from one to

four machines. It is expected that volume per machine will fluctuate depending on availability of mail type, but productivity by source types should be maintained at national requirements. The following performance indicators and targets represent **demonstrated levels of performance achieved** through compliance to the processes and procedures in this guide.

The total AFSM100 productivity target will vary depending on relative amount of Image load (as % of TPH), mailmix percentage (as % primary mail of total) and imagemix percentage (as primary images of total images). Below are three examples.

Note: With the exception of keyer performance requirements for speed and accuracy, the following are **targets**, not employee work performance standards. Also, for additional information on what an indicator means or how to measure it, please review the appropriate Work Instruction.

PERFORMANCE INDICATORS:	PERFORMANCE TARGETS:
Total AFSM100 productivity (Machine/VCS)	1,995 pph (@ 55%/65%/ 9%**)
" " " "	2,065 pph (@ 75%/90%/ 9%**)
" " " "	1,705 pph (@ 55%/65%/16%**)
Total pieces fed per AP per Machine	Per FARM model commitment
Primary Wall clock Hourly Throughput (Operational)	15,000
Secondary Wall clock Hourly Throughput (Operational)	13,000
Machine Staffing Level (Mail Processors)	Up to 5 at full capacity
Mail preparation staffing (based on 0% bypass)	3 per machine hour
VCS Staffing Level (DCOs)	Based on Image Flow Workload
Program Changeover time	9 minutes maximum
Composite Machine Productivity (55% Pri. 45% Sec.)	2,548 pph
Primary Machine Productivity	2,693 pph
Secondary Machine Productivity	2,412 pph
Composite DCO Keying Productivity (@ 75% Pri, 25% Sec)	7150 strokes/hr* and 838 Images/hr
DCO Keying productivity (@ 100% Primary)	900 Images/hr
DCO Keying productivity (@ 0% Primary)	650 Images/hr
DCO Keying Accuracy	98% *
Image Keying Finalization rate	95%
BCR Accept Rate	95%
Machine Error Rate	1.3% max
Machine unscheduled Downtime (report as % of total hours)	% TBD (reporting still required)
Jam Rate Per 1000 pieces fed	3 per thousand pieces fed
Preventive Maintenance (PM) on-time completion	95%

* Official performance requirements **) Primary Mailmix/Primary Imagemix/Images pr TPH%

AFSM 100 CRITICAL SUCCESS PROCESSES

There are six groups of critical success processes that drive the achievement to performance levels.

➤ NATIONAL and LOCAL PROGRAM LEADERSHIP and IMPLEMENTATION

- AFSM 100 Coordinator
- AFSM 100 Cross Functional Team
- Program Plans and Timelines with initial Certification
- Work Instruction: Preparation for Local Process Certification

You need to invest wisely up front in implementing our new flats technology solutions so we will not expend funds later through long-term poor performance. All employees who operate or manage the AFSM 100's and the various support operations need to be trained on all applicable procedures, instructions, and this Guideline. Furthermore, they need to fully understand how to best do their jobs so that they can achieve the targeted performance levels. Local leadership must dedicate and train critical resources for site preparation, training of employees, machine acceptance, machine ramp up, and site certification. A dedicated AFSM 100 coordinator is needed for roughly 60 days prior to machine deployment. This coordinator will need to continue until 30 days after the last machine is installed and certified as being in full compliance with the Standard Operating Processes and in full attainment of the targeted performance levels. The AFSM 100 coordinator must have the usage of cross-functional resources such as in-plant support, maintenance, customer services (Function 4), delivery programs support, budget, human resources, facilities, and Labor Relations. These resources will be used to identify FSM 881 volumes and manual volumes in plants and customer service units that can be captured and processed on the AFSM 100's. They also will identify and capture the work hour savings and complement reductions from shifting this processing to the AFSM 100's.

➤ KEY ONGOING OPERATIONAL PROCESSES

- System Level Procedure
- Supervising AFSM 100 Operations
- Mail Preparation
- AFSM 100 End of Run/Sort program Changeover
- AFSM Feeder Operations
- AFSM Sweeper Operations
- Clearing Jams on the AFSM 100
- Preventive and Operational Maintenance

The following processes were also identified at National AFSM100 Standardization Pilot Sites as driving cost performance of the AFSM100. These processes are key to optimize machine throughput.

The most critical process steps are the preparation of mail and management of the mail flow. With untimely preparation and mail flow management, these high-speed machines easily run out of mail to process.

Also important is the management of transition periods, such as start-ups, program/tour changeovers, and dead times from jams and ineffective feeding / sweeping.

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EXECUTIVE SUMMARY

➤ SCHEDULING AND STAFFING PROCESSES

Proper staffing in any operation is important and the AFSM 100 is no exception. A very important point to keep in mind when staffing is scheduled for an AFSM 100 is that it is a system of three parts: mail preparation, direct machine distribution, and the Video Coding System. Staffing for the machine itself has been determined. The following information is provided to assist a site in determining the proper staffing for an AFSM 100 process.

- ### Machine Scheduling

    Up to 5 Mail Processors (3 feeders and 2 sweepers), PS-4

    Machine scheduling is done using Machine Scheduler LE. This simple EXCEL model will schedule individual operations and machine types, and optimize the utilization of the equipment. In addition to providing guidance in proper scheduling of the machine, the output from it provides the information required for the VCS staffing model described below. Once the machine scheduling is complete, the BPI Employee Scheduler will assist you in optimizing the daily and weekly employee schedules. Both of these models can be found at: "http://blue.usps.gov/procops/btp/Breaktp.html".

- ### VCS Staffing

    Data Conversion Operators (DCO's), PS-4 as needed based on image generation rate.

    The VCS Staffing model was developed to aid in determining the proper staffing of the VCS operation based on the mail type being run (reject rate of the BCR/OCR) and the keying rate of the Data Conversion Operators. In-plant support personnel should determine the parameters to input into the model based on the output of a machine-scheduling model. Output from the staffing model tells a site by hour how many DCOs should be scheduled. Since these models use averages, a site should staff the VCS room on the low side of the model recommendation to optimize workload management while controlling the work hours used. When local experience is gained from running the mail, an updated estimate of reject / keying rates can be used for the model.

- ### Mail Preparation Staffing

    3 mail preparation personnel per machine run hour (based on 0% bypass)

    Mail preparation into FMC's typically takes about 3 employee hours per machine run hour to maintain the proper flow of prepared mail to the AFSM 100. This staffing level is based on mail actually prepped. Bypassed mail will allow this number to decrease and improve the locations' chances of achieving the Total AFSM 100 Productivity target. Different bypass rates require adjustment of this staffing.

➤ COMMUNICATION PROCESSES

- Pocket Cards
- Performance Tracking (real time during tour)
- Work Instruction: AFSM 100 Performance Tracking and Coaching

To properly standardize any operations, standardized Communication Aids such as posters, signage, and pocket cards are needed. These are prepared and installed prior to machine acceptance and must be maintained after operation start-up. Ongoing communication of Supervisors with their crews, including daily AFSM 100 process discussions using performance tracking reports and discussion boards are needed to ensure the crews always understand their performance to targets, and that we transfer result ownership to our operators to the maximum extent possible.

➤ PROCESS AND RESULTS CERTIFICATION

- Initial Certification
    - Productivity Performance vs. Targets
    - AFSM 100 Certification Assessment Checklist
    - Employee Training and Records of Demonstrated Skills
    - System Level Procedure: Resolution of Process Assessment Non-Compliances
- Maintaining Certification
    - Assessment Triggers
    - Random / Periodic and Performance-Triggered ongoing Assessments

The USPS expects a new machine, such as the AFSM100, to be fully operational and attaining its performance targets within 60 days of machine acceptance. After the 60-day ramp up period, the planned work hour reductions are taken out of each Performance Cluster's budget. Historically, intended business targets have often been missed when processes have not been certified or otherwise validated to be effective. Initial certification, therefore, proves the demonstrated ability of a site to properly use all of the national standard processes and tools and to attain the nationally targeted performance levels.

Maintaining site certification is another critical process. Performing as planned over the long run is as important and as demanding as initial certification. Local re-certification, by Area personnel, occurs typically every six months, or as defined by the process owner. Ongoing Business Reviews for Performance Clusters need to incorporate key indicators and targets on the processing of flats. Local and Area assessments will be triggered randomly (about 80% of all) and from adverse performance variations (about 20%).

➤ MAINTAINING AND IMPROVING LONG-TERM PERFORMANCE

- Local Proposals for National Process Enhancements
- Implementing National Process Enhancements
- Business Reviews
- Work Instruction: How to Initiate and Handle Improvement Suggestions

Individual locations that identify and test improved process approaches should forward these revised processes, with supporting test results, to the National Process Owner / Manager, Processing Operations for consideration for national application. Approved national enhancements need to be as fully implemented and documented as in the original process. Based on change complexity, re-certification may also be required.

NATIONAL PROGRAM LEADERSHIP

PROCESS FUNCTION	NAME	HQ FUNCTION	PHONE
NATIONAL PROCESS OWNER:	Walter O'Tormey	Manager, Processing Operations	202-268-4305
PROCESS PROJECT LEADER:	Ed Johnston	Systems Integration Support	202-268-4015
PROCESS PROJECT SUPPORT:	Mauro Licciardello	Operations	202-268-4148
NATIONAL STANDARDIZATION SUPPORT:	Bob Scanlon	Manager, Core Applications. HQ Quality	202-268-6208

NATIONAL AFSM 100 IMPLEMENTATION SUPPORT TEAM

FUNCTION	NAME	PHONE
ACQUISTION MANAGEMENT	Anthony Ferlaino	703-280-7325
ACQUISITION MANAGEMENT	Bev Carter	703-280-7876
EMPLOYEE DEVELOPMENT (TRAINING)	Monica Walls	405-366-4767
EXECUTIVE PROGRAM DIRECTOR, NGFSM	Elliot Siegel	703-280-7845
LABOR RELATIONS	Dan Magazu	202-268-3825
MAINTENANCE TECH SUPPORT	Tom Fuchs	405-573-2125
MAINTENANCE SUPPORT	Owen Guessford	703-280-7907
DELIVERY PROGRAMS AND POLICIES	Jim Schield	202-268-6071
PROCESSING OPERATIONS	Susan Cocci	202-268-3559
FIELD EXECUTIVE	Gary W. Johnson	843-760-5391
SYSTEMS PROCESS INTEGRATION	Bruce Enter	703-280-7188

AREA AFSM 100 COORDINATORS

AREA	NAME	PHONE
ALLEGHENY AREA	Robert Prince	412-494-2549
CAPITAL METRO AREA	Jug Bedi	301-548-1407
GREAT LAKES AREA	Patricia Davis	630-539-4752
MID-ATLANTIC AREA	Stephen Bond	703-824-5083
MID-WEST AREA	Daryl Ashbacher	314-692-5313
NEW YORK METRO AREA	Bob Hart	718-321-5754
NORTHEAST AREA	Ron Grady	860-285-7213
PACIFIC AREA	Brad Fulton	650-635-3042
SOUTHEAST AREA	Dennis K. Smith	901-747-7450
SOUTHEAST AREA	Larry Kintner	901-747-7637
SOUTHWEST AREA	Ken Brown	214-819-8623
SOUTHWEST AREA	Melisa McCrea	214-819-8618
WESTERN AREA	Gary Hegstad	303-313-5973

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LOCAL AFSM 100 IMPLEMENTATION COORDINATOR

NAME: _____

PHONE: _____ **E-Mail:** _____

The primary role of the AFSM 100 coordinator is to get the AFSM 100 machine installed, accepted, and operating in full compliance with the National Standardization Guide and other applicable documentation. Following this, the location needs to transition the long term oversight support and achievement to program expectations to the Mgr, P&DC or designee.
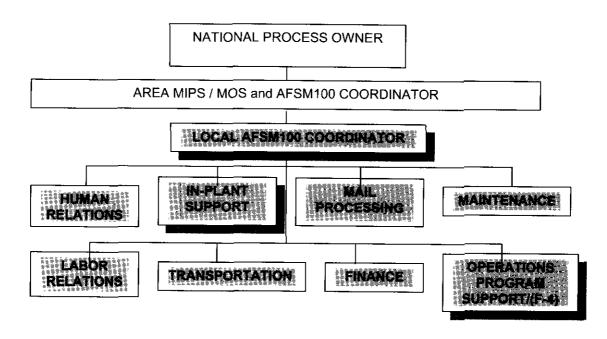
Duties:
- **Ongoing Program Management** (from pre-deployment through deployment and acceptance.)
- Becomes familiar with and assembles AFSM 100 Resource Library
- Takes lead role in communication of roles and responsibilities to **all functional areas**
- Coordinates tasks and activities of **all functional areas**
- **Sets up and manages the overall project plan**
- Tracks adherence to implementation plan
- Ensures that supervisors and crafts are trained and have received OJI sign-off.
- Ensures that the process, on all tours, becomes and remains certified.
- Advises/updates Area AFSM100 Coordinator as necessary
- Ongoing support as part of local IPS responsibility.

NOTE ON AFSM100 COORDINATOR
The role of the AFSM 100 Coordinator is that of an Ongoing Program Manager. The position plays a key role in the successful implementation and continuing operation of the AFSM 100, serving as the central point for dissemination of information, feedback, and inter-functional linkages. Detailed information on Project Management can be found by accessing the USPS "blue" home page, selecting "site map" then selecting "Program Management" under Headquarters Organizations.

Successful implementation of the AFSM 100 requires an integrated approach by various functional units; each contributing tasks vital to the overall mission. This overview furnishes a macro-level information tool supported by the indicated source references. It is advised that the AFSM 100 Coordinator and all functional department coordinators also review both the AFSM100 Implementation Guide and the AFSM100 Support Guide for additional specifics relative to their tasks and for continuing operation.
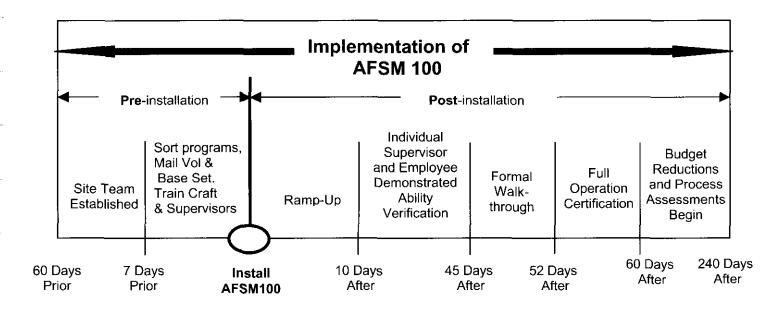
LOCAL IMPLEMENTATION

```
                    ┌──────────────────────────────────┐
                    │      NATIONAL PROCESS OWNER       │
                    └──────────────────────────────────┘
                                     │
          ┌──────────────────────────────────────────────────┐
          │   AREA MIPS / MOS and AFSM100 COORDINATOR         │
          └──────────────────────────────────────────────────┘
                                     │
                    ┌──────────────────────────────────┐
                    │    LOCAL AFSM100 COORDINATOR      │
                    └──────────────────────────────────┘
```

| HUMAN RELATIONS | IN-PLANT SUPPORT | MAIL PROCESSING | MAINTENANCE |

| LABOR RELATIONS | TRANSPORTATION | FINANCE | OPERATIONS PROGRAM SUPPORT/(F-4) |

LOCAL AFSM 100 IMPLEMENTATION SUPPORT TEAM

FUNCTION	NAME	PHONE	E-MAIL
Coordinator			
IPS			
OPS/F-4			
Budget			
HR (Labor)			
HR (ER)			
Mail Processing			
Maintenance			
Facilities			
Transportation			

Shadow denotes high resource commitment during implementation

The following is a schematic of the AFSM 100 implementation process through location Certification, demonstrating the phases of the effort.

Implementation of AFSM 100

Pre-installation			**Post**-installation				
Site Team Established	Sort programs, Mail Vol & Base Set. Train Craft & Supervisors	Ramp-Up	Individual Supervisor and Employee Demonstrated Ability Verification	Formal Walk-through	Full Operation Certification	Budget Reductions and Process Assessments Begin	
60 Days Prior	7 Days Prior	**Install AFSM100**	10 Days After	45 Days After	52 Days After	60 Days After	240 Days After

*) DCO has 12 weeks/60 days to reach full ability.

1) FLOWCHART

	Local Process Coordinator	**Local Site Management**

Base line and causal analysis

0 — Standardized process (new or changed) implemented, but not yet Certified at location

1 — Assign Process Coordinator and personnel to conduct Internal Assessment for each tour.

2 — Arrange for their process and Certification assessment training from the Area coordinator.

Assessment Checklist sheets (T-626)

3 — Conduct initial baseline Self Assessment. Document results and use as base for quantifying gaps to National targets.

4 — Analyze, group, prioritize, and document **causes** for the gaps.

Correct training influenced causes

5 — Separate and correct causes associated with **compliance** to the documented process.

6 — Measure the impact of this correction and develop / document a new set of performance gap numbers to be addressed through separate action.

7 — Develop Action plans for implementing remaining corrective action. Update CAR, T-626.

8 — Review and sign off on Action Plan

Implement remaining / Validate / Certify

9 — **Implement action plan.**
* Record results and impacts on gaps.
* Gather a minimum of two weeks of continuous result data.
* Perform internal location assessment per W-AF621.

10 — * If no less than 90% compliant with Process Assessment Checklist items, request and host a formal Area Certification assessment. . **(Obtain Certification if 90% or better compliance).**

Approval of Action Plan

90 % or better Compliance ? — No

Yes

11 — Celebrate Certification and continue in compliance with National Targets and Standardization Guide

Process Certification

Remaining Certified ?

2) **PURPOSE:** To provide a consistent and effective approach to gaining AFSM 100 standardized process compliance, achieving national performance and productivity targets, and gaining full Certification of the location's AFSM 100 process.

3) **SCOPE:** All local site management and other personnel participating in preparation for process Certification.

4) **PERFORMANCE METRICS:** N/A

4) **WORK INSTRUCTION CONTENT:**

STEP #	Responsibility	Process action, dependencies and outputs
1.	**Entire process location**	Initial implementation of the process completed. New/changed equipment (if applicable) installed and operational.
2.	**Site management**	Assigns personnel to measure and, if required, improve the site's running of the process until it has been Certified. This assignment includes a local Process Coordinator, who is considered the leader of the assigned team. Although this constitutes a delegation of work, site management is still fully responsible for the site's process being certified.
3.	**Site management**	Ensures that all assigned site personnel receive the required training in the process, all its applicable documentation, its national performance and productivity targets, as well as the needed internal assessment training before proceeding with the process improvement effort.
4.	**Local process coordinator / certification team**	Conducts a baseline assessment of the process per W-AF621, using the appropriate Checklist sheets, T-AF625 (blank example in Appendix I). To perform this, the location needs to have established data sources and calculation formulas for each performance and productivity category being measured. If such sources cannot be identified or fully relied on, the Area should be contacted to ensure consistent data sources and interpretations. All noncompliances are documented on sheet T-AF625 and in an Assessment Report submitted to plant management (If the site plans on drawing on the Area personnel for help with corrective action, the Area should also receive a copy of the Assessment Report.) Arrange the results so as to facilitate causal analysis and action plan development.

5.	Local Certification Team	The team initiates Corrective Action Request forms, T-626 (blank example shown in Appendix II) for each natural grouping of noncompliances and other shortfalls in performance / productivity. The team then analyzes each gap (noncompliance / shortfall) and develops low-level causes (root causes if appropriate).
6.	Local Certification Team	The causes that are associated with "how" the tasks are performed are addressed immediately through training and practice. What now remain are the causes that are management / supervision influenced. These could fall into many different categories: • Assigning too many crafts personnel on a task • Failing to sufficiently motivate and lead craft personnel • Failing to properly train personnel and verify performance • Not assigning the needed resources to get the certification qualification done properly • Equipment not properly installed / maintained
7.	Local Certification Team	Measures the impact of the corrective training in step #5. Updates and, if needed repeats the gap analysis.
8.	Local Certification Team	The team develops an action plan for executing the remaining management/supervision based corrective actions. This plan contains, at a minimum, timelines, responsibilities, and sign-off by those who have taken on these responsibilities.
9.	Site management	Reviews / approves the remaining causes developed by the team. If a cause is within the control of location management / supervision, signs off on its CAR, T-626, with "who and when". Provides needed resources for all corrective action.
10.	Local Certification Team	Upon site management's approval of the Action Plan, the team implements the plan. As the gaps are closed the team starts the clock collecting the applicable performance / productivity records (to assemble the required two weeks worth of data needed for initial Certification). Upon completion of the full implementation and with two weeks records of meeting performance and productivity targets, perform a comprehensive Internal Assessment, using the Checklist in the National Standardization Guide. If 100% of the performance/productivity targets are sustained for a minimum of 2 weeks and checklist compliance percentage is 90% or higher, request an Area Certification assessment. Where the 90% minimum compliance required for formal Certification is not met the qualification process moves back to Step # 8 for a revision of the Action Plan and subsequent implementation change.

	WORK INSTRUCTION PREPARATION for LOCAL PROCESS CERTIFICATION	W# W-AF533	Revision # 0	Process Owner: Manager, Processing Operations

USPS

11.	**Entire process location**	Upon receipt of the National Process Certification, the location is seriously advised to undertake a solid celebration. Meeting or exceeding national targets that are set high enough to make USPS fully competitive in the process merits strong recognition. Once certified the location needs to remain certified. This is not as easy a task as it appears on the surface (it is rather analogous to keeping weight off after having lost it). The location needs to establish the habit of not shortcutting the standard process activities, even if seemingly for good causes. To ensure that a national certification remains a continuously earned professional recognition, Area's and HQ will undertake random, periodic compliance assessments that will need to be successfully passed for a location's certification to remain in force. On the average, each location will receive 1-2 such assessments per year.

APPENDIX I

PROCESS: _____	PLANT ASSESSED: _____
ASSESSED BY: _____	PERSONS
DATE: _____ QUESTION#: __	INTERVIEWED: _____

REQUIREMENTS: (stated from reference)	REQUIREMENT REFERENCE:	
	PERFORMANCE/ PRODUCTIVITY:	✔
	COMPLIANCE to DOCUMENTS:	✔

ASSESSMENT QUESTION(S):

VERIFICATION METHOD:

NONCOMPLIANCE(S) / OBSERVATION(S):	STATUS: *

* KEY   C = CLOSED,   F = FOLLOW-UP,   O = OPEN (CORRECTIVE ACTION REQUIRED)

APPENDIX II
Corrective Action Request (CAR)

Non-compliance description: _____

_____

_____

Cause per preliminary analysis: _____

_____

_____

_____

Interim action taken: _____

_____

_____

_____

Proposed permanent Corrective Action and completion date: _____

_____

_____

Responsible Manager: _____ **Date:** _____

    Accepted.

    Rejected, because: _____

_____

Audit Manager: _____ **Date:** _____

Result of Causal Analysis: _____

_____

_____

Corrective Action taken: _____

_____

_____

_____

Date CA proven effective: _____ **Responsible Manager:** _____ **Date:** _____

    Corrective Action validated effective. CAR closed.

    Validation Method: _____

    Rejected, because:

Audit Manager: _____ **Date:** _____

CRITICAL ONGOING AFSM 100 OPERATION PROCESSES

National standard procedures and work instructions have been developed for the operation of the AFSM 100 proven to achieve critical performance levels covered in the Executive Summary.

Eight **critical** operational processes have been documented at the System Level Procedure or the Work Instruction level and are presented in this Standardization Guide. Below is a short summary of the contents of each of these critical processes. On the following pages is each individual document in the order of the summaries below:

• **System Level Procedure: "AFSM100 Operation":** To provide a high level overview for management, supervisors and operational personnel of the entire AFSM 100 process, including task responsibilities, desired performance, productivity, and controls.

• **Work Instruction: "Supervising AFSM 100 Operations":** To provide a structure for the effective supervision of an AFSM 100 operation and tools for achieving national operational goals. This instruction is performance based and focuses on WHAT the supervisor needs to do or facilitate for his/her tour to satisfy all performance targets. It focuses on how to maximize machine run time, whether through proper and timely tour preparation, fast and smooth changeovers or minimizing time lost from jams.

• **Work Instruction: "Mail Preparation":** To describe HOW mail preparation is to be performed. Although *not* a performance requirement, it helps the AFSM 100 sorting operations to achieve performance targets using the Flat Mail Cart (FMC). It emphasizes preparation personnel being productive as well as the importance of achieving by-pass, by taking advantage of mail from high volume mailers and from originating plants that sort flats using an AFSM 100.

• **Work Instruction: "AFSM 100 End of Run/Sort program Changeover":** Program changeovers create periods when mail is not being processed but workhours are still being incurred. Effective productivity management requires smooth and orderly procedures. The Work Instruction thoroughly details HOW to perform this activity correctly. It includes a diagram (of the period from 30 minutes before to 20 minutes after program changeover) with explanatory notes on the duties of each member of the machine crew during this 50-minute period.

• **Work Instruction: "AFSM Feeder Operations":** This covers HOW each of the 3 feeders prepares for operation, loads the machine and assists in changeovers on the AFSM 100.

• **Work Instruction: "AFSM Sweeper Operations":** This covers HOW each of the 2 sweepers prepares for operation, sweeps the machine and performs changeovers on the AFSM 100.

• **Work Instruction: "Clearing Jams on the AFSM 100":** Since jams impact productivity in TWO ways (Slowing down or stopping the machine AND taking up personnel time in clearing them), this Work Instruction describes HOW to efficiently clear each of the 10 types of jams (including the "Phantom jam").

• **Work Instruction: " Preventive and Operational Maintenance":** Since availability, state of tune, and proneness to jams have exceptional influence on a plant's success in meeting the AFSM 100's performance and productivity targets, several key responsibilities, functions, and required activities are covered.

FLOWCHART of PROCESS:
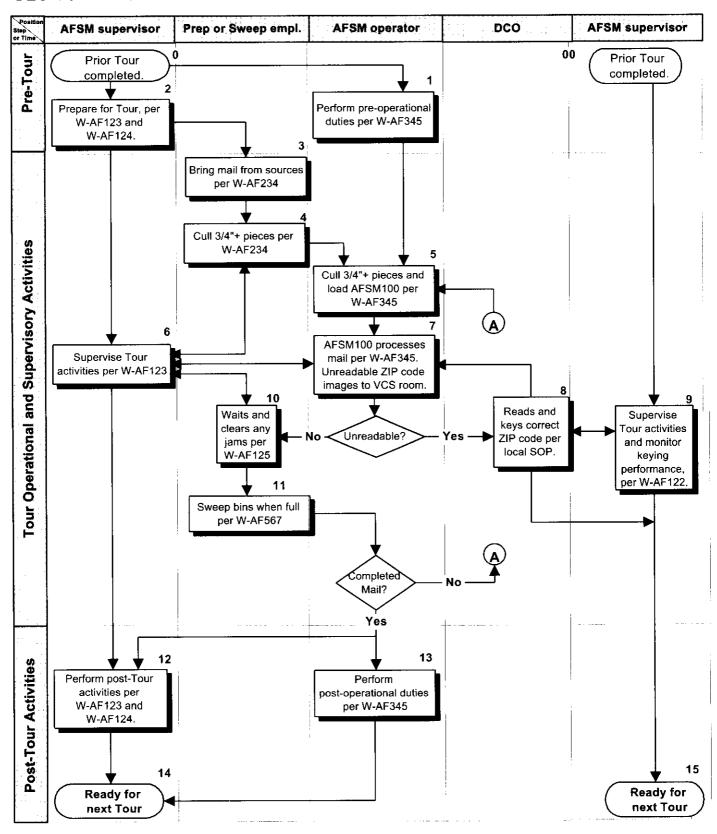
Position Step or Time	AFSM supervisor	Prep or Sweep empl.	AFSM operator	DCO	AFSM supervisor

Pre-Tour

0 — Prior Tour completed.

00 — Prior Tour completed.

1 — Perform pre-operational duties per W-AF345

2 — Prepare for Tour, per W-AF123 and W-AF124.

Tour Operational and Supervisory Activities

3 — Bring mail from sources per W-AF234

4 — Cull 3/4"+ pieces per W-AF234

5 — Cull 3/4"+ pieces and load AFSM100 per W-AF345

6 — Supervise Tour activities per W-AF123

7 — AFSM100 processes mail per W-AF345. Unreadable ZIP code images to VCS room.

(A)

8 — Reads and keys correct ZIP code per local SOP.

9 — Supervise Tour activities and monitor keying performance, per W-AF122.

10 — Waits and clears any jams per W-AF125

Unreadable? — No → 10 — Yes → 8

11 — Sweep bins when full per W-AF567

(A)

Completed Mail? — No → (A)

Yes

Post-Tour Activities

12 — Perform post-Tour activities per W-AF123 and W-AF124.

13 — Perform post-operational duties per W-AF345

14 — Ready for next Tour

15 — Ready for next Tour

2) PURPOSE: To provide a high level overview for management, supervisors and operational personnel of the entire AFSM 100 process, task responsibilities, controls and performance and productivity targets.

3) SCOPE: All sites with AFSM 100's fully implemented and accepted by Plant management.

4) PERFORMANCE METRICS:

PERFORMANCE INDICATORS:	PERFORMANCE TARGETS:
Total AFSM100 productivity (Machine/VCS)	1,995 pph (@ 55%/65%/ 9%**)
" " " "	2,065 pph (@ 75%/90%/ 9%**)
" " " "	1,705 pph (@ 55%/65%/16%**)
Total pieces fed per AP per Machine	Per FARM model commitment
Primary Wall clock Hourly Throughput (Operational)	15,000
Secondary Wall clock Hourly Throughput (Operational)	13,000
Machine Staffing Level (Mail Processors)	Up to 5 at full capacity
Mail preparation staffing (based on 0% bypass)	Up to 3 per machine hour
VCS Staffing Level (DCOs)	Based on Image Flow Workload
Program Changeover time	9 minutes maximum
Composite Machine Productivity (55% Pri. 45% Sec.)	2,548 pph
Primary Machine Productivity	2,693 pph
Secondary Machine Productivity	2,412 pph
Composite DCO Keying Productivity (@ 75% Pri, 25% Sec)	7150 strokes/hr* and 838 Images/hr
DCO Keying productivity (@ 100% Primary)	900 Images/hr
DCO Keying productivity (@ 0% Primary)	650 Images/hr
DCO Keying Accuracy	98% *
Image Keying Finalization rate	95%
BCR Accept Rate	95%
Machine Error Rate	1.3% max
Machine unscheduled Downtime (report as % of total hours)	% TBD (reporting still required)
Jam Rate Per 1000 pieces fed	3 per thousand pieces fed
Preventive Maintenance (PM) on-time completion	95%

*) Official Performance Requirements   **) Primary Mailmix/Primary Imagemix/Images pr TPH%

5) PROCESS DESCRIPTION [For Flow sequence, see PROCESS FLOWCHART in 1)]

STEP #	Responsibility	Process action, dependencies and outputs
00.	AFSM100 supervisor	Prior Tour wrapping up.
0.	AFSM100 supervisor	Prior Tour wrapping up.
1.	Maintenance	Per W-AF345: • Clears all mail path surfaces of tools and foreign objects. • Removes loose mail pieces from machine. • Closes all doors and covers. • Ensures all E-Stop switches are reset. • Ensures all inappropriate personnel are clear of the machine.
2.	AFSM100 supervisor	Per W-AF123: • Determines staffing availability and makes adjustments. • Determines on-hand flats volume and estimates additional volume and determines if over or under projections. • Get changeover status and conditions from prior Tour's supervisor. • Checks Maintenance Logs for machine or other problems. • Checks machine for correct set-up and labeling. • Assigns operators. Per W-AF124, loads the proper sort program.
3.	Employee(s) as assigned	Brings all flats to the proper AFSM100.
4.	Employee assigned to mail preparation	Culls pieces with the following characteristics: • Mail in excess of 15" long/wide or 0.75" thick. • Mail smaller than minimum height. • Objects inside envelopes (pens, spiral Binders, etc.) If flats are not cancelled, the AFSM100 operation, in Step #5, is preceded by cancellation and the mail returned to the AFSM100.
5.	AFSM100 operator	Culls mail with plastic coating sticking, mail in excess of 15", too small, or thicker than ¾" and loads the remainder with address facing the scanner and bond edge down.
6.	AFSM100 supervisor	Per W-AF123, ensures: • mail processed in proper sequence • safe operation and unauthorized personnel being kept out • on-hand volume adequate for sort program • prompt post-jam restarts • that non-machineable mail is culled • proper hourly machine throughput reporting • efficient sort program changeovers • proper feeding, jam clearing, and sweeping throughout the Tour.

7.	**AFSM100 operator**	Operates the AFSM 100 per W-AF345 "AFSM 100 Feeder Operations".
8.	**Data Conversion operator**	Unreadable bar code or address images are displayed on the DCO's terminal for coding. This process can be made highly productive by use of "speed keys" to reduce keystrokes (these need to be programmed, by the IPS, at the Supervisor terminal).
9.	**AFSM100 supervisor**	Ensures proper productivity by monitoring keying performance of DCO's. (For criteria, see Section 3, Performance Metrics).
10.	**AFSM100 operator (sweeper or feeder)**	Clears jams per W-AF125. Responsibility determined per clearing method chosen per W-AF125.
11.	**AFSM100 operator (sweeper)**	Sweeper sweeps bins when full while labeling and repositioning empty bins.
12.	**AFSM100 supervisor**	Per W-AF123, ensure: • all mail has been processed, • all bins swept, • all mail properly dispatched, • residual mail sent to proper down/upstream operation, • set up for the next Tour and discuss conditions with supervisor, • the completion of all run reports.
13.	**AFSM100 operator**	Per W-AF345, performs Normal Shut down, including: • processing remaining mail on feeder table, • stopping the feeding process, • removing power from the feeder motor
14.	**AFSM100 supervisor**	Operation ready for next Tour.
15.	**AFSM100 supervisor**	Operation ready for next Tour.

1) **PURPOSE:** To provide a structure for the effective supervision of an AFSM 100 operation and tools for achieving national operational goals. This instruction is performance-based and focuses on WHAT the supervisor needs to do or facilitate during his/her tour to satisfy all performance targets. Therefore, the purpose of this document IS NOT to show HOW each operational step is performed. That is shown in the specific Work Instructions for Feeding, Sweeping, Jam clearing, Changeovers, etc.

2) **SCOPE:** All supervisors of nationally standardized AFSM 100 processes.
   All supervisors assigned to AFSM operations.

3) **PERFORMANCE METRICS**

PERFORMANCE INDICATORS:	PERFORMANCE TARGETS:
Total AFSM100 productivity (Machine/VCS)	1,995 pph (@ 55%/65%/ 9%**)
" " " "	2,065 pph (@ 75%/90%/ 9%**)
" " " "	1,705 pph (@ 55%/65%/16%**)
Total pieces fed per AP per Machine	Per FARM model commitment
Primary Wall clock Hourly Throughput (Operational)	15,000
Secondary Wall clock Hourly Throughput (Operational)	13,000
Machine Staffing Level (Mail Processors)	Up to 5 at full capacity
Mail preparation staffing (based on 0% bypass)	Up to 3 per machine hour
VCS Staffing Level (DCOs)	Based on Image Flow Workload
Program Changeover time	9 minutes maximum
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DCO Keying productivity (@ 0% Primary)	650 Images/hr
Image Keying Finalization rate	95%
BCR Accept Rate	95%
Machine Error Rate	1.3% max
DCO Keying Accuracy	98%*
Machine unscheduled Downtime (% of total hours)	% TBD (reporting still required)
Jam Rate per thousand	3
Preventive Maintenance (PM) on-time completion	95%

*) Official Performance Requirements   **) Primary Mailmix/Primary Imagemix/Images pr TPH%

4) WORK INSTRUCTION CONTENT:

Supervisor's Overall Responsibilities:

The supervisor's responsibility is to facilitate the achievement of USPS targets for flats through:

- Understanding all process performance expectations/targets.
- Post those targets centrally, update with results, and discuss with craft personnel.
- Understanding and adhering to the process that is designed to achieve these targets.
- Training operational employees for ability to perform AFSM 100 tasks.
- Staffing and scheduling these employees for optimum productivity.
- Communicate continuously with employees about performance in service and cost and achievement of goals.

Managing Total AFSM 100 Productivity:

TOTAL PRODUCTIVITY = TOTAL PIECES HANDLED / TOTAL WORKHOURS USED

Total AFSM 100 Productivity, as accounted for above, is made up of the total volume sorted/handled on the AFSM 100 divided by the total workhours used on the machine (MODS 330C) and for DCO keying of images the machine could not resolve (MODS 381/382). In real terms, the total productivity also includes the preparation of the flats for the AFSM 100. However, no measurement mechanism exists to account for this. To obtain dependable productivity measurements, both mail volumes and workhour usage need to be obtained, documented, tracked, and analyzed.

Although a bit oversimplified, one could state that all the supervisor needs to do to be successful is to achieve the Total AFSM Operational Productivity target for each of the machines. To accomplish this, a supervisor must manage the two drivers of this performance, machine operations and keying productivity. Although not part of the overall productivity formula, AFSM 100 mail-preparation productivity is equally important.

Below is a table that summarizes key "valves" the supervisor must turn to achieve the total AFSM 100 productivity target:

Performance Drivers that Optimize Productivity

Productivity Category	Key influencing Activities
Mail Prep Productivity	• Maximize mail bypassing the preparation operation. Supervisor must take advantage of clean mail from originators and inbound MMP from other AFSM 100 machines. • Ensuring that FMCs are filled in an average of 40 minutes (approximately 3200 pieces). • Using approximately 3 hours mail preparation per run hour. Not overstaffing, but managing the mail preparation.

Productivity Category	Key influencing Activities
Machine Productivity	• Optimize throughput! (Pieces Fed & Accepted) • Optimize staffing (up to 3 feeders, 2 Sweepers). • Performing causal analysis on high jam rates and implement corrective action. • Maintaining 30 minutes inventory or more prepped mail. • Crisp program changeover using all available craft employees. Plan for changeover to keep it to 9 minutes. • Feeding a good mix of barcoded, typewritten, and script mail to provide an even flow of images to maximize total pieces accepted and sorted. • Ensuring acceptable maintenance coverage.
DCO Keying Productivity	• Scheduling VCS room for planned image flow. • Keeping even constant flow of images for the VCS. Trying to match planned image flow rate. • Consistently monitoring screen/reports to eliminate DCO idle time through improved image flow and staffing adjustments. • Staggering breaks and ergonomic time.

Managing AFSM 100 machine Throughput:

Maximize Pieces Fed by keeping the machine running. To accomplish this, the supervisor needs to:
• Ensure sufficient volume of mail available.
• Minimize the number of jams and time needed to clear.
• Minimize downtime.
• Minimize program changeover time.
• Keep an even flow of accepted mail. Always try to maintain a good mixture of barcoded, typed, and scripted mail to manage mail and image flow.

To maximize Pieces Accepted (i.e. high Accept Rate):
• Maintenance needs to keep reader heads clean.
• Maintenance must align the injectors to reduce/eliminate mail missorts or falls on the floor.
• Minimize the feeding of unfaced mail.
• Keep the VCS room properly staffed. If understaffed, images are not resolved timely and they are rejected, thus reducing pieces sorted and increasing cost.

Accounting Period Target for Pieces Handled/Throughput

The AFSM 100 machines should be used nearly around the clock except during preventative maintenance periods and when no volumes exist. This means that each tour needs to contribute every day.

The primary objective is to maximize the volume of mechanized/automated flat mail and minimize manual distribution volumes in the plants and delivery units. This mail will come from Function 4 operations in the Stations/Branches and Associate Offices and Function 1 operations in the plant. The expectations are that every plant will process the 5-digit zones from the FARM model every day.

Staffing and Scheduling
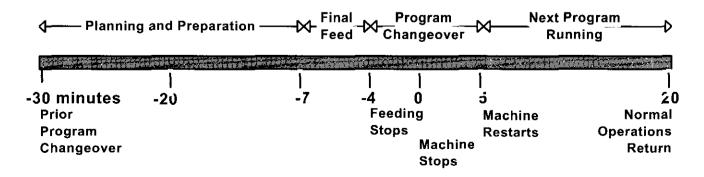
Plants receiving AFSM 100s will establish dependent Remote Encoding Centers (RECs) within the Plant for image keying and adhere to the work rules and staffing mix previously established for the RECs.

Based on observations, it is estimated that it takes approximately 40 minutes for one person to fill an FMC. If the throughput rate on the AFSM 100 is 14,000 pieces per hour and the average volume of mail in a FMC is 3,200 pieces, then the supervisor should plan on having 4-5 FMCs of prepared mail available for every hour of processing. This, of course, assumes that only mail from FMCs is being processed. If the operation is being supplemented by mail in flat tubs, the requirement for FMC mail will be less per hour.

Program Changeover (AFSM 100 machine area):

Program changeover (for specifics, see W-AF124, "AFSM 100 End of Run/Program Changeover") has considerable productivity leverage. AFSM 100 supervisor and craft go through a well planned and almost choreographed 30 minutes preparation, prior to Program changeover, followed by 20 minutes of sweeping, dispatching and tub labeling to minimize the time when the AFSM 100 is not operating.

The 50 Minute Process to manage a good 9 minute Changeover window

◄───── Planning and Preparation ─────╳ Final Feed ╳ Program Changeover ╳ Next Program Running ───►

| -30 minutes Prior Program Changeover | -20 | -7 | -4 | 0 Feeding Stops | Machine Stops | 5 Machine Restarts | 20 Normal Operations Return |

-30 to -7 Minutes:
@ -30, Supervisor starts to ensure adequate prepped mail and equipment for the next program.
@ -20, Sweeper #1 verifies that labels are available for the next run.

-7 to 0 Minutes:
@ -7, Feeder #1 pulls up next program mail, cleans up rejects and tubs around all 3 feeders.
@ -7, Feeder #2 & #3 ensure even feed so that all stations run out simultaneously @-4 min.
@ -4, All feeders reload feed stations with next program mail, finish clearing of feeder area.

0 to +5 Minutes:
@ 0, Supervisor changes computer to next run program.
@ 0, 2 feeders and 2 sweepers pull down machine and replaces trays.
@ 0, 1 feeder loads all three consoles.
@ 0, 1 sweeper dispatches pulled out tubs (approximately 50% dispatched by +5 minutes).

+5 to +20 Minutes:
@ +5, Restart machine for next run.
@ +5, 2 sweepers complete dispatching.
<10, Hold off labeling.
@ +10, Sweepers label all trays while monitoring initial tray fill-up.
@ +20, Trays again filled to normal operational levels and sweepers resume normal duties

Managing transition periods (AFSM 100 machine area):

It is important to manage employee changeovers effectively during transition periods to minimize machine down time and maximize throughput.

- **Tour Startups:** Make sure the machine is properly loaded with mail on feed stations, with tubs in the drop bins, and MTE in the dispatch area. Make sure the employees clock in correctly at start-up. The supervisor should work with the prior tour supervisor to ensure machine is ready to operate immediately at tour start-up.

- **Negotiated Breaks:** Make sure employees adhere to negotiated break times.

- **Lunch Period and End of Tour:** Make sure that the employees do not extend wash-up periods (if locally negotiated). Also, make sure employees clock in and out correctly for lunch.

- **Relief Crew Usage: Make** sure the relief crews report as scheduled and that the regular crew does not leave until their relief arrives.

Working and communicating with others:

Constructive communication with key organizations/personnel is the lubricant that keeps the performance at optimum level. These organizations/personnel are:

- Maintenance – to give them feedback on problems and to receive "heads up" on up-coming ones.

- IPS – to give them performance and program feedback and to receive help with achieving targets.

- Upstream Operations – to receive "heads up" on what is coming down the line.

- Downstream Operations – to give them "heads up" on what is going down the line.

- Prior tour supervisors – again to receive "heads up", machine status, problems brewing, etc.

- Oncoming tour supervisors – to give them the same type of "heads up" as was received.

One example of such communication might be working with IPS for tips and suggestions on setting up special bins and high-density bins on the machine. One could learn that it is more efficient to combine low volume zones into one super sort plan than to create separate sort plans for a group of zones to be run simultaneously. By using the super sort plan method, runtime might be increased and down time will be minimized.

Daily Supervisor Activities (AFSM 100 machine area):

The following are 3 lists of daily activities; Pre-tour, During tour and Post-tour:

Pre-Tour Operation:
- Ascertain staff availability to prepare, operate & key flats through the AFSM system, as well as ET availability for during-run maintenance.
- Determine mail volume.
- Communicate with outgoing supervisor about condition of operation, tour turnover, staffing, on-hand volumes, and machine or problems.
- Check maintenance logbook for machine problems.
- Ensure that necessary forms and paperwork are available.
- Ensure that proper sort programs are loaded.
- Check machines for proper equipment set-up and labels.
- Assign operators.
- Make arrangements for additional mail and know source.
- Entering tour information.

	WORK INSTRUCTION **SUPERVISING AFSM 100** **OPERATIONS**	**W#** W-AF123	**Revision #** 1	Process Owner: Manager, Processing Operation

USPS

During Tour Operation:
- Process mail in proper sequence.
- Check that all personnel are working safely.
- Ensure that all unauthorized persons are kept out of the operation.
- Ensure that all on-hand volumes by sort programs are available.
- Check mail volumes being processed, using the MIS workstation.
- Supervise rotations, ensuring that operators do not leave consoles until they are properly relieved.
- Supervise employees performing feed, sweep, and keying tasks.
- Prompt restarts after clearing jams.
- Help maintenance analyze and reduce high jam rates. Establish at what jam rate to initiate action.
- Check for proper labeling of trays and containers.
- Check that full bins are swept (pulled) in a timely manner.
- Ensure that all available mail is pulled for dispatch on schedule.
- Check that mail for downstream operations is dispatched as scheduled.
- Ensure that ledges are properly loaded.
- Check that non-machineable mail is culled and placed in trays for downstream operations.
- Ensure that the feeder loads ledges during machine stops.
- Monitor OCR/BCR accept rates.
- Check hourly console and machine throughput.
- Check for good housekeeping — e.g., that aisles are kept clear, etc.
- Ensure efficient sort program changeovers.
- Perform emergency shutdowns when required.
- Post throughput and productivity results on target / results board hourly and discuss with employees if major change or below target. Recognize superior performance as appropriate.

Post-Tour Operation.
- Ensure that all mail is processed and ledges loaded if incoming tour will continue the same sort program.
- Check bins to ensure that all are swept (pulled) as appropriate.
- Ensure that residual mail is sent to proper operation.
- Continue to ensure that all mail is properly dispatched.
- Minimize pull-down time; keep sweeper hours to a minimum.
- When run is over, obtain machine run reports.
- Leave the machine area in a condition that will allow for safe operation by the oncoming crew.
- Reassign employees if necessary.
- Set up for the incoming tour and discuss operation condition, mail availability, mail-flow problems, and machine problems with the incoming supervisor.
- Complete all required reports and disseminate appropriately.

General (VCS)

The goals of the VCS operation are:
- To enter accurate information about each transmitted mailpiece image allowing the determination of the appropriate ZIP Code for the corresponding mailpiece.

- To meet mail-processing deadlines (clearance times) established by the facility.
- To minimize the occurrence of recycle images that reduce throughput.
- To minimize the keyer idle time throughout the day.

To this end, the VCS provides the functionality required to key mail piece images that could not be finalized or sorted by the BCR/OCR on the AFSM 100. The VCS consists of a supervisor workstation and eight Data Conversion Operator (DCO) stations or Video Display Terminals (VDTs) per machine. The VCS is connected to the AFSM 100 via a fiber optic cable and images are transmitted from the AFSM 100 to the VCS room for processing by DCOs in near real time. THE IMAGES ARE NOT BUFFERED for processing at a later time, they remain in the system until they have been processed by a DCO or until a pre-set re-circulation rate has been reached. The re-circulation rate setting is very important and is discussed in more detail below.

DCOs are assigned by a supervisor to key images through interaction with the supervisor workstation in the VCS room. The supervisor is also capable of monitoring the performance of the DCOs through this workstation. It is important to note that there is replication of the VCS software functions at the AFSM supervisors' desk located next to the AFSM 100. The supervisor can monitor the DCOs from this station as if he/she were actually in the VCS room. A monitor that is connected to cameras in the VCS room also aids the supervisor in ensuring the safety of DCOs and determining the status of the VCS room.

STAFFING - DATA CONVERSION OPERATORS (DCOs)

Plant Remote Encoding Centers (RECs) are part of the national REC network. Under the Memorandum of Understanding with the American Postal Workers Union dated November 3 rd 1993, the network mandates use of a ratio of 30 percent career work hours to 70 percent Transitional Employee (TE) work hours. This ratio is based on a national annual percentage of workhours in ALL RECs supporting both letter RBCS operations and the AFSM 100 operation nationwide. The ratio does not have to be maintained on a plant-by-plant basis. Career DCOs may be used to perform other level 4 duties, for which they are qualified within the host Plant, when there is insufficient image volume to keep them gainfully employed keying images in the VCS room.

A staffing model uses machine throughput, BCR/OCR accept rate, and a DCO keying rate to determine the average hourly staffing for the VCS function. The model is an Excel based spreadsheet and very easy to use. It has been distributed to the Area AFSM coordinators. If you do not have the model contact your coordinator.

It is not productive or cost efficient to attempt to staff the VCS operation in a continuous fashion with a constant number of DCOs since BCR/OCR read rates can vary widely. In fact, when image volume projections indicate a need for one or less keyers (DCOs) it is possible that it is not efficient to staff the VCS operation at all. A review of what the cost would be to process a small volume of non-readable mail in another operation should be performed to determine whether or not to staff the VCS operation. Another approach to processing this small volume of mail would be to stage it for processing on the AFSM/VCS at a time during the operation when the requirement for DCOs would be greater than one.

Ergonomic Time

In the interest of employee health and safety, it is important for DCOs to observe a work break schedule, as previously agreed to by the union and management. These are ergonomic breaks; therefore, employees will not rotate to alternate task assignments during these rest periods. Management should encourage, but not require ergonomic exercises to be performed during break periods.

A typical eight-hour tour for a DCO would usually follow the pattern described below and consist of ergonomic breaks in addition to the normal lunch period. The following example illustrates an interim break schedule for DCOs.

1st Hour 55 minutes of keying **5 minutes of ergonomic time**
2nd Hour 55 minutes of keying **5 minutes of ergonomic time**
3rd Hour **5 minutes of ergonomic time** 55 minutes of keying
4th Hour **5 minutes of ergonomic time** 55 minutes of keying
Lunch
5th Hour 55 minutes of keying **5 minutes of ergonomic time**
6th Hour 55 minutes of keying **5 minutes of ergonomic time**
7th Hour **5 minutes of ergonomic time** 55 minutes of keying
8th Hour **5 minutes of ergonomic time** 55 minutes of keying
End of tour

Breaks for individual DCOs should be scheduled at varying times, where possible, to avoid the creation of rejects. If varied break times are not used, relief DCOs should be scheduled to avoid a complete shutdown of the VCS operation.

Recirculation

The mail pieces represented by images sent to the VCS room continue to circulate in the machine carousel until they are resolved or a pre-set re-circulation rate has been met. This re-circulation rate is very important to the successful operation of the machine and can adversely affect throughput of the machine if set too high.

The operational settings recommended are Zero (0) for the "VCS Waiting for Results" (which allows 145 seconds to key an image if the Reject bin is bin 120), and One (1) for the "Machine Re-circulation Value". The combination of these settings means that a mail piece awaiting VCS image resolution will remain in its bucket on the carousel and begin re-circulating if the image resolution is not available when the mail piece is approximately 5 bins prior to its intended destination bin on its' first pass around the machine.

If no sortation result is available from the VCS operation after the first pass around the machine (when the occupied bucket reaches bin 120), the mail piece becomes a "Timeout". Mail pieces that become "Timeouts" will fall in the bin/tray assigned for timeouts on their second pass around the carousel. This mail must then be re-handled either on the AFSM or in some other flats processing operation.

The machine Re-circulation setting of 1 allows mail that has a valid BCR/OCR or VCS result on its first pass around the carousel to re-circulate if it cannot be dropped because the destination tray is full

or not present. If the destination bin is still not available on the second pass, the mail piece will re-circulate a third time in order to drop in the bin designated as "Recycle Rejects" which is normally the mechanical reject bin.

If a reject bin is full, a piece of mail destined for the reject bin will continue to recirculate in the machine taking up space that could otherwise be used for successful sortation of mail. It is very important to sweep full bins in a timely fashion to avoid the unnecessary re-circulation of mail.

It is possible for the supervisor to set the re-circulation setting up to 5 re-circulations. However, if re-circulation is set higher than 1 and the DCOs can not keep up with the demand for keying, throughput on the AFSM is adversely impacted. A direct correlation can be drawn between the buckets occupied by re-circulating mail and a reduction in AFSM 100 throughput.

Caution should also be exercised to ensure the AFSM100 is not overloaded with non-BCR/ OCR readable mail. This will cause excessive re-circulation if the non-readable mail being fed exceeds the keying rate of the DCOs. One circumstance that could produce such a situation is the flowing of a large volume of rejects from an FSM 881 OCR to an AFSM operation within a short time frame. If rejects are flowed to the AFSM 100 they should be paced or metered to avoid excessive re-circulation of the mail on the AFSM 100.

Keyer Performance Evaluation Review (KPER)
Engineering Data Isolation Technique (EDIT)

The accuracy and speed of keyers is critical to accomplishing the goals of quality, improved service and labor savings. Flat operation supervisors should establish continuous communication with keyers, both experienced and new employees, to provide individual performance feedback. Further, supervisors should foster a complete understanding of and commitment to the importance of maintaining quality performance.

The VCS includes a function for automatically editing individual employee keying accuracy. EDIT functions are capable of running concurrently with the processing of mail. The system stores system prompts, keyers' keystrokes, and system responses for each image that is part of the EDIT sample. The mail piece associated with the EDIT image is sorted based on the keyers input into the system and is not delayed due to the EDIT process.

The EDIT function provides for random selection of images for inclusion in "Master sets" for use in editing groups of keyers and for random identification of keyers for editing. Supervisors view EDIT images, results and dialogue from the supervisor workstation.

Keyer performance can be viewed online or offline. The top section of the Edit Session Report gives an overview of the EDIT session. The bottom section displays the keyer's results by image. The report fields can be ordered by Session ID, Device ID or start time.To assure quality, at least one 25-piece evaluation EDIT per week for each keyer must be performed. Following each EDIT, keyers must be provided with EDIT result information to reinforce accurate keying or assist with recognizing and improving keying errors. The supervisor keeps the last year's KPER/EDIT results (or for the DCO's total qualification period, if less than one year.)

Details on the use of KPER are found in the Remote Encoding Center Agreement.

EDIT Session Report

The information on the top section of the EDIT Session Report includes:

- Session ID: Unique identifier for the EDIT session
- Device ID: Device, or VDT, used to perform the EDIT session
- Required Number: Number of images required for the EDIT session
- Frequency: Frequency of images recorded (e.g. every image, every 5th image)
- Condition: Three conditions selected for session:
  - ✓ All images
  - ✓ Operator rejects
  - ✓ Directory unresolved for keyer input
- Keyer Name, ID: Keyer logged on for session
- Start/Stop Time: Time EDIT session started/stopped

The information on the bottom section of the EDIT Session Report includes:

- Image ID: Unique identifier for each image recorded during the EDIT session
- Results: Prompts the keyer as given, the keyer's input, interim results from the NDSS and the final ZIP result

The report fields show what type of errors a keyer made. Some of the common errors easily identified utilizing an EDIT session are:

- Typos
- Using wrong destination address (e.g. return address)
- Entering incorrect information for specific prompts (e.g. entering City/State at [INWARD] prompt instead of street address)
- Incorrect application of coding rules (e.g. forgetting the "+1" in 3+1 extraction)
- Striking wrong termination key (e.g. failure to recognize a foreign mailpiece)

Supervisors should participate in the keyer training or review COOL Trainer lessons to be able to interpret EDIT results.

Miscellaneous

Manage and monitor the VCS room using the remote Video Control Console (VCC) and the video monitor at the AFSM 100 supervisors' desk instead of making frequent trips to the VCS room. This allows the supervisor to manage the entire system from one location. Performance monitoring of the entire VCS, individual DCOs and editing tasks can all be performed at the remote VCC.

1) **PURPOSE:** To provide clear effective guidelines on how to load, unload, and obtain targeted productivity from the Flat Mail Cart (FMC). This Work Instruction is best used when accompanied by the videotapes referenced in Section 6a.

2) **SCOPE:** All personnel involved with an FMC for AFSM 100 mail handling.

3) **PERFORMANCE METRICS:**

PERFORMANCE CATEGORIES:	PERFORMANCE TARGETS:
N/A	N/A

5) **WORK INSTRUCTION CONTENT:**

OPERATING PRINCIPLE: Have Mail Prepared to Maximize Machine Runtime.

Mail Prep productivity summary.

Based on the observation of multiple AFSM 100 locations, this Work Instruction calls for prepping one FMC cart averaging 40 minutes per employee. A certain amount of flat trays may go through prepping. Expeditiously working on this, mail handlers are being consistently observed making the time target. However, mail handlers have also been observed sorting piece by piece into the carts with time to prep the carts going up dramatically.

The second part is maximizing mail that can bypass prepping. 1/3-1/2 of all mail processed should bypass the MH prepping into FMC's. This generates volumes credit (machine TPF) with **no** use of workhours. Candidates for bypass include:

- Local originating flats from larger mailers that often arrive in trays or on skids. This mail can go directly to the machine.

- Mail that comes in labeled from another AFSM 100 operation. This mail should be faced and ready to run once lids are removed.

- Mail moving from primary operations to secondary sorting should not be prepped into FMC's. Trays can be loaded right at the stations.

Overall, the aggressive use of bypass mail generates an overall Mail Preparation rate of 6 - 8,000 pieces per workhour.

A final approach to keeping prep costs down is feeding a good mixture of FMC's and flat trays to the machines at all times. If working only flat trays, feeders can drop behind, particularly if some unfaced mail leaked through from a FSM 881. They can quickly catch up, however by pulling mail from an FMC. (The same principal was used for years with the MPLSM's when bundles were loaded on a maximum of 2 out of 6 consoles with good "trayed" mail on the rest. Prep costs were minimized without adversely impacting throughput on any console.
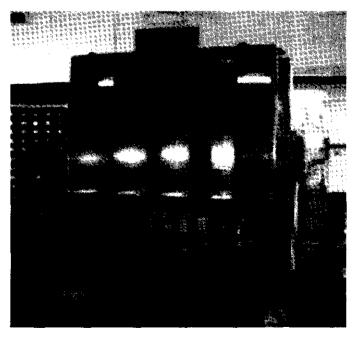
General Operation

Preparing mail to be fed on the AFSM 100 in an efficient and timely manner is a very important step in achieving the established throughput goals. The fact that the AFSM 100, with automatic feeders, processes mail up to 3 times faster than the FSM 881 makes this issue very visible.

Eighteen (18) Flat Mail Carts 1228 (FMCs) are deployed with each of the AFSM 100s. The FMC holds over 3,200 flats, has brakes and lockable wheels, is 46" wide X 56" long and is approximately 54" high when loaded and 72" high when empty.

The FMCs should be utilized to the maximum extent possible for the feeding of the AFSM 100. Loading the AFSM 100 from the FMC has proven to be more efficient than trying to load the AFSM 100 from other types of equipment alone.

Postal personnel working in mail preparation operations, responsible for preparing mail for the AFSM 100, should load mail into the FMCs, except from flat trays, whenever possible and practical to minimize the amount of handling required to process mail. This preparation is done, and later staged, in a designated area.

Flat Mail Cart (FMC)

Mail received in flat mail trays from other AFSM 100 operations can be taken **directly** to the AFSM 100 feeders to supplement the feeding of mail from the FMCs. The flat mail in the trays does not have to be removed from the flat trays and placed into the FMCs prior to feeding. As long as the operator can reasonably determine the bound edge of the mail without allowing the AFSM 100 feeder to run out of mail, then the operators should load directly from the flat trays in addition to loading from the FMC. The flat tray rack designed for holding trays of flat mail at the feed station is intended to make it easier for operators to extract mail from the trays for loading on the AFSM 100.

The percent of unfaced mail in these flat trays should be monitored and should not be exceptionally high in order for this to be efficient. Rather than incur the additional mail preparation time, it is more efficient and less costly to re-feed a reasonable amount of unfaced mail.

It is estimated that it takes approximately 40 minutes for one person to fill an FMC. If the throughput rate on the AFSM 100 is 14,000 pieces per hour and the average volume of mail in a FMC is 3,200 pieces, then the supervisor should plan on having just shy of 5 FMCs of prepared mail available for every hour of processing. This requires about three mail processors for preparation. It also assumes that only mail from FMCs is being processed. If the operation is being supplemented by mail in trays, the requirement will be less mail prepared in FMCs per hour. Conversely, when a machine throughput higher than 14,000 pph is achieved, a proportionate increase in mail preparation personnel will be required.

When placing mail in the FMC it should be placed evenly in each of the four sections, so that its weight is evenly distributed. This also causes the FMC cartridge to automatically lower to an ergonomically correct height. The mail should be placed into the FMC with the bound edge to the right and the address facing up to facilitate proper and efficient loading by the operators at the feeders.

The removal of mail from the FMC is equally important for safety reasons. The operators feeding the AFSM 100 should remove the mail evenly from each of the FMC's four sections, so that the weight of the mail is evenly distributed and causes the FMC cartridge to automatically rise to an ergonomically correct height.

Specifics on Loading the Flat Mail Cart

Mail prep personnel place handfuls of mail in each column across one side of the cart. Addresses must be on top with bound edges facing to the right. As the mail is loaded, the shelf lowers automatically. It moves approximately 1-2 inches at a time. When one side (4 columns) of the cart is half filled, the cart will be at its lowest mechanical position. Continue loading mail until columns are full, and then hold the mail in place by securing with the retaining straps.

After one side of the cart is filled, unlock the swivel controls and release the wheel brake. With the wheels free, rotate and maneuver the cart so that the empty side is in position to start loading. Reset the swivel lock and wheel brake. Once the entire cart is loaded reset the swivel lock and release the wheel-brake. The cart is now ready for pushing or towing to the staging feed area. In pushing/towing configuration two of the four casters will be locked for inline motion.

Specifics on Unloading the Flat Mail Cart

The recommended position for the Flat Mail Cart is 36" away and parallel to the front plane of the feeder console. Once the FMC is in position in front of the feed console, the AFSM 100 operator is responsible for taking mail from the staged equipment and placing it onto the feed table. Mail from the FMC should be taken in handfuls evenly across all columns of the side facing the feeder. The mail will be oriented address/barcode up and bindings to the right. Place each handful of mail with the bound edges down on the feed table and address/barcode to the right. When the entire cart is unloaded, move the cart to a standby location for pushing/towing to the mail prep location.

OPERATING PRINCIPLE: Mail already in flat trays can be loaded directly onto the AFSM 100. Flats placed into flat trays should be placed with the address/barcode facing up and the bound edges to the right. Transport the flat trays to the AFSM 100 in the same manner as for the FSM 1000 or FSM 881.

Suggested FMC Uses

The FMC has been designed as a temporary flat mail-staging device within a facility. Suggested uses include the following operations:

Operation Name	Type Mail
Flats Opening Unit	Palletized Bundles
Flats Canceling	1st Class
SPBS (with runout belt)	All

Flats Opening Unit

Position the cart(s) about three feet from the container to be emptied. Be sure to set the brake before filling the cart. If unloading palletized flats, ensure trash containers are available for shipping materials such as covers, strapping, rubber bands, plastic wrapping, etc.

Flats Canceling Unit

The FMC can be positioned next to the Model 15 Flats Canceler. Insert the cancelled flats directly into the cart, with the barcode/address facing and up bound edge to the right.

Using the FMC on the SPBS

The FMC can also be positioned at or near the SPBS. Position a Model 89 belt for high volume holdouts to be run on the AFSM 100. Mail for these holdouts can be prepped directly from the belt to the FMC and then moved to the AFSM 100 for processing. Many offices hold out a number of zones on the SPBS for distribution to the carrier route. Mail for these zones can also be prepped directly into the FMC. The zones that go to those runouts should correspond with a specific secondary sortplan on the AFSM 100. Once the cart is filled it can be moved for later processing.

In addition to using a model 89 belt, FMCs can be staged at the sweep sides of the SPBS. In this way, the idle time of personnel assigned to SPBS sweep duties may prep bundles of AFSM 100 candidate mail.

Note: The Mail preparation operation for AFSM 100 includes the following activities and is limited to workhours associated with mail prep for the AFSM 100.
- **Removal of strapping/banding on flat trays or bundles destined for the AFSM100**
- **Removal of polywrap on flat bundles destined for the AFSM 100**
- **Loading of FMC and other types of rolling stock destined for the AFSM 100**
- **Securing the mail on the FMC destined for the AFSM 100 area**

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1) **PURPOSE:** Since the changeover operations have extremely high AFSM 100 productivity leverage, this Work Instruction covers HOW to perform this operation correctly and efficiently. It includes a diagram depicting activities that should occur up to 30 minutes before and up to 20 minutes following the program change. Adhering to these instructions will minimize machine downtime while maximizing productivity.

2) **SCOPE:** All supervisors, feeders and sweepers of nationally standardized AFSM100 processes.

3) **PERFORMANCE METRICS:**
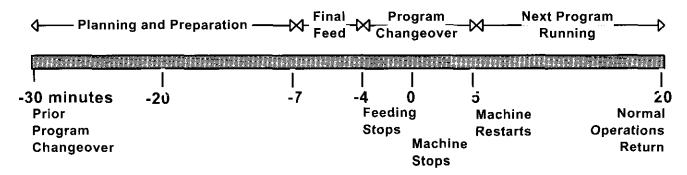
PERFORMANCE CATEGORIES:	PERFORMANCE TARGETS:
Program changeover time (OCR Mode)	9 minutes max.
Adequate volume for next program staged	30+ mins runtime prior to next run

4) **WORK INSTRUCTION CONTENT:**

It takes no more than **4 minutes** to clear all transport pockets. End of run changeover from one sort program to another should be accomplished in an additional **5 minutes** from the time the mail is emptied from the transport pockets, until the AFSM 100 begins the next run. A demonstration of these activities and timing can be seen on the Video "AFSM 100 Mail Preparation and Sweep".

AFSM 100 supervisor and craft go through a well planned sequence beginning up to 30 minutes prior to sort program changeover, followed by 20 minutes of sweeping, dispatching and tray labeling to minimize AFSM 100 downtime.

The 50 Minute Process to manage a good 9 minute Changeover window

◄——— Planning and Preparation ———►◄ Final Feed ►◄ Program Changeover ►◄ Next Program Running ———►

-30 minutes	-20	-7	-4	0	5	20
Prior Program Changeover			Feeding Stops	Machine Stops	Machine Restarts	Normal Operations Return

-30 to -7 Minutes:
@ -30,   Supervisor starts to ensure adequate prepped mail and equipment for the next program.
@ -20,   Sweeper #1 verifies that labels are available for the next run.

	WORK INSTRUCTION AFSM 100 END OF RUN/SORT PROGRAM CHANGEOVER	W# W-AF124	Revision # 1	Process Owner: Manager, Processing Operations

USPS

-7 to 0 Minutes:

@ -7,   Feeder #1 pulls up next program mail, cleans up rejects and tubs around all 3 feeders.

@ -7,   Feeder #2 & #3 ensure even feed so that all stations run out simultaneously @-4 min.

@ -4,   All feeders reload feed stations with next program mail, finish clearing of feeder area.

0 to +5 Minutes:

@ 0,   Supervisor changes computer to next run program.

@ 0,   2 feeders and 2 sweepers pull down machine and replaces trays.

@ 0,   1 feeder loads all three consoles.

@ 0,   1 sweeper dispatches pulled out tubs (approximately 50% dispatched by +5 minutes).

+5 to +20 Minutes:

@ +5,   Restart machine for next run.

@ +5,   2 sweepers complete dispatching.

<10,   Hold off labeling.

@ +10,   Sweepers label all trays while monitoring initial tray fill-up.

@ +20,   Trays again filled to normal operational levels and sweepers resume normal duties

SUPERVISOR:

General observations.

It is important for the supervisor to note that the sweepers on an AFSM 100 are also responsible for removing the flat trays conveyed to the extendable buffer/conveyor at the end of the machine. In offices that do not have the AFSM 100 connected to a Tray Management System (TMS) the trays must be removed from the extendable buffer/conveyor and placed in mail transport equipment for either dispatch or relocation to another area on the AFSM 100.

When a run has been completed, it is recommended that all operators (feeders and sweepers) be assigned particular duties to sweep the machine, dispatch the trays, and change over to the next run or operation as quickly as possible. A simple example of how this change over function could be accomplished in 5 minutes is described above and shown in Video # AF123. Ledges can be loaded during these periods, and all mail processors can participate in the sweeping of the machines.

Before End of Current Run:

- Determine if feeders and sweepers will rotate positions during the changeover or remain where they are. Advise all employees.
- Initiate label printing for next sort program. This way, the labels will already be in the holders for the next run. The sweepers can put these in while it is running the current program.
- Ensure there are enough empty flat trays at each sweepside of the machine.
- Ensure there is sufficient MTE available at the dispatch end of the machine.
- Ensure mail for the next run is staged in the immediate area of the machine at least 30 mins prior to changeover.

After End of Current Run:

- When AFSM100 "Bucket Status" screen shows that all buckets are empty other than red and black buckets, advise all employees and then initiate EOR.

FEEDER # 1:

Before end of Current Run:

- Remove empty equipment and position Flat Mail Cart (FMC) with mail for the next run in front of console #1.
- Release straps from the FMC and load mail for the next run onto the feed table behind the support blade as the current run finishes. In this way the feed table will be loaded for the next run.

After end of Current Run:

- After last piece is fed, go to far end of machine (on the Bin 60 - 120 side) and begin distributing full trays from the conveyor belt into the appropriate dispatch containers.
- After sweeper on your side has put the last empty tray in place, go back to Feeder #1 and start the machine for the next run as soon as sweep is complete. (Note - or rotate positions if applicable).

FEEDER # 2

Before end of Current Run:

- Complete loading of all mail on Feeder #1 for the current run.
- Remove empty equipment and position FMC with mail for the next run in front of console #2.
- Release straps from the FMC and load mail for the next run onto the feed table behind the support blade as the current run finishes. In this way the feed table will be loaded for the next run.

After end of Current Run:

- After last piece is fed go to far end of machine (on the Bin 1 - 60 side) and begin distributing full trays from the conveyor belt into the appropriate dispatch containers.
- After sweeper on your side has put the last empty tray in place, go back to Feeder #2 and start your feeder as soon as sweep is completed. (Note - or rotate positions if applicable).

FEEDER # 3

Before end of Current Run:

- Complete loading of all mail on Feeder #3 for the current run.
- Remove empty equipment and position FMC with mail for the next run in front of console #3.
- Release straps from the FMC and load mail for the next run onto the feed table behind the support blade as the current run finishes. In this way the feed table will be loaded for the next run.

After end of Current Run:

- Remain at the feeder end and make sure all 3 consoles are loaded with mail and ready to run (i.e. move support blades behind the mail on the consoles) as soon as the sweep is complete. (Note - or rotate positions if applicable).

SWEEPER, NEAR SIDE, BINS 1-60:

Before end of Current Run:

- Put labels for next run in the proper slot of the label holders located above each bin.
- Replace trays at all flashing light locations and clear full trays from the end of the machine.

After end of Current Run:

- When the supervisor advises that the buckets are empty in the machine, start at bin # 60, and pull all the flat trays two at a time working your way back to bin # 1.
- After pulling bin # 1, begin inserting empty trays in the machine, starting with bin # 1 and working down to bin # 60.
- After last empty is in place, go to end of conveyor and finish removing full trays and distribute into the appropriate dispatch containers. (Note - or rotate positions if applicable).
- After all trays have been removed from the conveyor, return to bin # 60, and begin labeling the flat trays for the new run. Work your way back to bin # 1 keeping alert for any flashing lights due to bins filling up during the new run.
- Set up empty MTE at the end of the machine for dispatch of the mail for the new run.

SWEEPER, FAR SIDE, BINS 61-120

Before end of Current Run:

- Put labels for next run in the proper slot of the label holders located above each bin.
- Replace trays at all flashing light locations. Clear full trays from the end of the machine.

After end of Current Run:

- When the supervisor advises that the buckets are empty in the machine, start at bin # 61, and pull all the flat trays two at a time working your way back to bin # 120.
- After pulling bin # 120, begin inserting empty trays in the machine, starting with bin # 120 and working down to bin # 61.
- After last empty is in place, go to end of conveyor and finish removing full trays and distribute into the appropriate dispatch containers. (Note -or rotate positions if applicable).
- After all trays have been removed from the conveyor, return to bin # 61 and begin labeling the flat trays for the new run. Work your way back to bin # 120, keeping alert for any flashing lights due to bins filling up during the new run.
- Set up empty MTE at the end of the machine for dispatch of the mail for the new run.

1) **PURPOSE:** To provide a National Standard Operating Procedure for the proper feeding of mail on an AFSM 100.

2) **SCOPE:** All personnel who operate the nationally standardized AFSM 100 processes in a feeder capacity.

3) **PERFORMANCE METRICS:**

PERFORMANCE CATEGORIES:	PERFORMANCE TARGETS:
Primary Wall clock Hourly Throughput (Operational)	15,000
Secondary Wall clock Hourly Throughput (Operational)	13,000
Primary Machine Productivity	2,693 pph
Secondary Machine Productivity	2,412 pph
Machine Error Rate	1.3% max
Pieces fed per AP per Machine	Per FARM model
BCR Accept Rate	95%

4) **WORK INSTRUCTION CONTENT:**

Pre-Operation (performed by Maintenance)

Identifies items to be checked before starting the AFSM 100. Use this checklist to avoid personal injury or machine damage and to ensure the machine is ready to start.

- Clear all mail path surfaces of tools or foreign objects. Open machine covers and doors to inspect.

- Remove loose mail pieces from the machine.

- Close all doors and covers.

- Ensure all E-Stop switches are reset.

- Ensure all personnel are clear of the machine.

General Preparation

Once the Flat Mail Cart (FMC) is in position (approximately 36") in front of the Feed Station, the operator unloads mail from the staged equipment and places it onto the feed table. The mail in the FMC will be oriented address/barcode up and bindings to the right. The operator takes a handful of mail from the FMC and places the bound edges down on the feed table and the address/barcode to the right.
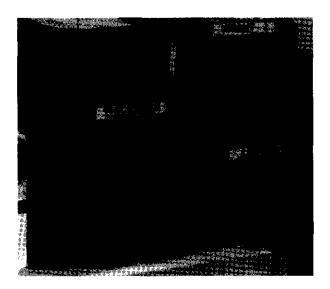
If the operator is loading from flat trays from General Purpose Mail Containers (GPMC's), a multi position tray holder is mounted to the left side of the feed table. The operator is to place the flat tray onto the tray holder in the position that is most accommodating for the operator. Mail then can be removed from the flat tray and placed on the feed table as described above.

Consistently mix in mail from (prep) bypass flats tubs with the prepped mail from the FMC.

Loading the Feed Station

Retrieve initial batch of flats from either the Flat Mail Cart or tray holder. Inspect flats for defects, size, thickness or other conditions that would prevent successful processing in the AFSM 100. If necessary, utilize the template attached to the Feed Station to determine proper thickness and size. Take note of the following conditions that may cause a jam condition:

- Mail in excess of 15 inches or in excess of .75 inch thick
- Mail smaller than minimum height
- Objects inside envelopes, e.g. spiral binders, trinkets, pens
- Flats encased in plastic sticking together (separate each piece)

NOTE: Flimsy mail in plastic wrappers cling to paddle and ride up when it is lifted. Place this type of mail between other flats that do not stick to the rubber paddle.

Move the stacker paddle to the left side of the belt. Orient flats with the address facing the flat scanner as it passes in front of the camera window. To accomplish this, place the flat, address side to the right side of the feeder, spine down on the feed table. Stack flats together without overlapping or interfering with the movement of pieces on either side. Do not place damaged or torn flats into the machine.

Stack the mail against the stacker arm, filling the feeder table from left to right. The stacker arm is tilted at the ideal angle for mail piece induction. Keep the flats oriented at this angle. Also, shift mail back against the feed table back plate.

Light, flexible flats have a tendency to slide to the right - use left hand near the bottom of the stack to push it back to the correct angle as the new batch is added with the right hand. Continue loading the feeder belt until near maximum capacity before starting the automatic feeder.

NOTE: Do not stack mail too tightly. This can cause double feeds or jams.

Starting the Automatic Feeder

Follow these steps to start the Automatic Feeder. On the Control Panel:

- Press the white Feeder ON button. The button illuminates when power is applied.
- Press the green Feeder Operation START button to start motors.
- When the system is ready to start inducting mail, the amber FEED ON/OFF light begins to flash. Press this button, the light becomes solid and the Destacker begins to pick off mail.

NOTE: Because flats are not initially in the trough at the destacking head, the feeder belt advances rapidly to move the mail to the pick-off point. After this initial rapid movement, the belt advances as slowly as necessary to keep enough mail in the destacking area.

To continue feeding mail into the Destacker:

- Take a small stack of mail in both hands with the bindings in the right hand, addresses facing the Destacker head.

- Place this stack behind the stacker arm. Use left hand - hold mail against back of stacker, ensure that back edges of flats are against feeder back plate.

- Lift stacker arm with right hand. Move stacker paddle to the left, over the new mail, lower fully. Move stacker paddle forward, simultaneously removing left hand, until stacker arm is once again pressed against the back of the mail stack.

NOTE: Lower stacker arm several inches behind new mail stack, then move it forward. Lowering the stacker arm too close to the new mail stack may bend or crinkle flats causing damage to mail or jams.

- Maintain proper angle of mail stack, especially when pushing stacker paddle forward. If mail is not pushed tight enough, the loose fit prevents the Destacker from operating properly. Mail flops back away from the Destacker head in the trough causing a jam. If mail is jammed too tight, movement of the flat closest to the Destacker head is restricted, thus causing a jam.
- Periodically look over the stack to verify that all flats are resting on the feeder belt and that no mail pieces are bent under the stack.

Changeover: Per W-AF124 "End of Run/Sortplan Changeover"

Normal Shutdown

- Process remaining mail located on each feeder table.
- Press the PICK-OFF button to stop the feeding process, then the red STOP button on all of the Feed Station Control Panels.
- Press the red OFF button under Feeder Power on the control panel to remove power from the feeder motors.

SAFETY NOTE: Emergency Shutdown

Initiate an emergency shutdown by pressing an E-Stop button. This action removes power to all drive motors instantly - all mechanical operation stops. Utilize this method only for personnel injury, machine breakage, mail piece damage, or jams that stop the carousel.

To restart the machine:
- Reset the red E-Stop that was utilized to activate the emergency shutdown.
- Restart the carousel utilizing the green START button under Carousel on the #1 Feed Station Control Panel.

NOTE: Ensure all personnel are clear of the machine and that the problem is resolved before restarting.

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1) **PURPOSE:** To effectively sweep the AFSM 100 so as to optimize its productivity.

2) **SCOPE:** All personnel performing or supervising sweep operations in standardized AFSM 100 processes.

3) **PERFORMANCE METRICS:**

PERFORMANCE CATEGORIES:	PERFORMANCE TARGETS:
Changeover duration:	9 minutes max.

4) **WORK INSTRUCTION CONTENT:**

   Perform the following Activities:
   - Obtain labels from label station and place them into appropriate slots above the flat trays (verify label and stacker numbers match).

   - Ensure there is a flat tray at every discharge chute (and that each is properly labeled).

   - Remove full mail trays, place on takeaway conveyor (avoid pulling trays that are less than two thirds full). An amber light will flash above flat tray indicating when it is full. Failure to remove the full tray in a timely manner will have a negative impact on productivity and throughput since the mail will recirculate until full tray is pulled.

   - Immediately replace swept tray with a correctly labeled empty tray.

   > **NOTE: The status indicator light stays solidly lit when a tray is removed until it is replaced. Mail will recycle in the machine until the tray is replaced or it times out. Throughput is affected when excessive time is used to remove/replace full trays.**
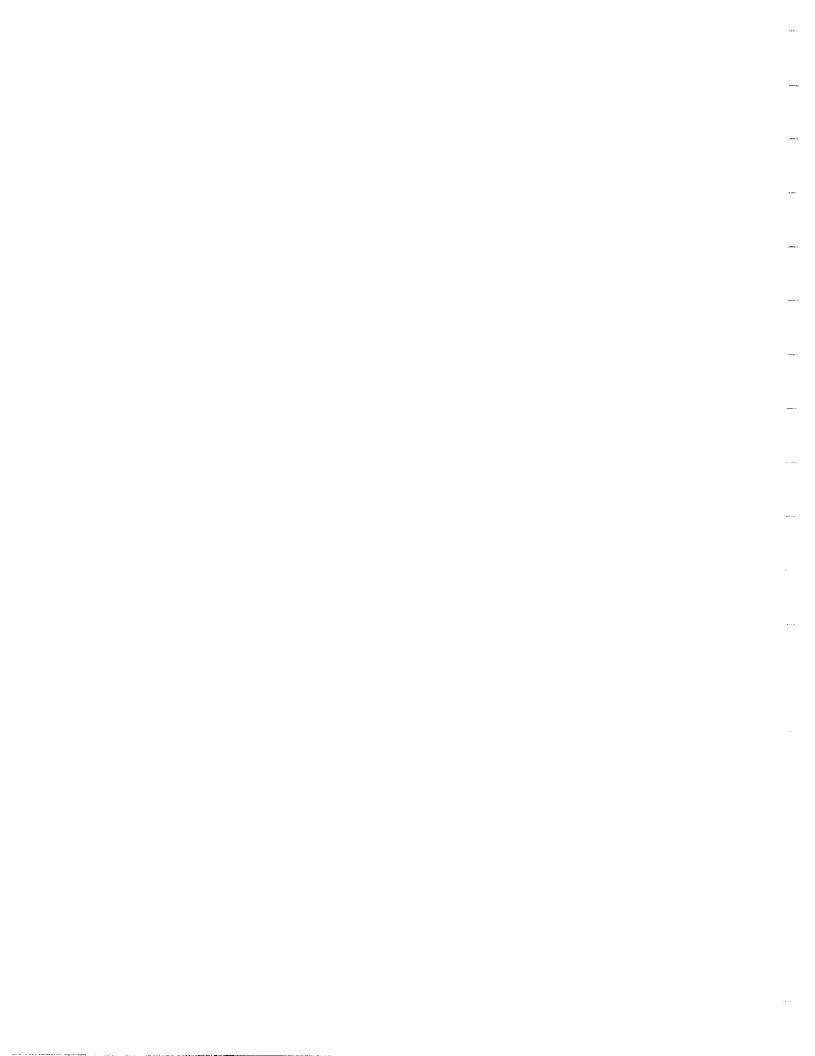
   - A full sweep at the end of the run should take a maximum of 9 minutes (OCR mode).

   - Replenish labels from label station as necessary.

   - Notify supervisor if label stock at label station needs replenishing.

   - Remove all mail piece jams on the AFSM 100 per W-AF125.

   CHANGEOVER: Performed per W-AF124, "AFSM 100 End of Run/Sort program Changeover"

   CLEARING JAMS: If far side sweeper is assigned to clearing injector jams(per local instruction), perform per W-AF125, "Clearing Jams on AFSM 100"

1) **PURPOSE** (of this Instruction): To describe the clearing of mailpiece jams on the AFSM 100.

2) **SCOPE:** All supervisors and operators of nationally standardized AFSM100 processes.

3) **PERFORMANCE METRICS:**

PERFORMANCE CATEGORIES:	PERFORMANCE TARGETS:
Jams per thousand:	3
Average time to clear Accelerator jams:	25 seconds
Average time to clear Buffer jams:	35 seconds
Average time to clear Destacker jams:	10 seconds
Average time to clear Injector jams:	35 seconds
Average time to clear Injector Output jams:	35 seconds
Average time to clear OCR jams:	25 seconds
Average time to clear Pinch Wheel jams:	10 seconds
Average time to clear Tilter jams:	25 seconds

4) WORK INSTRUCTION CONTENT:

JAMS GENERAL:

Always be careful to avoid damaging mailpieces or belt assemblies when clearing jams. Clear a jam as follows:

- Check for lit jam indicator lights or look at infeed control panel or video display units for location of jam.
- Lift cover where jam has occurred.
- Remove jammed mailpiece(s).
- Lower cover.
- Inform operators in area of machine restart.
- If jam occurred in an infeed section, press the green **RUN** button located on the feeder control panel to restart the Infeed Station as soon as possible.
- If jam occurred in the carousel section, press the green **START** button located on the #1 Infeed Station Control Panel.
- Resume normal machine operation.

> **NOTE: Photoeyes are utilized for mail tracking and indicating jams. If a photoeye is blocked by anything other than anticipated mail (dust, paper, scraps, etc.), the machine still indicates a jam. A photoeye can be momentarily blocked causing a PHANTOM JAM. Do not remove mail when this occurs, as such unnecessary removal of mail disrupts throughput.**

ACCELERATOR JAM

When a jam occurs in the accelerator, an accelerator incident message is displayed on the Infeed Station Control Panel. To clear:
- Open the accelerator front cover.
- Remove the flat by lifting the tilter front presser assembly while pulling the mail piece from behind the belt. The accelerator is similar in construction to the tilter.
- Close the accelerator front cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **25 seconds to clear**.

NUMBER 1, 2, 3 BUFFER JAM

The link conveyor is composed of three identical buffer assemblies, numbered from 1 to 3 in the direction of mailflow. A number 1, 2, 3 buffer incident message on the Infeed Station Control Panel indicates a jam in the link conveyor. To clear:
- Open the link conveyor front cover.
- Remove the flat by lifting the front presser assembly while pulling the mail piece from behind the belt.
- Close the link conveyor front cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **35 seconds to clear**.

DESTACKER JAM

This is the most common jam and the easiest to clear. Often, the condition will clear before the Infeed Station stops. To clear:
- Observe the amber **FEED ON/OFF** button. If the light is flashing, attempt to restart the pick-off process by pressing the pushbutton.
- If the jam was caused by mail stacked too tightly on the feed table, remove some of the flats nearest the destacking head.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **10 seconds to clear**.

INJECTOR JAM

When a jam occurs in the injector, an injector incident message is displayed on the Infeed Station Control Panel. The injector is located on the opposite side of the machine from the feeder. An amber light mounted above the injector illuminates. To clear:

- Open the injector front cover; lift the plastic coated handle to release the solenoid assembly.
- Swing the solenoid assembly down, away from the injector, and lay it down on the cover.
- Lift the injector gantry and hold it in the up position utilizing the plastic handle latch mechanism.
- Remove the flat by sliding it backwards, along the mail path, into the number 3 accelerator where it can easily be lifted out.
- Swing the solenoid assembly back into position, utilizing the plastic handle to latch it. Ensure the latch snaps into its proper place.
- Close the injector cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **35 seconds to clear**.

INJECTOR OUTPUT JAM

This jam occurs when a mailpiece sticks between the injector and the buckets on the carousel. A jam at this location can result in a flat lying on top of the buckets. This jam is the only feeder jam that shuts down the entire carousel because it could prevent mail from another Infeed Station from discharging properly. The injector is located on the opposite side of the machine from the feeder. A red light mounted above the injector illuminates. To clear:

- Press the E-Stop nearest the injector jam
- Open the plexiglass cover in the Interface 2000 module.
- Reach through the access hole into the space below the injector and remove the flat.
- If the flat cannot be easily removed or if it cannot be found, close the cover and inform the supervisor - who will call maintenance for help.
- Close the plexiglass cover.
- Reset the E-Stop
- Press the Sorter Operation Start button on Infeed Station Console #1
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **35 seconds to clear**.

OCR JAM

When a jam occurs in the OCR module, an OCR incident message is displayed on the Infeed Station Control Panel. To clear:

- Open the OCR module front cover to access the belts.
- Lock the presser assembly(s) open if necessary. Carefully slide the mailpiece from behind the belts.

> **NOTE: Because there are four belts running across the entire front of the OCR module, it may be difficult to remove mail. It may be helpful to lock open one or more of the front presser assemblies.**

	WORK INSTRUCTION CLEARING JAMS ON AFSM 100	W# W-AF125	Revision # 1	Process Owner: Manager, Processing Operations

USPS

- Always ensure the front presser assemblies are returned to their normal operating position prior to restarting the feeder.
- Close the OCR module front cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **25 seconds to clear.**

PINCH WHEEL JAM

When a jam occurs in the pinch wheels, a pinch wheel incident message is displayed on the Infeed Station Control Panel. To clear:
- Open the tilter front cover to access the pinch wheels.
- Remove the flat by pulling it forward in the normal direction of motion - into the tilter, then lift the tilter front presser assembly while pulling the mail piece from behind the belt.
- Close the tilter front cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **10 seconds to clear.**

TILTER JAM

When a jam occurs in the tilter, a tilter incident message is displayed on the Infeed Station Control Panel. To clear:
- Open the tilter front cover.
- Remove the flat by lifting the tilter front presser assembly while pulling the mail piece from behind the belt.
- Close the tilter front cover.
- After the jam is cleared, the amber **FEED ON/OFF** button flashes, signaling it is OK to begin feeding again. Press the pushbutton to resume feeding as soon as possible.

On the average, this type of jam should take **25 seconds to clear.**

OTHER CLEARING TIPS

An approach that aids in maximizing machine throughput is to have the AFSM 100 Feeder Operators cooperate in clearing injector jams. When this method is used, the high-density bins should not be assigned to the high numbered bins on the backside of the machine. The high-density bins should be assigned to the lower numbered bins on the back side of the machine so the sweeper can assist in clearing trays from the buffer rollers. In order to explain this method an example of clearing an injector jam on feed station # 2 is used.

TWO EXAMPLES: First, when the injector jam occurs on feeder # 2, the operator on feeder # 1 is notified. The operator on feeder # 1 moves to the injector for feeder # 2 and clears the injector jam while the operator on feeder # 2 moves to feeder # 1 to keep it loaded with mail while the jam on feeder # 2 is being cleared by operator # 1. When the jam has been cleared the operator for feeder # 2 moves back to feeder # 2 and immediately starts the feeder. The operator for feeder # 1 returns to feeder # 1. This method will work for injector jams on any of the feeders without interrupting the loading, feeding, and running of the feeders that are still in operation. It maximizes machine throughput and allows better utilization of the operator's time.

Secondly, per W-AF321, "In-Plant Support for AFSM 100", IPS personnel should design the sort programs used on the AFSM 100 to be efficient for the operators. This includes assigning high-density separations to the high numbered bins on each side of the machine (i.e. bins 45 – 60 on the front and bins 110 – 119 on the back).

This allows the operator on the side of the machine with bins 1 through 60 to spend most of his/her sweeping time closer to the buffer conveyor, thus making it more efficient for the operator to clear the full trays from the conveyor into mail transport equipment. By assigning the high-density bins to the high numbered bins on the backside of the machine, the operator will be closer to the feeders and therefore able to clear injector jams quicker if this is the injector jam clearing method preferred by the site. This reduces the time that a feeder is down due to an injector jam. This design also provides more time for an image to be keyed by a DCO before it reaches its destination bin, assuming the mail pieces that can't be read by the BCR/OCR are of the same density as those that are readable. This is not the only way a sort program could be designed. However, other layouts should take into account all aspects of efficiency when they are not designed as indicated here.

The percent of unfaced mail in these flat trays should be monitored and should not be exceptionally high in order for this to be efficient. Rather than incur the additional mail preparation time, it is more efficient and less costly to re-feed a reasonable amount of unfaced mail. In-Plant support personnel should assist in determining the break-even percentage if a supervisor needs assistance in making this determination.

A site, or a tour within a site, should determine which of the two recommended injector jam clearing methods is most efficient for its use, and ensure consistent utilization of that method to avoid confusion as to which operator is responsible for clearing injector jams.

1) **PURPOSE:** To describe the key Maintenance contributions to obtaining full performance and productivity from the AFSM 100.

2) **SCOPE:** All Maintenance Technicians and Supervisors with responsibility for AFSM 100 maintenance.

3) **PERFORMANCE METRICS:** directly or indirectly influenced by Maintenance.

PERFORMANCE INDICATORS:	PERFORMANCE TARGETS:
Total AFSM100 productivity (Machine/VCS)	1,995 pph (@ 55%/65%/ 9%**)
" " " "	2,065 pph (@ 75%/90%/ 9%**)
" " " "	1,705 pph (@ 55%/65%/16%**)
Total pieces fed per AP per Machine	Per FARM model commitment
Primary Wall clock Hourly Throughput (Operational)	15,000
Secondary Wall clock Hourly Throughput (Operational)	13,000
Machine Staffing Level (Mail Processors)	Up to 5 at full capacity
Mail preparation staffing (based on 0% bypass)	Up to 3 per machine hour
VCS Staffing Level (DCOs)	Based on Image Flow Workload
Program Changeover time	9 minutes maximum
Composite Machine Productivity (55% Pri. 45% Sec.)	2,548 pph
Primary Machine Productivity	2,693 pph
Secondary Machine Productivity	2,412 pph
Composite DCO Keying Productivity (@ 75% Pri, 25% Sec)	7150 strokes/hr* and 838 Images/hr
DCO Keying productivity (@ 100% Primary)	900 Images/hr
DCO Keying productivity (@ 0% Primary)	650 Images/hr
DCO Keying Accuracy	98% *
Image Keying Finalization rate	95%
BCR Accept Rate	95%
Machine Error Rate	1.3% max
Machine unscheduled Downtime (report as % of total hours)	% TBD (reporting still required)
Jam Rate Per 1000 pieces fed	3 per thousand pieces fed
Preventive Maintenance (PM) on-time completion	95%

• Official performance requirements   **) Primary Mailmix/Primary Imagemix/Images pr TPH%

4) WORK INSTRUCTION CONTENT:

Development of Preventive Maintenance Schedule.

Maintenance personnel should consider themselves virtual "owners" of the AFSM 100's under their maintenance responsibility. As any airline passenger knows, on-time departure and arrival has more to do with aircraft maintenance quality and timeliness than with pilot performance. Without downplaying the importance of proper feeding and sweeping of the machine, its availability, state of tune, and proneness to jams have exceptional influence on a plant's success in meeting the AFSM 100's performance and productivity targets.

The Maintenance Supervisor is responsible for establishing a Preventive Maintenance program for each AFSM 100. Such a program should initially use the AFSM 100 manufacturer's recommended maintenance steps and frequency with any USPS Engineering modifications existing at the time of equipment installation. The main output of this preventive program is the Preventive Maintenance Schedule covering all of the current year (but always a minimum of 6 months). This schedule lists all major PM activities and machine by date ("window") of planned execution. The schedule is posted so that all impacted parties have easy access to its content.

Machines do not operate efficiently when the required maintenance has not been performed. The following guidelines help ensure good maintenance:

- Establish maintenance windows and enforce them.
- Schedule maintenance windows at low-volume and utilization times.
- Gain Operations agreement on the size and timing of these windows.
- Have someone other than the person performing routes answer maintenance calls, which take away from the routes being performed.
- Move the crews so that all machines get the daily maintenance they require.

Include time for cleaning and any planned corrective maintenance and/or maintenance work orders. See Maintenance Management Orders for route requirements and checklist.

- Daily route performance.
- Weekly route performance.
- Monthly route performance.
- Quarterly route performance.

Ongoing update to the Preventive Maintenance Schedule.

The operational objectives of an effective PM program can be seen in the above performance targets. The quality and inclusiveness of the actual PM should minimize Machine Error rates, jam rates, and unscheduled down time. Insistence on on-time completion reduces the risk of unscheduled down time (the main underpinning of any preventive activity).

It is important to note that the schedule is not a static document. The Supervisor is responsible for revising the schedule to capture experience gained in both content of PM routes, PM activities and frequency of performing the PM's.

Route reviews are consistently performed and changes agreed to and documented. The PM Schedule is also updated as required.

Operating the Preventive Maintenance program.

To operate any maintenance program, trained personnel are required. To that end, the supervisor needs to establish and document WHAT training, certification and/or other qualifications are needed by the personnel who performs each of the maintenance activities. When the training, certification and qualification are completed, all training records should be in place. Only when fully qualified does a maintenance technician perform work on an AFSM 100. The supervisor also establishes and documents HOW MANY such technicians are needed to fully perform all jobs listed in the Preventive Maintenance schedule in the time allowed.

Since one key purpose of a PM program is timely preventive action, it is important that all PM takes place within the scheduled window. This is a responsibility shared between the Maintenance Supervisors and the Supervisors responsible for the AFSM 100's operation. I.e., the AFSM 100 supervisor needs to turn over the machines to maintenance at the start of each scheduled maintenance window. The shared responsibility is reflected in the required recording and tracking of on-time PM. Operation's contribution to that metric is captured in the Machine Availability (for PM) metric, which is similarly recorded and tracked.

One ongoing activity performed during each PM is the confirmation that the current software versions are being used on the AFSM 100.

The first indicator of something being wrong with an AFSM 100, is a degradation in the machine's performance. The Maintenance Supervisor needs to ensure that machine performance and jam/reject rates are tracked and analyzed by his/her personnel. Machine problems and all unscheduled downtime are also listed in and tracked from the Maintenance logbook.

Following any work on an AFSM 100, the technician or supervisor communicates any machine problems, current or potential, to the operations personnel.

Conducting Operational Maintenance.

The best avenue to minimizing unscheduled downtime is to maintain clear, open communication lines with the SDO and operational craft personnel.

The ultimate goal of operational maintenance is to require none of it. Once operational (reactive) maintenance is required, however, the next best thing is to minimize the throughput and productivity hits by getting the machine back up as quickly and completely as possible. A 2-

minute-or-less response time is required whenever the full machine is down. When the machine is down for operational maintenance, maintenance must sign onto the AFSM 100 maintenance screen. No operational maintenance is to take place while the supervisor's screens are up. This ensures accurate maintenance time accounting and quantification of unscheduled downtime. This unscheduled downtime is also tracked, summarized, and reported to the Area maintenance coordinator.

Additionally, maintenance personnel should provide the following assistance to Operations:

- Identify and analyze location and causes of high jam rates and work with Operations to eliminate / minimize the causes. (Look for repeated areas.)
- Analyze mechanical reject rates.
- Analyze rejects.
- Document all problems in log.
- Communicate all applicable problems to the incoming tour.

> **LOCAL SCHEDULING and STAFFING**

As mentioned in the Executive Summary, proper staffing in any operation is important, and the AFSM 100 is no exception. A key point to keep in mind, when staffing an AFSM 100, is that it is a system of three parts, the actual machine, the Video Coding System, and mail preparation. Staffing for the machine itself is no different than staffing any other piece of mail processing equipment. As always, to measure staffing properly, the supervisor needs to ensure that all employees are clocked into the correct operation. The information below will assist a site in determining the proper staffing for an AFSM 100 operation.

Several models have been developed that can assist locations with the staffing and scheduling of the AFSM 100.

- Machine Scheduler LE
- Employee Scheduler
- VCS Staffing Model for VCS room only
- FARM Model

Machine Scheduling

Up to 5 qualified mail processors (3 feeders and 2 sweepers, PS-4)

Machine scheduling and mail prioritization is accomplished by using Machine Scheduler LE. This simple EXCEL model will schedule individual operations and machine types, and optimize the utilization of the equipment. In addition to providing guidance in proper scheduling of the machine, the output from it provides the information required for the VCS staffing model described below. Once the machine scheduling is complete, the BPI Employee Scheduler will assist in optimizing the daily and weekly employee schedules. Both of these models can be found at: "http://blue.usps.gov/procops/btp/Breaktp.html".

VCS Staffing

Qualified Data Conversion operators (DCO's, PS-4)) as needed based on image generation rate

The VCS Staffing model was developed to aid in determining the proper staffing of the VCS operation based on the mail type being run (reject rate of the BCR/OCR) and the keying rate of the Data Conversion Operators. In-plant support personnel should determine the parameters to input into the model based on the output of a machine-scheduling model. Output from the staffing model tells a site by hour how many DCOs should be scheduled. Since these models use averages, a site should staff the VCS room on the low side of the model recommendation. When experience is gained from running the mail, a better estimate of accept / keying rates can be used for the model.

Mail Preparation Staffing

3 qualified mail preparation personnel per machine run hour (average)

Mail preparation into FMC's typically takes about 3 employee hours per machine run hour to maintain the proper flow of prepared mail to the AFSM 100. This assumes no bypass. With bypass the number of employees would be less (# of employees = 3*[1 - %bypass]*[Machine throughput / 15,00pph based on 100% primary]). Different bypass rates require adjustment of this staffing. Note that mail preparation personnel should be scheduled to report before machine operation begins to ensure the machine has a sufficient, properly prepared volume to continue operation once it is started.

IMPACT OF STAFFING

The FARM model **(AFSM 100 Site Preparation Guide Chapter 8.2)**, although specifically designed to provide inputs into the Phase 2 AFSM 100 Decision Analysis Report, provides a comprehensive look at all Flats mail operations and potential Flats mail volumes. Flats equipment requirements and economics can be simulated for all phases of deployment within the scope of the model (AFSM 100 and FSM 1000 environments) provided updated and accurate data is used.

The following is an example of the staffing impacts to a multi-machine (4) plant and its supported stations and offices (where the work is performed in the "current" case) based on the output of a scheduling model created by an Area in-plant support office. It reflects the results of bringing in all available flat mail from AO's and city stations. It also shows that if the proposed schedules were properly implemented the P&DC staffing could be reduced by 4 full time equivalent positions and 50 full time Function 4 positions could be eliminated.

SAMPLE OF STAFFING IMPACT ON A PLANT AND CUSTOMER SERVICE

Operation	Proposed Bids	Current FTE	Difference
Annex FSM 881/Manual	0	25	-25
AFSM 100	98	100	-2
VCS	62	11	51
P&DC Preparation	22	20	2
Annex Preparation	33	0	33
Operation 175	18	81	-63
Subtotal	**233**	**237**	**-4**
F-4 City/Station Clerks	283	333	-50
Total	**516**	**570**	**-54**

Example of possible volume, work hour adjustments & savings using the scheduling model for function 4 by running all available station mail on the AFSM 100. (The table below does not show the total of 124,708 potentially captured hours per year in F-4 due to space constraints)

Station	ZIP CODE	Total Daily Volume	% Worked AFSM	AFSM Daily Volume	Hours/ Year Saved	Hours/ Day saved	8 Hr Positions saved	Daily manual Volume	Daily manual Workhours
Main Office Box	53201	19,117	65%	12,426	9,772	32.4	4.0	6,691	17.4
Junea	53202	26,011	80%	20,809	9,897	32.8	4.1	5,202	13.2
Juneau	53202	5,710	80%	4,568	3,492	10.2	1.4	1,142	2.9
Harbor	53204	5,203	80%	4,019	3,072	10.2	1.3	1,005	2.5
Root River	53277	6,527	80%	5,221	3,992	13.2	1.7	1,305	3.3

Employee Impacts

Actual program savings are dependent upon site efforts to capture employee position savings and effectively position the remaining workforce. Sites can expect significant impact to Clerk Craft employees. Impacts will be related to both the number of employees required, their location, and position level. Sites must plan for these impacts to assure that not only are employees available to staff the new equipment, but those jobs no longer needed are eliminated.

- **Union Notification**

The Postal Service agreed to provide the unions with site impact reports (often called "impact statements") whenever technological changes impact the bargaining unit. After staffing modeling is completed, sites must prepare an impact statement for each union whose employees' jobs will be affected. The impact statements must be provide no less than 90 days before the change, and must be provided six months in advance "whenever possible". The impact statements should be provided to the unions through the Area Labor Relations office.

- **Withholding**

Withholding provides an effective tool to re-position the workforce and move employees from positions that are no longer needed to others that fill resource needs. Management has wide discretion regarding which positions to withhold for impacted employee placement. Withheld vacancies can include residual vacancies in the same or lower level, in all crafts, within the installation. They are limited, however, to the expected number of employees to be placed. Therefore, advance planning and follow-up is required to assure effective staffing in operations beyond the immediate AFSM 100 operation.

An extensive guide to employee assignment, *Corporate Complement Management Guidelines,* is available on the web at http://blue.usps.gov.lrinfo.

To aid in standardizing operations, consistent Communication Aids such as posters, signage, and pocket cards are helpful. These should be prepared and installed prior to machine acceptance and must be maintained after operation start-up. Ongoing communication by Supervisors with their crews, including daily AFSM 100 process discussions using performance tracking reports and discussion boards, are needed to ensure that the crews always understand the needed performance.

Communication aids and processes for the AFSM 100 machine include (samples provided):

- **Pocket Cards:** A template for pocket cards is included. These should be printed and laminated and made available to AFSM 100 supervisors as a handy reference guide on key performance expectations.

- **In Plant Performance Tracking templates (weekly, AP):** Weekly and AP performance of the key indicators should be maintained and updated by In-Plant Support and posted near the AFSM 100 machine. Suggested formats for charts and graphs are included.

- **Performance Tracking and Coaching Process (real-time, during tour):** A work instruction for hourly performance tracking is included. In-plant support should produce a grease board in accordance with the template included in this instruction and post it in proximity to the machine, in clear view of the operators. Supervisors should familiarize themselves with this instruction and perform the duties outlined during operation of the AFSM 100.

Visual Aids

Additional details are documented in **AFSM Support Guide Chapter 5.13**. The approaches listed may be used as communication vehicles:

- Frequent Service Talks
- Employee handouts (i.e. letters, with paychecks)
- News articles in craft and management newsletters
- Videos (i.e. with Service Talks, internal video monitors in break areas)

- Kiosk or bulletin board, post:

  - Photos of system and its hardware
  - Information on how it functions
  - Copy of AFSM 100 layout
  - Information on installation, burn-in, ramp-up plans
  - Updates on implementation progress
  - List of frequently asked questions & answers
  - Question box, updated question & answers list
  - Posters

AFSM 100 PERFORMANCE

CRITICAL INDICATORS	TARGETS
Composite Total AFSM100 productivity (Machine/VCS)	_____pph ***
Pieces fed per AP per Machine	Per FARM model
Composite Wall Clock Hourly Throughput (Operational)	_____pph *
Max. Machine Staffing Level (Clerks/Mail Handlers/DCOs)	5/ 3/ Image Flow
Composite Machine Productivity	_____pph *
Composite DCO Keying Productivity in images / hour	_____iph **

Based on: * % primary mail; ** % primary images;
*** image rate, % primary mail, and % primary images
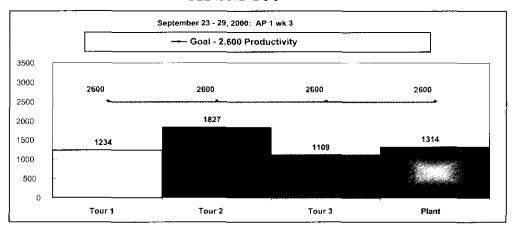
AFSM 100 PERFORMANCE

INDICATORS	TARGETS
Composite Total AFSM100 productivity (Machine/VCS) in pph	1500 - 2300 *
Composite Wall Clock Hourly Throughput (Operational) in pph	13,000 - 15,000 *
Composite Wall Clock Hourly Throughput at 55% primary / 45% secondary mail mix	14,100 pph
Program Changeover time (OCR mode)	9 minutes max
Composite DCO Keying Productivity in images / hour	650 – 900 **
Composite DCO Keying Productivity @ 80/20% primary/secondary image mix	850 images/hr
DCO Keying Accuracy	98%
Image Finalization rate	95%
Jam Rate Per Thousand	3
Preventive Maintenance on-time completion	95%

* Based on 0 – 100% primary mail mix. ** 0-100% prim. Image mix
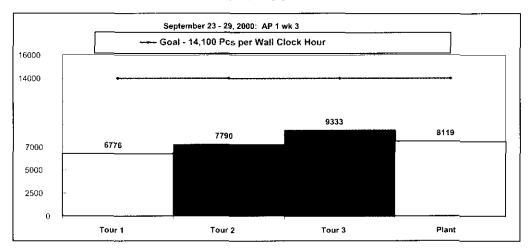
In Plant Performance Tracking templates (weekly, AP)

Weekly posting of AFSM 100 performance by tour is the responsibility of the In-Plant Support Office. Below are sample graph formats:
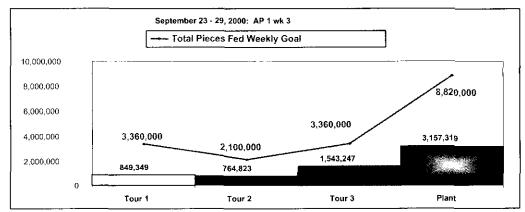
AFSM 100

September 23 - 29, 2000: AP 1 wk 3

—— Goal - 2,600 Productivity

	Tour 1	Tour 2	Tour 3	Plant
Goal	2600	2600	2600	2600
Actual	1234	1827	1109	1314

AFSM 100

September 23 - 29, 2000: AP 1 wk 3

—— Goal - 14,100 Pcs per Wall Clock Hour

	Tour 1	Tour 2	Tour 3	Plant
Actual	6776	7790	9333	8119

AFSM 100

September 23 - 29, 2000: AP 1 wk 3

—— Total Pieces Fed Weekly Goal

	Tour 1	Tour 2	Tour 3	Plant
Goal	3,360,000	2,100,000	3,360,000	8,820,000
Actual	849,349	764,823	1,543,247	3,157,319

Rev. 1

1) **PURPOSE:** To describe the procedure for hourly performance tracking and communication during the operation of the AFSM 100 machine.

2) **SCOPE:** All supervisors of nationally standardized AFSM100 processes.

3) **PERFORMANCE METRICS:**   **N/A**

4) **WORK INSTRUCTION CONTENT:**

The AFSM 100 supervisor is responsible for tracking the performance of the AFSM 100 during its operation and communicating this performance data to machine operators. This is done in order to increase awareness of the productivity of their operations and make informed decisions for improvements and/or adjustments.

IN-PLANT SUPPORT

The vehicle for communicating the performance data is a Productivity Display Board. This board should be located on the workroom floor in the vicinity of the AFSM 100 monitor in clear view of the AFSM 100 operators. A template for this board is located at the end of this work instruction.

Red wax China pencils and erasers should be provided for posting productivity data on the display boards. DO NOT use magic markers.

SUPERVISOR'S COMMUNICATION RESPONSIBILITIES:

At the beginning of each tour:

1. Conduct a service talk with the employees, reviewing with them AFSM 100 process performance achieved vs targets from the previous tour and the previous day and unusual mail conditions (light or heavy volumes). Set expectations for the current day/tour. Also, review total office service scores to date (EXFC, PETE).

At the end of each hour:

1. Review the AFSM 100 monitor to evaluate current hour performance data.
2. Enter the operational performance data into the Display Board. This board should be updated hourly by the SDO and reviewed with the AFSM 100 personnel on the tour if indicating a major change or a falling below targets.

COLUMN	ENTRY
TIME	Time of day (GIVEN)
OPERATION NUMBER	Enter the operation number
OPERATIONAL THROUGHPUT	Enter the operational throughput as indicated on the machine monitor
WORKHOURS	Enter the workhours charged for that hour.
PRODUCTIVITY	Calculate the productivity. This calculation is equal to operational throughput (TPH) divided by the workhours
GOAL	Productivity Goal. Enter the goal, depending on whether the machine is running primary or secondary mail. Productivity for primary should be 2,693 pieces per man-hour and for secondary, it should be 2,412.

3. Review actual performance against the pre-determined productivity goals. Share this information with operators as a recognition/communication opportunity:

- If performance is at or above target, recognize employees in front of their peers. If entire unit exceeds target for the week/AP, consider some other substantial recognition.
- If performance is below target, acknowledge this privately with the employee. Try to identify why performance is below target and share with the employee(s).
- In team coaching sessions to identify "assignable" causes of productivity shortfalls.

> **Note:** Keep in mind, however, that no employee can be denied bid assignments or be disciplined for failure to meet these location "performance targets". For those targets tied to DCO keying speed and accuracy, see the labor relations specialist or the Keyer Performance Evaluation System document.

4. Using the previous day's productivity figures from the board, a service talk can be given at the beginning of the tour to inform the crew as to the previous day's performance and expectations can be set for the current tour. After the service talk, the supervisor should ERASE the previous day's entries for their tour, leaving the other tours' entries for each respective tour supervisor to erase.

Productivity Display Board

TIME	OPERATIONAL THROUGHPUT	WORKHOURS	PRODUCTIVITY	GOAL PRI-2850 SEC-2300
0800	Maintenance Window			
0900				
1000				
1100				
1200				
1300				
1400				
1500				
1600				
1700				
1800				
1900				
2000				
2100				
2200				
2300				
2400				
0100				
0200				
0300				
0400				
0500				
0600				
0700				

PROCESS CERTIFICATION

Process Certification is the mechanism by which the National Process Owner and local Process Operator actively confirm that a newly implemented process has been properly installed and is operating according to the proper procedures. This includes not only the consistent achievement of the process results but also ongoing compliance with applicable procedures, guidelines, and other essential operating behaviors by all key personnel (i.e., supervisors, craft, and support personnel). Certification is the final step in the process implementation plan and becomes the point at which the operating personnel assume traditional process control and improvement activities. This mechanism:

- Maintains consistent implementation of national standard processes
- Communicates achievement of success to all AFSM100 process personnel
- Allows the process owner/operators to evaluate systems against a known base
- Lays the foundation for continuous improvement.

Process certification addresses both operational and support elements. (A list of all pre-certification requirements may be found in the AFSM 100 Support Guide, Chapter 5.14.) The "certification" is based on compliance by all supervisory and operating personnel to process procedures/instructions and consistent achievement of process results as determined by the Area/Local AFSM 100 coordinator's personal observation and supporting process documentation. Process Certification includes individual on-the-job instructions for supervisors and craft personnel in order to establish and communicate that they have the knowledge and demonstrated skills to operate and supervise the process in compliance with applicable procedures/instructions leading to achievement of the performance targets.

Employee training will be done using our OJI's and Supervisors.

Employees will be given the prescribed classroom training on AFSM 100 operations and procedures. Subsequent observations will determine whether the process and its procedures/instructions are being complied with and whether performance targets are being achieved. OJI's will document proper task performance using prescribed checklists. They will also retrain as needed to ensure that tasks are being performed in a manner consistent with procedures, instructions and training. The communicated targets represent performance levels achievable with compliance to the national standard process. They are not official employee performance requirements as contemplated in Article 34 of the National Agreements. **Instead, they can indicate that a potential problem exists. Once identified, it is the supervisor's responsibility to review the performance of the operation in detail and determine what may be causing the performance problem. Supervisors should work with employees and OJI's as may be necessary in order to correct what may be contributing to performance problems. The emphasis is on coaching for success. Disciplinary action should be considered only if other actions have failed to correct identified deficiencies in the manner in which an employee performs the required job tasks.**

The plant manager is expected to actively support and monitor all phases of the process implementation and certification. Process certification is a significant accomplishment. Therefore, when the certificate is received, it should be presented to the process personnel as part of an appropriate recognition event, then posted prominently in the work area.

PRODUCTIVITY PERFORMANCE vs. TARGETS

PLANT: _____ 1)   **DATE of ASSESSMENT:** 9/4-6/2001 1)

TIME PERIOD for DATA: 8 / 18 – 8 / 31 / 2001 1)   **NUMBER of MACHINES:** 3 1)

OPS #	2) MODS HOURS	3) EOR TPH VOLUMES
331	197	703,205
332	28	194,304
333	1,366	2,680,073
334	123	289,550
335	0	0
336/7	2,601	2,631,436
381	1,249	
382	0	

8) PRIMARY MAIL MIX   59.5%
      SECONDARY "   "   40.5%
8) PRIMARY VCS IMAGE MIX   75.8%
      SECONDARY "   "   "   24.2%
8) "WORK" MIX   65.5%
9) IMAGES HANDLED / TPH   9.2%

AFSM 100 Total Productivity		
Target	Actual	%Achievement
2,040	1,168	57%
Work hours earned	3,185.5	8)
Work hours used	5,564.0	8)

9)

Total Images Resolved 597,740 4)
"336" Images Resolved 144,610 4)

TPF 7,045,985 5)

OPERATIONAL RUN TIME
from EOR Summary Rept.): 666.1 6)

FARM Commitment 5,912,688 7)

Machine Productivity	
Target	Actual
2,627	1,506
TPH	6.498.568
Work hours earned	2,473.5
Work hours used	4,315.0
Work hour reduction needed:	1,841.5

9)

VCS Productivity	
Target	Actual
840	479
Images	597.740
Work hours earned	712.0
Work hours used	1,249.0
Work hour reduction needed:	537.0

9)

1) Input Plant and Assessment specific data

2) Input Workhours used by Ops. # (from MODS)

3) Input Total Pieces **Handled** by Ops. # (from EOR)

4) Input Images Resolved (from EOR - AFSM100

5) Input Total Pieces **Fed** (from EOR)

6) Input Run Time from EOR Summary Report

7) Input FARM commitment from AREA/HQ model

8) Spread sheet calculates VCS image mix, Machine mail mix, and "WORK MIX" (their composite)

9) As Total Productivity targets depend on the portion of Images Handled to TPH, this ratio is also calculated. The spreadsheet program then develops and inputs all TARGETS and RESULTS derived from the inputted values.

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PLANT:		DATE of DATA:		8/18 – 8/31/2001		
#	INDICATORS and TRACKING	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
1	Do reports and observations verify that employees are consistently **clocked into the correct operation** numbers (incl. VCS)?	10			1	
2	Does the location consistently* meet **machine productivity** targets? (Example: 2,548 pph composite based on 55/45% primary/secondary mail-mix)	10	1.5		2,627	1,506
3	Does the location consistently* meet **hourly throughput targets** for all machines? (Example: 14,100 pph Wallclock / Operational based on 55/45% primary/secondary mail-mix)	10	4.9		14,190	10,578
4	Does the location consistently* meet total AFSM 100 **productivity** targets? (based on Primary Mailmix/Primary Imagemix/Images pr TPH%)	10	1.5		2,040	1,168
5	Does the location consistently* achieve daily **total pieces fed** targets to reach FARM commitment for the A/P?	10	12.0		5,912,688	7,045,985
6	Does the location consistently* meet national **productivity targets for VCS** room? (838 images /hr composite based on 75/25 primary/secondary mail mix.)	10	1.4		840	479
7	Are weekly KPERS (edits) 25 pc samples run on each keyer and are they maintained as cumulative records for each DCO?	5				
8	Does the location consistently* meet national 7150 **keystrokes per hr targets** for all DCO's ?	3			7,150	
9	Are managers **tracking and analyzing work hours** used in each operation on a daily basis?	3			1	
10	Are throughput/productivity targets, actual results, and gaps clearly posted by tour? **Are hourly throughput results also posted (each hour)?**	3			1	
11	Is the content of the **targets/results/gaps discussed** timely **with the operators**(in service talks, coaching opportunities, job huddles, etc.)?	2			1	

* Two weeks continuous data for initial certification. Otherwise last three AP's (each having to meet target).

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#	STAFFING LEVELS	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
12	Are there **appropriate numbers** of AFSM 100 **feeders & sweepers** on the machine? (5 max at full staffing.)	5			1	
13	Is there an optimum number of qualified DCOs clocked into the VCS operation on each tour *(obtaining the lowest possible machine degradation while keeping **DCO idle time** at a minimum)?*	5			5	
14	Have the appropriate number of **mail prep personnel** been assigned for all AFSM's? (per interview with supervisors and/or MDO)	5			1	
15	Has **proper qualified maintenance coverage** been verified for each tour? [per interview with SDO]	5			1	

#	EMPLOYEE TRAINING	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
16a	Are all the **SDO's** fully familiar with the applicable portions of the AFSM 100 National Standardization Guide and do they consistently adhere to them. (Sample from separate Key Conformance Activity Checklist.)	5			1	
16b	Are all the **feeders and sweepers** fully familiar with *the applicable portions* of the AFSM 100 National Standardization Guide and do they consistently adhere them. (Sample from separate Key Conformance Activity Checklist.)	5				
16c	Are all the **mail preparation personnel** fully familiar with the applicable portions of the AFSM 100 National Standardization Guide and do they consistently adhere them. (Sample from separate Key Conformance Activity Checklist.)	5				
17a	Can the **SDO's required training** be verified through **"Demonstrated Skills"** record for *Standardization Training* and **PEDC record** for Course #50582-00?	3			1	
17b	Can all **feeders' and sweepers' required training** be verified through **"Demonstrated Skills"** records for Standardization Training and **PEDC record** for Course #50583-00?	3				
17c	Can AFSM 100 **mail preparation personnel's required training** be verified through **"Demonstrated Skills" record** for OJT Standardization Training?	3				
17d	Can **DCOs' required training** be verified through **PEDC record** for Course #50584-00?	3				

#	DAILY PROCESSING	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
18	Is there consistently **sufficient mail available** to keep the AFSMs running without interruptions?	5			1	
19	Does the properly staffed team consistently achieve the **9 minutes max program changeover** target?(4 min for buckets to clear + 5 min for sweepdown)	5			9	9
20	Is the **manual flats** operation processing any mail that should be run on AFSM100? (Per FARM model commitment.)	5			1	
21	Do **tour changeovers and break/lunch reliefs go smoothly?** Do the SDOs, operators, DCOs wait to be relieved before leaving their workstations?	5			1	
22	Are the **machines and feeders kept running** at all times to prevent unnecessary loss of machine or feeder utilization ?	3			1	
23	Are feeders blending in available bypass flats from tubs/trays with mail prepared flats from FMC carts?	2			1	
24	Have **processing priorities** by mail type been established and reflected in a schedule for each AFSM? [A current written schedule is required]	1			1	
25a	Is all **mail (that should be) swept** from all bins after each run?	2			1	
25b	Are flats trays and MTE **labeled correctly**? (10% sample recommended)	2			1	
25c	Are sweepers **finishing dispatching** flats trays during the beginning of next run?	2			1	
25d	Are operators consistent as to **who clears injector jams** (feeder #1 vs. far side sweeper)?	2			1	
26a	Do the feeders / sweepers consistently meet the "time to clear jams" requirements listen in W-AF125.	4			1	
26b	Are excessive jams being identified, analyzed, and reported to maintenance by the AFSM 100 SDO?	3			1	
27	Is the **recycle rate** consistently monitored by the supervisor?	1			1	

#	MAIL PREPARATION	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
28	Is mail consistently prepared so that bound edge is to the right and the address faces up?	5			1	
29	Is **proper mail prepped** for the upcoming run or tour? (per the Machine Scheduler LE)	5			1	
30	Is mail that can **by-pass** FMC preparation sent directly to the AFSM staging areas?	3			1	
31	Is all prepped mail and bypass-mail **staged in designated areas**?	1			1	

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#	MAINTENANCE SUPPORT	WGT	SCORE	COMPLIANCE / NON-COMPLIANCE / CONCERNS / OBJECTIVE EVIDENCE	TARGET	RESULT
32	Do the **maintenance** personnel consistently **obtain AFSM equipment for PM** per its maintenance schedule? (Per interviews w/ SDOs and maintenance)	5			1	
33	Does the documentation show **PM completion rate** at 95% or greater?	5			95	
34	Is maintenance analyzing the **causes of jam /reject rates** and advising the SDO/MDOs on how to reduce?	4			1	
35	Is the average **response time from maintenance** for unscheduled outages 2 minutes or less?	4			2	2
36	Are **Preventive Maintenance schedule and windows** established, agreed to by Operations, and posted?	1			1	
37	Are machine problems & **downtime recorded** in the Maintenance logbook?	1			1	
38	Is maintenance tracking and reporting (to the Area maintenance) unscheduled downtime?	1			1	
39	Do all AFSM 100's have the **current software versions** loaded?	2			1	

PERFORMANCE RESULT:		Note: Question #'s in highlight are suited to "desk top" assessment
COMPLIANCE RESULT:		Note: "0" in the results column for "timing" questions 19 & 34 will not help "zero out" the worksheet. Overall "Compliance" will then show 7.9%.

SUPERVISOR / CRAFT EMPLOYEE TRAINING

One of the key elements to Process Certification is, per its definition, ".....ongoing compliance with applicable procedures, guidelines, and other essential operating behaviors by all key personnel (i.e., supervisors, craft, and support personnel)." Compliance is accomplished by employees having obtained the proper training and experience on the AFSM 100, followed by formal unit evaluation to validate compliance with all applicable process procedures, guidelines and instructions.

Per the timeline in the Process Certification section, training starts at least seven days **prior to** AFSM 100 installation. Work group members and supervisors receive training in all applicable portions of procedures, instructions, and this Standardization Guide. Group members also receive task skills training specific to the equipment. An On the Job Instructor (OJI) observes employees, during the certification cycle, performing learned tasks and documents the employees' successful application of training using the "Demonstrated Skills Checklist". The Local Process Coordinator performs the OJI's function for the supervisors.

The OJI/Coordinator completes a "Training Record of Demonstrated Skills" for each employee trained as follows:

- Completes employee identification information.
- After OJI/Coordinator check-off on all elements, signs and dates the bottom of the checklist.
- Gives the checklist to the supervisor's / craft employee's immediate supervisor for sign-off. This establishes that the employee has successfully completed training and should be able to supervise or operate the equipment. Supervisors/MDO's must assure that all employees assigned to work on or supervise the equipment are fully trained and the "Training Record of Demonstrated Skills" completed and signed. This completed template becomes part of each employee's local, individual training record.

The period from 10 to 45 days **after** AFSM 100 installation is used for the employees to apply the training, becoming proficient at both complying with the documentation and achieving the targeted performance levels. (Note: DCO's have up to 440 hours, or approximately 12 weeks, to reach full required proficiency.) If employees are not performing their job tasks in a manner consistent with procedures, instructions, and training, it is the supervisor's responsibility to work with the employee (and OJI, if needed) to correct the problem. The emphasis here is "coaching for success". Discipline should be considered only if other actions have failed to correct the identified deficiencies in the manner in which an employee perform the required job tasks.

As a work group can consistently meet these targets, an in-plant assessor formally observes it, and if meeting all the targets, the group is considered ready to perform the process. The work group's performance is documented by the assessor using the "AFSM 100 Certification / Assessment Checklist". Therefore, the certification process has two parts: the individual supervisor's / craft employee's successful completion of training, and evidence that the work group can meet equipment target performance levels.

In the Process Certification, the work group comes up for formal re-evaluation every 6 months. Such renewal is conditioned on applicable process compliance and performance achievement. Should the work group fail to obtain a renewal, members are provided the needed training and/or counseling until ready for a re-assessment. Passing that, the assessor and supervisor sign off and the group is again deemed equipped to perform the process. After the initial work group assessment is done and the work group considered equipped to perform the process, it is the work groups, not their individual members, who are periodically re-assessed.

On the following pages are the templates for the tasks having a direct impact on the process performance. Although differing in content (as the respective assignments differ), the above method applies to all. The in-plant assessor conducts the assessment of the work group and fills out the AFSM Checklist as follows:

- When all employees have been fully trained and all work groups have been certified, the process itself should be ready to pass the location's certification assessment.
- Completes all header information.
- For each applicable element, observes the employee work group a sufficient amount and number of times to comfortably conclude whether the group fully satisfies the requirement of the element. If, in such observation, the work group does not meet the requirement, the assessor informs the group's supervisor who then affords the employees the needed additional training or counseling.
- Since all elements can likely not be satisfactorily observed in "one sitting", the assessor dates and times each element (the two right-hand columns) once fully satisfied.

TRAINING RECORD of DEMONSTRATED SKILLS:

AFSM 100 SUPERVISOR DISTRIBUTION OPERATIONS

EMPLOYEE:_____

Demonstrated Performance on:	Date	Time
Has SDO completed required AFSM 100 training (course # 50582-00 and this Guide) ?		
Does the supervisor know the AFSM 100 goals <u>and</u> formula for those goals:		
• Pieces Fed target during last AP?		
• FARM commitment for flat operations?		
• Hourly operational throughput target?		
• Machine Productivity target (330C)?		
• Average time to fill an FMC?		
• DCO Keying Productivity (381/382)?		
• Total AFSM 100 Productivity?		
• Program changeover target?		
Is proper staffing consistently maintained per W-AF123?		
Can the supervisor demonstrate proper posting of hourly throughput and productivities?		
Are performance achievements/shortfalls discussed in daily service talks?		
Are pre-tour activities performed per W-AF123?		
Are during-tour activities performed per W-AF123?		
Are post-tour activities performed per W-AF123?		
Are program changeover activities performed to minimize idle time (W-AF124)?		
Is the preventive maintenance schedule adhered to?		
Is AFSM 100 mail processing schedule adhered to?		
Are clock ring reports pulled routinely to ensure employees are on correct operation number?		
Can the supervisor demonstrate how to pull clock ring reports <u>and</u> reconcile against employees actually working in the operation?		
Are workhours monitored and verified daily?		
Can the supervisor explain the concept of "bypass" mail and its relevance to mail prep productivity.		
Does the supervisor manage transition periods (breaks, lunches, etc.) to minimize idle time.		
Does the supervisor understand the causes and effects of high recycle rates and at what percentage recycle action should be taken.		
Are DCO EDITs being conducted and performance of less than 98% addressed?		

Supervisor Demonstrated Required Capabilities on All above Elements

In-Plant Assessor:_____ **Date:** _____

Supervisor's Manager:_____ **Date:** _____

Note: A copy of this completed template kept as employee's Training Record.

TRAINING RECORD of DEMONSTRATED SKILLS:

AFSM 100 PERSONNEL PREPARATION / HANDLING MAIL

WORK GROUP MEMBER:_____

Demonstrated Performance on:	Date	Time
Is there a record of the employee having received all applicable AFSM 100 Mail Preparation Training?		
Is the employee observing proper *personal safety guidelines*?		
Does the employee know the proper *safety features* of the FMC?		
Is even weight distribution achieved while loading FMCs?		
Is the employee clocked into proper operation number?		
Is the employee thoroughly familiar with applicable procedures/instructions and the AFSM 100 Standardization Guide?		
Is this employee preparing mail in accordance with proper mail preparation procedures?		
Does the employee understand the concept of "bypass" mail and its effect on productivity?		
Does the employee know the goal for time to fill an FMC?		
Does the employee know how many FMCs of mail should be prepped for each run hour on the AFSM 100?		

Member Demonstrated required Performance on All above Elements

On Job Instructor:_____   **Date:**   _____

Immediate Supervisor:_____   **Date:**   _____

Instructions to Assessor: This checksheet is used to certify the employee's successful transfer, to the operation, of skills learned in training. OJI and supervisor work with employee to correct any items noted for improvement.

Shaded areas represent suggested achievable performance targets and are provided as guidance to the employee. They are not required Work Standards.

Note: A copy of this is to be kept as part of the employee's Training Record.

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TRAINING RECORD of DEMONSTRATED SKILLS:

AFSM 100 MAIL PROCESSOR

WORK GROUP MEMBER:_____

Demonstrated Performance on:	Date	Time
Is there record of the employee having received the required AFSM 100 Operations Training(PEDC record of course #50583-00)?		
Is the employee observing proper personal safety guidelines?		
Does the employee know the proper safety features of the AFSM 100 and the FMC?		
Is the employee clocked into proper operation number (330C)?		
Can employee demonstrate knowledge of AFSM100 performance and productivity targets, or know where to consult them?		
When feeding, does the employee demonstrate proper unloading of the FMC (per W-AF 234)?		
Is the operator proficient at clearing all types of jams(per W-AF 125)?		
Is the feeder loading the AFSM 100 per W-AF345, "Feeder Operations"?		
Is this employee sweeping the AFSM 100 in accordance with applicable procedures and instructions(W-AF 567)?		
Does the employee know how to check for non-machineable mail at the feed station and cull out pieces that are non-machineable?		
Does the operator understand and conduct all activities to effect a good 9-minute Sort Plan Changeover (Per W-AF 124)?		
Does the sweeper understand the importance of replacing trays promptly when the indicator lights come on (<30 sec)?		
Are all empty trays properly labeled when replaced?		
Can employee keep up with console feed rates without incurring feeder stoppage?		

Member Demonstrated required Performance on All Elements
On Job Instructor:_____   **Date:**   _____

Immediate Supervisor:_____   **Date:**   _____

Instructions to Assessor: This checksheet is used to certify the employee's successful transfer, to the operation, of skills learned in training. OJI and supervisor work with employee to correct any items noted for improvement.

Note: A copy of this is to be kept as part of the employee's Training Record

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TRAINING RECORD of DEMONSTRATED SKILLS:

AFSM 100 MAINTENANCE SUPERVISOR

SUPERVISOR:_____

Demonstrated Performance on:	Date	Time
Has a yearly Preventive Maintenance Schedule been developed for AFSM 100?		
Is there evidence that the schedule is being revised as PM experience occurs?		
Is the PM Schedule posted where it is available for all impacted personnel?		
Are all maintenance personnel with AFSM 100 responsibility fully trained?		
Is a 95%+ timely completion rate of PM's consistently achieved? Partials do not count.		
Are records of unscheduled AFSM 100 total machine downtime kept for each AP?		
Is unscheduled AFSM downtime consistently recorded and kept below TBD%?		
Does the AFSM 100 SDO confirm that an effective dialog exists with Maintenance?		
Is the supervisor fully familiar with all performance targets of his/her AFSM 100?		
Has the supervisor received full training on all the sections of the Standardization Guide and Work Instruction W-AF410? (Self study is acceptable if documented)		

Supervisor Demonstrated Required Capabilities on All above Elements

In-Plant Assessor:_____ **Date:** _____

Supervisor's Manager:_____ **Date:** _____

Instructions to Assessor: This document is to be used when assessing individual employee compliance to certification and knowledge of proper safety and goals pertaining to the AFSM100.

The overall objective is to get personnel trained for the location's certification.
Help them understand and work with them to correct.

Note: A copy of this completed template kept as employee's Training Record.
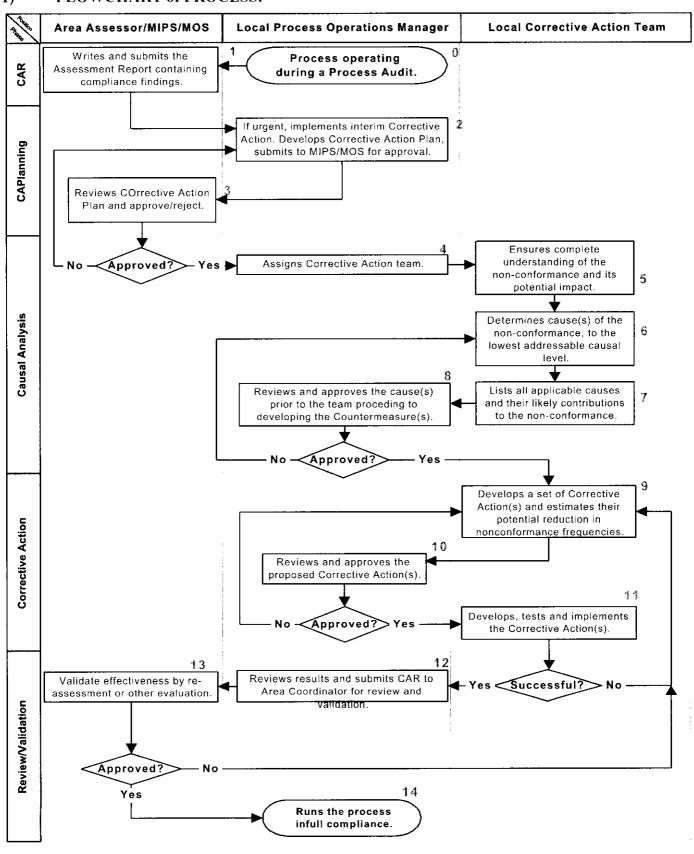
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1) FLOWCHART of PROCESS:

2) **PURPOSE:** This procedure is in place to allow an overall view of the activities, responsibilities, and authorities involved in the Corrective Actions resulting from an Area Process Assessment of a Process Location.

3) **SCOPE:** All USPS Nationally Standardized processes with quantified performance and/or productivity requirements. All Area AFSM 100 Coordinators with such processes operating in their Area. All location managers and Process Coordinators operating such processes.

4) **PERFORMANCE METRICS: N/A**

5) **PROCESS DESCRIPTION**

STEP #	Responsibility	Process action, dependencies and outputs
1	Local Process Operations Manager	The local manager, responsible for running the process, hosts a process compliance assessment that may generate one or more non-compliances.
2	Area Coordinator	The Area Process Coordinator, in this assessment, documents non-compliances and issues Corrective Action Request (CAR) to the responsible manager. This requires the manager to submit to the Coordinator a Corrective Action Plan with preliminary causal analysis and a timeline for completion.
3	Local Process Operations Manager	Immediately determines if an interim, stop-gap Corrective Action is required (this type of action is analogous to where the Dutch boy put his finger in the dike to stop the water from quickly washing out the dike; excellent as a short term fix, but with dubious permanence). If appropriate, initiates and implement such action before proceeding. Conducts a sufficient interim causal analysis to develop a Corrective Action plan, with a timeline (see Appendix I) and submit it to the Area Coordinator for approval.
4	Area Coordinator	The Corrective Action Plan is reviewed with the following emphasis: • The cause(s) is real (i.e. not just a restated symptom or non-compliance) and is close to a "root" level (where no realistic, correctable lower level cause can be developed). • The interim action (i.e. putting on a Band-Aid™) is taken and should prevent reoccurrence during the Corrective Action period. • The proposed Corrective Action *directly* addresses the cause and will, very likely, prevent its reoccurrence.

		The committed completion date is not putting the process at an unduly extended risk. If the plan is rejected, the process goes back to the local responsible manager for needed revision (Step #2). Otherwise it continues with Step #4.
5	Local Process Operations Manager	Assembles a Corrective Action team with the needed process expertise to conduct a complete causal analysis, develop Corrective Action, and implement this action effectively. Briefs the team on the noncompliance and its implications, both as an assessment finding and as its risk to a process stakeholder. Any additional directions (e.g., other action for them to address for preventive purposes) are given the team at this time.
6	Local Corrective Action Team	The Corrective Action team studies the process, all its documentation, the assessment noncompliance and its specific objective evidence. With that, it determines a preliminary scope, i.e., how widely spread could the problem be (this scope will be further addressed, once lower level causes are determined).
7	Local Corrective Action Team	Undertakes a systematic causal analysis. This is done to avoid a knee-jerk fixing of the problem's symptom or the first high level, likely non-originating cause. An example of such an analysis is covered in Appendix II.
8	Local Corrective Action Team	The causes, at all levels, developed in step #6 are considered for addressing. In the example in Appendix II, both the absence of a sizing measure at the keying station and the insufficient training system for new engineers would be addressed. In fact, had the preliminary causal analysis in step #2 uncovered these, at least the Sizing tape could have been put up as an interim Corrective Action.
9	Local Process Operations Manager	Reviews and approves the cause(s) developed by the CORRECTIVE ACTION team. It is important, that tight timelines or other artificial "accelerators" do not result in a superficial causal analysis. The entire success of a Corrective Action discipline hinges on a solid and effective causal analysis. If approving the causes, updates the Cause section of the CAR form. If not, the process returns to Step # 6.
10	Local Corrective Action Team	Develops Corrective Actions for each of the identified and agreed-to causes. In each case, the team assesses the likelihood that the noncompliance or one of its higher level causes will reoccur. Once this likelihood is acceptably low, the team moves forward with the proposed Corrective Actions for approval.

11	Local Process Operations Manager	Reviews and approves the proposed Corrective Actions developed by the team. Such review includes/requires: • Agreement that the noncompliance recurrence likelihood is sufficiently low. • Evidence that the proposed solution is cost effective and lends itself to timely implementation. • That impacts on other processes have been considered and discussed with their respective Process Owners and their agreements or conditions obtained. If the Local Responsible Manager's approval is not obtained, the process returns to Step # 9.
12	Local Corrective Action Team	Completes the Corrective Action(s) development, testing and implementation. This includes all changes/revisions to documents impacted by this Corrective Action. It also includes the verification that all identified non-compliance causes have been effectively reduced/eliminated. A failure to verify effectiveness moves the process back to Step #9.
13	Local Process Operations Manager	Reviews the Corrective Action and verification evidence. If concurring, the manager updates and signs off on the CAR form. A copy of this is forwarded to the Area Coordinator and constitutes the process' readiness for any re-assessment or other validation the Area may decide.
14	Area Coordinator	Determines if a re-assessment or another validation activity is required to close out the CAR. Performs the validation. If validation is successful closes out the CAR by checking off the "Corrective Action validated effective. CAR closed" section of the CAR, signing it and forwarding a copy to the Local Responsible Manager. If the Corrective Action could not be validated or checked as being effective the "Rejected" section of the CAR form is checked off and signed. A copy is made and the original CAR is returned to the Responsible Manager for attention. In this case, the manager moves the process back to Step #9 or, if the "Causes" are suspect, to Step #6.
15	Local Process Operations Manager	With the Corrective Action(s) validated effective, the process returns, in full compliance, to its normal operation and the control disciplines in SLP M-600.

APPENDIX I

Corrective Action Request (CAR)   CAR#:_____

CORRECTIVE ACTION PLANNING:

Non-compliance description: _____

_____

Cause per preliminary analysis: _____

_____

Interim action taken: _____

_____

Proposed permanent Corrective Action and completion date: _____

_____

Responsible Manager: _____ **Date:** _____

CA PLAN REVIEW:

Accepted.

Rejected, because: _____

Area Process Coordinator: _____ ate: _____

CAUSAL ANALYSIS & CORRECTIVE ACTION:

Result of Causal Analysis: _____

_____

Corrective Action taken _____

_____

Date CA proven effective: _____ **Responsible Manager:** _____ **Date:** _____

CA VALIDATION & CLOSING:

Corrective Action validated effective. CAR closed.

Validation Method: _____

Rejected, because: _____

Area Process Coordinator: _____ **Date:**_____

Appendix II

Example illustrating Step #6:

The team may ask itself "What directly caused the non-compliance" (example: What caused the mis-sort an Area Process Coordinator observed on a SPBS machine?).

The answer to that ("By a Priority Mail piece "fly-over" to the next SPBS bin") becomes "Cause#1, i.e. the highest level cause. The team then asks "What caused Cause#1?" i.e., "Why did the package 'fly' in the first place?"

The answer to that ("Package too long to slide through discharge chute, and thin enough to become airborne") becomes "Cause#2, i.e. next level down. The team then asks "What caused Cause#2?" i.e., "How did an oversized package get put on the SPBS?"

The answer to that ("Keying Clerk was not certain about what size package to key") becomes "Cause#3. The team then asks, "What caused Cause#3?" I.e., "Why did the Keying Clerk not know what size to key and what size to reject?"

The answer to that ("Although knowing the maximum length to be 12 inches, the Keying Clerk, over time, unknowingly allowed longer and longer packages to be keyed") becomes "Cause#4. The team then asks "What caused cause#4?"...............

This goes on until the next question is outside one's control or becomes academic (example: "Why did the Engineer fail to consider putting up a "Sizing measure" at the keying Station?" may be an academic "why".) Its cause, "the engineer's initial conclusion that it was not required", might be considered a human oversight and not pursued further. A tape gets mounted and the effectiveness validated.

If more than a reasonable number of causes have ended up on this engineer's figurative doorstep, it might be fair to continue the causal analysis. Example: "Why does this engineer seem to make more than his/her share of human errors?" If the answer here is that the engineer never got the needed training, then the training cause needs to be pursued. "Why was the engineer not given the proper training?" If the answer turns out to be "our training of new engineers is catch-as-catch-can", the actual (root) cause of the original noncompliance would be "the absence of a proper training system for new engineers". That cause could be the root for many non-compliance branches, if improperly trained engineers had, for years, put their fingerprints on many processes.

Had only a high (numerically low) level cause been addressed (e.g. cause #3; "Keying Clerk was not certain about length of package being keyed"), an insufficient Corrective Action would have been pursued. This might have been for the Supervisor to revise the Work Instructions and remind all Clerks that no package longer than 15 inches should go down the SPBS belt. The next lower cause level, however, would have established that the Clerk knew about the 15 inches limit, but needed a template to hold packages of questionable lengths against.

Thus, with only one of its high-level causal branches removed, the causal root can continue to sustain all the remaining branches and their non-compliance offsprings.

MAINTAINING PROCESS CERTIFICATION

Following the initial process certification of the AFSM 100, **additional mechanisms are required to prevent the otherwise inevitable erosion** of process discipline and results. This section outlines these assessment mechanisms, triggered either by a set period of time or by a deterioration in process performance. Passing these assessments maintains the original certification of the AFSM 100 process. There are two types of assessments:

- **Periodic:** This occurs typically **every six months,** or at some other interval consistent with USPS guidelines. The objective of this assessment is to make sure that operating personnel (supervisors and craft), as well as key support personnel are adhering to process guidelines and operating procedures in compliance to the standard process. The process owner will establish the schedule, however **these will be done at random, regardless of performance.**
- **Performance-based:** This is triggered **when process results deteriorate** to the point where they consistently fail to meet minimum performance targets. Business reviews at the Cluster and/or Area level will normally surface any deterioration and establish the need to take action accordingly.

The following table shows the hierarchy and rationale for each assessment to be performed:

	PLANT	AREA	PROCESS OWNER
Periodic Compliance Assessment **Trigger:** **Time and sampling**	**Frequency: Every 6 months by IPS** **Approach:** Assessment **performed on own location,** using Compliance Checklist and Performance targets. Noncompliances are formally corrected. Copies of results to Plant Manager and Area office.	**Frequency: 20% of plants every 6 months by Area Office** **Approach:** Assessment **performed by Area assessors** on randomly selected locations, using National Compliance Checklist and Performance targets. Copies of results issued to Plant Manager and Area office. Required corrective Action performed by location. Area may re-assess to validate.	**Frequency: One plant in each Area every year by PO* Office** **Approach:** Assessment **performed by PO* assessors** on randomly selected locations, using National Compliance Checklist and Performance targets. Problem correction by location under Area supervision.
Performance Evaluation **Trigger:** **Performance**	**Frequency:** Whenever process fails to meet performance targets or goes "out of control" (e.g. trending towards missing target) over a **one week period.** **Approach:** Cause of the performance problem is diagnosed. Noncompliance findings require countermeasures and a plan to correct	**Frequency:** Whenever process fails to meet performance targets over a **one-month period.** **Approach:** Assessment **performed by Area assessors** using National Compliance Checklist and Performance targets. Any noncompliance finding requires formal countermeasures. If problem cause is Area-systemic, Area performs the counter-measures and reports results to Process Owner. Assessment only done on process steps influencing the performance in question. If problem is confined to a small number of locations, Area management requests each location to take formal counter-measures and keep Area informed.	**Frequency:** Whenever process fails to meet performance targets for a **three-month period.** **Approach:** Assessment **performed by PO* in cooperation with Area MIPS.** Area assessments are reviewed and causes for chronic performance shortfall determined. Process Owner follows up with Area and Plant personnel as needed to assure countermeasures are identified, planned, and implemented. If problem cause is systemic (most Areas), PO performs the countermeasures and implements across all locations per National Standardization process.

* Process Owner

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IMPROVING PERFORMANCE

The Process and Results Certification section (Section 8) of this Guide is aimed at getting the AFSM 100 Process operating at target performance levels and in compliance with the key operating procedures within 60 days *) of machine installation, and then maintaining process control through Business Reviews and periodic assessments. The expected result is achieving the capability of the process design and maintaining it.

This section is focused on *improving* the process. With literally hundreds of Process Operators around our system, it is expected that good ideas for process improvement will surface. The Standardization Web-site provides easy access for Process Operators to send the Process Owner these ideas for improvement. The Process Owner will review, evaluate, test, and deploy these ideas in the form of process changes to all Process Operators so that the entire system can benefit from these improvements simultaneously.

Local Proposals for National Process Enhancements
Process Operators are encouraged and indeed expected to identify opportunities to make the AFSM 100 process better over time. Local limited experimentation to improve various processes is strongly encouraged and will be rewarded if the Process Owner adopts the improvement. Please provide a "heads up" e-mail note to the Process Owner if you are testing a new process. If the revised process proves successful and the improved results can be documented, then submit the revised process to the Process Owner using the approved documentation format. Ideas will not be implemented nationally until proven with good results.

Implementing National Process Enhancements
The Process Owner will acknowledge the improvement suggestions, clarify the specifics of the changes proposed, evaluate them, test them in several other locations, and, if deemed effective for permanent adoption, will release a change to the AFSM 100 process incorporating the improvement(s). The release will also include revised performance targets that the improved process will now support. The documented savings will be used to develop the expected National savings from the change. Recognition, at the Process Owner's discretion, will be provided to the individuals who initiated the revised process based on the National savings (with subsequent audit if necessary).

Business Reviews
One tool for improving the process is the *Business Review*. As mentioned earlier in the section on Maintaining Process Certification, the Business Review is one mechanism that may trigger a performance-based assessment on the AFSM 100. The format that it takes is less important than the *practice* of using it to monitor performance. There is no indication at this time that the business review process itself is standardized.

*) DCOs have 440 hours (approximately 12 weeks) to reach full ability.

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1) **PURPOSE** (of this Instruction): To establish a user-friendly, systematic and repeatable method of obtaining and evaluating process improvement inputs. For the person suggesting the improvement, this method should *encourage* improvement initiatives. For the Process Owner, the method should allow unfiltered input from personnel with user experience. For both, it should be an improvement road that is easy to navigate.

2) **SCOPE:** All nationally standardized USPS processes, their Process Owners and users.
All *potential originators of process improvement suggestions.*

3) **WORK INSTRUCTION CONTENT:**

Introduction:

A few facts remain constant in the continuous improvements of processes:

- The user of the process is generally the first to recognize improvement potentials.
- The user's manager is not consistently pleased with the suggestion's implied criticism of the way he/she is running things and might offer a few discouraging words, suggest a few changes, or refuse to pass it on.
- Beyond this, the improvement submission mechanism is generally complex, slow and bureaucratic enough to discourage the users from ever subjecting themselves to such frustration again.
- Future requests for improvements will therefore be initiated, evaluated and responded to at the staff or HQ level, with all the practical applicability one would expect.

This instruction is therefore in place to help the Suggestion Initiator and the Process Owner navigate the improvement road without being unduly impacted by bureaucratic speed bumps.

How to determine if an improvement idea is worth submitting:

The operator or supervisor for a process (or personnel with an equally practical knowledge of it) sees a potential for:

- Making the process more defect free. E.g. fewer missorts, dropped mail, unseparated mail, etc.
- and/or, make the process more productive. E.g. less time spent on errors or interruptions.
- and/or, make the process more operator-friendly.

The operator/supervisor tests his/her logic by envisioning the suggestion in operation. When obtaining the above advantages, would it still:

- be at least as easy to operate (by the same personnel) as the current method? And/or
- be less prone (or at least not more prone) to errors or defects? And/or
- require fewer (or at least not more) personnel overall? And/or
- not require something unique to the initiator's location, i.e. be difficult to apply nationally?

How to write up the improvement proposal:

With this test passed, the operator/supervisor sketches out the improvement proposal. Although no structure or formality is required, the proposal should include:

1) How things are currently done (even if differing from standardized process).
2) What is wrong, risky or lacking in the current way of running the process? (If possible, include the cause of this risk.) An example would be; we are getting many fly-overs and potential mis-directed mail from SPBS #2. The cause might be; we are running our Priority parcels at normal, rather than the recommended Priority Mail, speed.
3) The suggested process improvement itself, which would fix the cause.
4) Estimate of expected results from the improvement. E.g., fly-overs reduced by 50%.
5) The initiator's view of what is needed to implement suggested improvement at his/her site.

Where to submit the proposal:

The initiator signs the proposal and prints his/her name and home address. If the Process Owner's name and address is known to the initiator, the proposal envelope should be addressed accordingly. If it is not known, the proposal should be sent to:

<div align="center">

Process Owner, AFSM 100 Process
Processing Operations
US Postal Service
475 L'Enfant Plaza SW, Room 7631
Washington DC 20260-5500

</div>

How to handle and evaluate the proposal:

1. The Process Owner acknowledges the proposal with a memo to the Improvement proposal Initiator within 5 workdays of receipt.

2. The Process Owner (with the Design Team's help, if needed) evaluates the proposal and determines its feasibility. Disposition categories would be:

a) Accept the proposal for design, test and implementation within a specific time frame.

b) Accept the proposal for inclusion when enough improvement opportunities have been obtained to warrant a national process revision.

c) Reject the proposal.

3. The Process Owner advises the Initiator of the disposition. If under category a), include what part, if applicable, the initiator might be called on to play during the re-design, test and implementation. If b), ensure the initiator that he/she will be notified when the process will be revised. Finally, if c) describe to the initiator *why* the proposal was not accepted. The latter does by no means have to constitute a rejection of the logic behind the proposal. It might be caused by knowledge of a future process change that would render the proposal non-applicable. It might involve too high a cost. It might be counter to future HR or Labor Relations plans, etc.

4. Disposition categories a) and b) would move the improvement process over to phase 100 of the Standardization processes (Best Practice re-design M-030).

5. The Process Owner keeps the Proposal Initiator informed of the efforts in 4), including a formal monetary award if the Proposed Improvement is proven in national operation to improve productivity and/or reduce process defects. It is the Process Owner's responsibility to, within USPS suggestion award structure, "quarterback" this effort until its conclusion.

To assist with the deployment and implementation of the AFSM 100, several resource materials have been developed and distributed. It is imperative that the AFSM 100 coordinator reviews all these materials and become familiar with their content. These resources should be maintained by the coordinator in a reference library" that is readily available for referral.

These reference materials include:

AFSM Standard Operating Procedure (SOP): Written to assist operations personnel in understanding the equipment and the procedures that will make them successful in reaching the National Performance goals.

AFSM 100 Site Preparation Guide: Written to assist in preparing for the deployment and installation of the machine(s). It contains program information, installation instructions, utility requirements, program support resources, equipment information, deployment schedule, etc.

AFSM 100 Support Guide:
Written to support AFSM 100 sites in their preparation and operation of the entire AFSM 100 operating system. The guide is designed to optimize the performance of the operation and provide instructions that allow for the safest and most proper methods for operating the machine.

AFSM 100 Training:
The AFSM 100 operating training documents and videos are provided to instruct all employees on the most efficient and safest methods for operating both the AFSM 100 and the VCS support system. This includes TTT's and training for keyers and supervisors.

- AFSM 100 Supervisor Training, Course 50582-00
- AFSM 100 Operator Training, Course 50583-00
- AFSM 100 Video Coding System (VCS) Keyer Training, Course 50584-00

Video References:

    AFSM 100 Introduction and Operations Overview
    For all audiences interested in an overview of the entire AFSM 100 operation.
    AFSM 100 Mail Preparation and Sweep
    This video focuses primarily on the best preparation and sweep methods for the AFSM 100.
    AFSM 100 Feeder Station Operator Training
    Flat Mail Cart (FMC) Loading

Useful WEB Sites:

    http://www.mtsc.usps.gov/mechweb/AFSM100/indexafsm100Frame.htm
    Maintenance Technical Support Center site for the AFSM100

    http://blue.usps.gov/procops/afsm/afsm.html
    HQ Processing Operations Site

AFSM 100 COORDINATOR	REFERENCES
▪ **Ongoing Program Manager** (from pre-deployment through deployment and continuing throughout post-deployment operations.)	Support Guide 5.2
▪ Takes lead role in communication of roles and responsibilities to **all functional areas**	
▪ **Sets up and manages the overall project plan**	http://56.224.133.218/pmwebsite/
▪ Coordinates tasks and activities of **all functional areas**	
▪ Tracks adherence to plan	
▪ Advises/updates Area AFSM100 Coordinator as necessary	
▪ Completes post-implementation survey	

IN-PLANT SUPPORT	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ TMS Site Survey (if needed)	Support Guide 5.3
▪ Prepare site preparation funding documents	Site Preparation Guide 9.2
▪ Prepare cost comparison models	Support Guide Appx. 3-1
▪ Prepare SiteMETA reports and models	Support Guide Chapter 6
▪ Assess and construct VCS Room	Support Guide 5.5
▪ Configure machine to workroom floor design Support Guide 4.9	Site Preparation Guide 8.1,
▪ Coordinate installation of machine	Site Preparation Guide 10.1
▪ Develop sort programs	Support Guide 5.6
▪ Work with Human Resources and Mail Processing on Complement Management issues	
▪ Coordinate IPS and Mail Processing Training with Human Resources	Support Guide 5.12; 9.
▪ Develop Burn-In Plan	Support Guide, 5.7 – 5.7.1
▪ Coordinate Site Acceptance Testing	Support Guide 5.8 (contains check list.) – 5.10
▪ Develop Ramp-Up Plan	Support Guide 5.11; 8.2
▪ Specific responsibilities – Communication Plan	Support Guide 5.13

> References: AFSM 100 Site Preparation Guide
> AFSM 100 Support Guide Chapter 5; Appendix 8
> http://blue.usps.gov.lrinfo

HUMAN RESOURCES	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Specific responsibilities – Communication Plan	Support Guide 5.13
▪ Provide Union with impact statements	Support Guide 5.15.2 USPS/APWU MOU 9/20/89
▪ Ensure all withholding of vacancies are in compliance with National Agreement	http://blue.usps.gov.lrinfo
▪ Post and award new bids in a timely manner	Support Guide 7.1- 7.2, 7.10
▪ Coordinate training needs	Support Guide 9.1-9.3

> Reference: See notes on Human Resources activities at end of section

MAINTENANCE	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ *Specific responsibilities – Communication Plan*	Support Guide 5.13
▪ Schedule and ensure MTEs/ETs have received complete training	Support Guide 5.12
▪ Installation of machinery and equipment	Site Preparation Guide 10.1
▪ Assist in site preparation cost estimates	Site Preparation Guide 9.1,9.2

ADMINISTRATIVE SERVICES / FACILITIES	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Work with In-Plant Support on VCS Rooms	Support Guide 5.5
▪ Assist in procurement of equipment and modifications per site preparation	

MAIL PROCESSING	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Develop training schedules for supervisors and craft	Support Guide 5.12; 9
▪ Work with Human Resources to help post new position bids	Support Guide 7.1-7.2, 7.10
▪ Assist in assessing impact on downflow operations and offices	Support Guide 5.11.1
▪ *Specific responsibilities – Communication Plan*	Support Guide 5.13
▪ Ensure identification placards are current with new information, operations and routings	

TRANSPORTATION	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Identify and order necessary Mail Transport Equipment	
▪ Ensure schedules are consistent with new processing changes	Support Guide 5.11.1
▪ Coordinate new placards with Mail Processing	

OPERATIONS PROGRAMS SUPPORT	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Coordinate possible transfers of volumes from Delivery Units.	Support Guide 5.11.1
▪ *Coordinate District Mailer Communication Plan*	*Support Guide 5.13.3*
▪ Prepare expected impacts on F4 workhours at affected offices	Support Guide 6.4

FINANCE	REFERENCES
▪ Review all events in Timetable	Support Guide 5.14
▪ Assist with preparation of AFSM/TMS Interface Business Case	Support Guide 5.5
▪ *Assist with Site Preparation Cost Estimates*	
▪ Coordinate and maintain PC tracking systems	
▪ Provide data analysis, if necessary	

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There have been many contributors to the production of this Standardization Guide. They represent a wealth of Postal knowledge and experience.

AFSM 100 Standardization Sites: These sites participated in the project to identify best practices and critical success factors towards meeting performance goals. Many of these findings are represented in this Standardization Guide.

Boston Processing and Distribution Center

Milwaukee Processing and Distribution Center

Northern Virginia Processing and Distribution Center

AFSM 100 Standardization Team: In addition, many Postal Headquarters and Field personnel participated on this team and were instrumental in the production of this guide

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