



Revenue Generation Training FY 2008 EAS

**Facilitator Guide
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Retail Operations
Employee Development



Revenue Generation Training FY 2008 EAS

Facilitator Guide

United States Postal Service
Retail Operations
Employee Development
475 L'Enfant Plaza SW
Washington, DC 20260-4215

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A Commitment to Diversity

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

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

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

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

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

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

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

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

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Course Overview

Course Description

The EAS Revenue Training is a one-hour course designed for Postmasters, Customer Service Managers and Customer Service Supervisors to 1) identify opportunities to generate additional revenue by improving the total customer experience, 2) establish retail best practices, and 3) coach Retail Associates to maximize employee enthusiasm and improve sales skills at the local level. Districts have the option of either conducting classroom training, facilitating individual learning, or a combination of both.

Overall Course Objective

The participant will be able to identify and apply retail strategies and tactics to increase revenue.

Target Population

Managers Post Office Operations, Postmasters, Postmaster Reliefs, Officers-in-Charge, Managers Customer Service, and Customer Service Supervisors.

Time Allocated for Course

- 1 hours

Links with Existing Training

- Retail Standardization Training
- Sales and Service Associate Training
- Rate Case Training

Responsibility for Administering the Course

The District Human Resource Manager and Manager of Operations Program Support will jointly ensure that work hours are allocated and the training takes place as designed.

For classroom delivery (see below) the Postal Employee Development Center (PEDC) or other designated manager is responsible for planning, scheduling, arranging facilities, ordering materials, and ensuring proper training record keeping. The Manager of Training in the PEDC will coordinate with the Manager of Operations Program Support to identify qualified trainers and subject matter specialists and coordinate classroom training.

Individualized learning (see below) is the responsibility of Postmasters and managers at the local level.

A roster of participants shall be maintained at each office. When all the target employees have been trained, the manager/supervisor shall submit a report to the PEDC indicating which pay locations have completed the training. The PEDC will enter records into the National Training Database in accordance with area and district recording procedures.

Option 1: Conducting Classroom Training

Learning Strategy

The course is designed to maximize interaction among learners and practical application of the learning materials. Use the Facilitator Guide and Participant Guides to conduct classroom training.

Facility, Equipment, and Supply Needs

- Training room with enough space for flipchart activities
- Flipcharts
- Television and DVD player (if DVD is being used)
- Overhead projector or LCD with computer

Location

The Facilitator Guide is built with the assumption that the training will take place at a Postal training facility (for classroom delivery).

Delivering the Training

The designated trainer(s) must be experienced customer service employees who are certified in the Facilitative Instructor Workshop (FIW), Course Number 21258 or 21201.

Duties of the Facilitator

1. Prepare to facilitate.
2. Create a positive learning environment.
3. Manage the learning event.
4. Maintain a roster of who participated in the training at each office.

Option 2: Facilitating Individualized Learning

Learning Strategy

Provide the Participant Guide to the learners for self-study and provide an opportunity for follow-up discussion with learners on the job as needed. Depending on the situation, the material could be delivered as a series of three 20-minute learning sessions with small groups or as three individual self-study sessions.

It is the responsibility of the manager/facilitator to ensure that the material is covered and that a roster is maintained as a record of who completed the 3 lessons.

Location

Individualized learning should take place at the employee's designated office and it must be completed by employees while on the clock.

Facilitating Individualized Learning

- Ensure that all employees receive a printed copy of the Participant Guide.
- Postmasters / managers should be available to answer questions and reinforce the learning as part of their daily interactions with employees.
- Maintain a roster by pay location of who completed the individualized learning and submit record of training to PEDC.

Module 1: Improving the Customer Experience

Objective:

- In this module, we will examine improving the customer experience to ensure Postmasters, Managers, and Supervisors understand the total customer experience at retail, which elements affect the customer experience, and their role in improving that experience. This includes being able to identify excellent customer service, recognize substandard performance, and know what actions are required to improve the customers' experience at retail.

Time Allocated for Module:

- 20 minutes

Instructional Methods:

- Presentation
- Discussion

Summary:

- The Customer Experience
- Elements Affecting the Customer Experience
- Evaluating the Customer Experience
- Improving the Customer Experience

Participant Material Used:

- Participant Guide

Media Required:

- LCD Projector
- Flipchart and markers

For Further Information

- Contact your Postmaster or District Retail Office

Facilitator Notes:

Introduction and Objectives

Have different participants read the Introduction and Objective

The Customer Experience

Read this section and ask the participants to define customer expectations of retail operation.

Elements Affecting the Customer Experience

Have different participants read each section. Ask participants to pick one of the sections and comment on how the customer experience can be impacted.

Evaluating the Customer Experience

Reviewing Retail Data Mart (RDM)

- Have a participant read the Customer Experience Improvement Resources Job Aid and discuss various RDM reports that can help monitor retail operations. Access RDM through the Enterprise Data Warehouse (EDW) and show participants how to find the various reports. A detailed review of specific RDM reports will be discussed in other modules.

Monitoring Mystery Shopper

- Have a participant read. These RDM reports can also be accessed through EDW. Either access through EDW and show the reports or explain that these will be reviewed further in the Retail Best Practice module.

Checking Customer Satisfaction Measurements (CSM)

- Have a participant review the Customer Experience Improvement Job Aid and explain how these CSM questions provide insight into their customers' behaviors and retail experience.

Manage by Walking Around

- Have a participant read and discuss how managing by walking around can improve the customer experience. Discuss possible interactions with retail employees and customers.

Improving the Customer Experience

- Read and review the Customer Experience Improvement Strategies Job Aid. Use flipchart and have participants list other strategies they can think of to improve the customer experience.

RevPak 1

**Guidelines for Revenue Generation in
the United States Postal Service**

Improving the Customer Experience at Retail

Introduction

Today, the Postal Service operates in a very competitive environment in the communications and delivery service industry. We all need to understand customers have many choices that compete with all of our products and services. Viewing the retail experience from the customers' perspective is critical to understanding their expectations and meeting their needs. Improving the customers' total retail experience, requires that managers know which factors realistically influence the customer experience, and how to *evaluate, manage, and change* those factors for the better.

Objective

Postmasters, Managers, and Supervisors will explain the total customer experience at retail, which elements affect the customer experience, and their role in improving that experience. This includes identifying excellent customer service, recognizing substandard performance, and knowing what actions are required to improve the customer's experience at retail.

The Customer Experience

Today's customer expects and deserves professional, courteous, and timely service each and every time they visit a Post Office. Customers expect to see a clean facility and receive friendly service - these are the first impressions which impact a customer's perception of our company. As customers walk through your lobby, they should notice that signage and ReadyPost items are properly displayed. Most of all, customers look forward to being greeted by retail employees who are informed, helpful, polite, and focused on meeting their mailing needs.



Remember, we operate in a competitive environment and if we don't deliver quality customer service to improve the customer experience, the competition will.

Elements Affecting the Customer Experience

Facility and Lobby Appearance

A professional appearing facility and lobby sets the stage and helps develop customers' expectations before they even reach the retail counter.

Waiting Time in Line

A customer will look at the length of the line to determine how long it will take to be served. Many customers who have confronted a long line at the post office have left and mailed their packages with a competitor. Regardless of the price differential, in today's hectic world--time is money!

HAZMAT and Aviation Security

Everyone should be concerned about HAZMAT and Aviation Security compliance. Informed retail employees, means informed customers, which translates into placing safe packages in the mail. This ensures the safety and protection of both postal employees and our customers.

Sales Skills

Customers want to be helped at retail; some find our products hard to understand and look to our retail employees as the retail expert. Offering premium products and services is the key to providing value for our customers.

Product Knowledge

Customers look to the retail employee for information about postal products and services. Explaining the features and benefits of our products and services will help customers make informed choices.

Promotion and Merchandising

Promotion and Merchandising helps promote our products and services before the customer even reaches the retail counter. This helps reduce waiting time and improves customer satisfaction.

Evaluating the Customer Experience

When evaluating the customer experience at retail it is important to evaluate and manage both unit and individual performance indicators.

Performance can be measured by:

- Reviewing Retail Data Mart
- Monitoring Mystery Shopper
- Checking Customer Satisfaction
- Managing by Walk Around

Reviewing Retail Data Mart (RDM)

RDM can be used to access retail data that will help managers assess unit and individual performance.

Monitoring Mystery Shopper

Mystery Shopper indicators can provide insight into what is happening in your lobby and at the retail counter from the customer's perspective. These reports can also be found in RDM.

Checking Customer Satisfaction Measurements (CSM)

Certain CSM indicators are related to the customers' experience at retail and should be monitored so you can be proactive in making customer experience improvements.

Managing by Walking Around

One of the best ways to show your retail employees and customers you care is to interact with them. This is more than just ensuring lobby sweeps. This requires actual engagement in conversation with them on a routine basis to understand their needs and concerns and to offer support.

Improving the Customer Experience

Once you have evaluated the customers' experience at retail and have made a proper assessment of the situation, you will need to start implementing proactive strategies. Taking an active leadership role in retail is critical to improving the customer experience. As customer satisfaction increases, so will retail revenue.

To assist Postmasters and Managers in improving the customer experience at retail, we have attached Improvement Strategies and Improvement Resources Job Aids.

For Further Information

Job Aids

- Customer Experience Improvement Strategies
- Customer Experience Improvement Resources

Other Sources

- Enterprise Data Warehouse (EDW)
- Retail Data Mart (RDM)
- Customer Satisfaction Measurement (CSM)
- Rate Case Training
- Retail Digest
- Lets Talk Retail

Customer Experience Improvement Strategies



Improving Waiting Time in Line

1) Be Prepared Before Customers Arrive

- Ensure current Point of Purchase Signage is posted
- Ensure all forms and ReadyPost Items are available
- Ensure OLRP Slat Wall is fully stocked
- Ensure vending machines are fully stocked
- Ensure the Automated Postal Center (APC) is working
- Provide Stamps by Mail Envelopes in the lobby
- Post all alternate access points in every lobby

2) Manage the Lobby

- Use Lobby Director/Assistant during busy periods and ensure lobby sweeps
- Manage RA lunch schedules during peak periods
- Have Lobby Director/Assistant assist customers in preparing packages and accountable items before they reach the window

3) Manage the Retail Counter

- The LSSA should be maximized in the retail operation and work the window
- Have customers who are not prepared, step to the side to prepare their mail piece while waiting on the next customer
- Have a system in place for RAs to call for window assistance when needed
- Know your RA/Inline Customer Ratio in order to maintain 5 or less minute WTIL
- Large offices with carrier routes could use back office employee to bring Hold Mail to the window
- Monitor Passports-dedicated line or office where volume justifies
- Use the dutch doors for Customer Pickups (Parcels, Hold Mail, Accountable Mail, etc.)

4) Prevent Future WTIL Issues

- Use RDM WOS reports to improve Retail Associate (RA) scheduling
- Recommend Click-N-Ship and Carrier Pickup to eBayers or customers who frequently mail packages
- Inform customers who would benefit using Alternate Access Channels
- Complete operational self audits
- Complete Employee/Lobby Observations Form 4000 A/B

Customer Experience Improvement Strategies



Facility and Lobby Appearance

- ❑ Conduct regular observations of the outside facility and lobbies
- ❑ Randomly enter facility through the customer lobby to get the customer's perspective
- ❑ Establish custodian routes to ensure these areas are cleaned daily
- ❑ Keep up with facility preventative maintenance

HAZMAT and Aviation Security

- ❑ Ensure Retail Employees ask the HAZMAT Question for all required mailpieces (Does the article contain anything fragile, liquid, perishable, or potentially hazardous?)
- ❑ Ensure all employees follow "Anonymous Mail" procedures
- ❑ Ensure required HAZMAT and Aviation Security Signage is posted

Sales Skills

- ❑ Use PS Form 4000B to conduct regular observations of Retail Employees
- ❑ Enforce uniform policy-Selling and Service begins with image
- ❑ Ensure Retail Employees are:
 - 1) using G.I.S.T (Greet, Inquire, Suggest, Thank)
 - 2) offering best value products
 - 3) offering Extra (Special) Services
 - 4) explaining features/benefits of products and services
 - 5) suggesting additional items
 - 6) providing a receipt

Product Knowledge

- ❑ Give Retail Employees time to read articles relevant to retail
- ❑ Provide Retail Employees time to complete all retail training
- ❑ Ensure Retail Employees understand and explain features of mail classes
- ❑ Ensure Retail Employees understand and explain features of Extra (Special) Services

Promotion and Merchandising

- ❑ Display Express, Priority, & International complimentary shipping supplies
- ❑ Keep all current Extra (Special) Service Forms stocked in the lobby
- ❑ Properly display ReadyPost Retail Packaging supplies
- ❑ Ensure signage and displays are professional in appearance
- ❑ Fully stock Slat walls with the latest products

Customer Experience Improvement Resources



Listed below are several RDM reports that can help Postmasters, Managers, and Supervisors improve the customer experience.

Retail Data Mart (RDM) Reports

- 1) **SIA Best Practices - Retail Associate:** This report displays various key performance metrics of Retail Associates, on one convenient and concise report. These metrics have been proven as key performance and behavior indicators on other time-tested reports.
- 2) **Special Service Potential Increase Report:** displays the potential increase Special Service revenue based on the performance of the top performer at the retail level.
- 3) **RDM WOS SSA Transactions and Visit Count:** This report summarizes AIC data that has been categorized into eight WOS groups. Users can assess the number of transactions and visits that occurred within each WOS AIC group in half-hour time periods for each SSA within a selected location.
- 4) **WOS Earned - Actual Staffing Graph:** provides a comparison between three staffing levels, namely "Actual" (RAs on the Windows), "Earned" (RAs needed to perform transactions), and "Modeled" (a smoothed representation of the earned staffing).
- 5) **Monthly - Yearly Retail Unit Flash:** provides operating performance data for the selected retail unit for a specific month (month-to-date for the current month) and year-to-date as well as for the same periods last year (SPLY).
- 6) **PO Box Monthly Activity Summary:** This report is created to provide a snap shot of the PO Box activities.
- 7) **Revenue by Mail Class and Special Services by Retail Unit and SSA:** provides percentage by mail class of Special Services affixed in order to determine unit and individual SSA sales skills of adding value added services.
- 8) **WebBats Marketing Opportunity:** provides information about PO Box vacancy trends, potential demand & additional payment opportunities that could be generated from promotion, reconfiguration & expansion to drive the development of effective marketing strategies.

Mystery Shopper Reports (in RDM)

- 1) **Mystery Shopper - Wait Times:** This report provides wait time in line data for each evaluation conducted for the selected location and time period. It also provides data for various types of visits that occurred at a particular retail unit on the evaluation date.
- 2) **Mystery Shopper - Service Evaluation:** This 2-part drillable report provides data gathered from evaluations. From the summary first generated, any individual evaluation can be viewed by clicking on the appropriate Mystery Shop Evaluation ID.
- 3) **Mystery Shopper - Scenario Revenue Impact and Category Scores by Shop and Quarter:** provides a breakdown of the category scores over time and revenue loss based on the evaluation scenario.
- 4) **Mystery Shopper - Response Distribution:** shows the distribution of responses to certain questions from the evaluation for the selected location(s) and time period.
- 5) **Mystery Shopper - Day of Week Spread:** provides information on the number of evaluations and percentage of evaluations by the day of week the evaluations were performed.

Customer Experience Improvement Resources



Customer Satisfaction Measurement (CSM) Indicators

Listed below is the list of questions on the customer satisfaction survey relating to Retail. We've put an asterisk next to the ones that are part of the Residential part of the Retail CSM NPA Index used in Pay for Performance and two asterisks beside those used in the Retail Small Business portion of the Index. We have also indicated whether the questions are asked on the Residential and/or Small Business (Preferred) survey. Where we just indicate a rating question with no scale we use Excellent, Very Good, Good, Fair, Poor:

- Convenient location of a post office (rating) (Residential and Small Business)
- Offering convenient ways to buy stamps /postage (rating) (Residential and Small Business)
- Where do you buy stamps/postage? Mark all methods used. (Residential and Small Business)

- Which one do you use most often? Options: Postage meter, Permit/Corporate Account (Small Business only), Post office window, Grocery store or other store, Vending machine, Automated Postal Center, Click-N-Ship online, Stamps online, Stamps by Mail, Stamps by Phone, Automated Teller Machine, From carrier (where available).

- How do you mail packages with the Postal Service? Mark all methods used. (Residential and Small Business)

- Which one do you use most often? Options: Post office window, Mail collection box, Automated Postal Center, Request carrier pickup online or by phone, Carrier picks up with outgoing mail, Other, Not applicable

- How many times did you visit a post office for any purpose in the past 30 days? (Residential and Small Business) Options: Not at all, 1-2 times, 3-5 times, 6-10 times, 11 or more times

- Based on your experiences during the past 30 days, please rate the post office you have visited most often on each of the following (rating):
 - Waiting time in line (Residential and Small Business)
 - Convenience of hours (Residential and Small Business)
 - Availability of parking (Residential and Small Business)
 - Staffing of windows during busy times (Residential and Small Business)
 - Clerks were courteous and pleasant (Residential and Small Business) *
 - Clerks worked efficiently and valued your time (Residential and Small Business) * **
 - Clerks provided the information needed to complete your tasks (Residential and Small Business) * **
 - Clerks acted professionally (Residential and Small Business)
 - Signs for products and services provided information you needed (Residential and Small Business)
 - Lobby was well-maintained (Residential and Small Business)
 - Mailing forms were available (Residential and Small Business)
 - Overall rating of the post office you visited most often (Residential and Small Business)
 - Is this post office in the same ZIP Code as where you live/work? (Residential and Small Business) If no, write in the P.O. ZIP Code:

Customer Experience Improvement Resources



- During your most recent visit to the post office window, how long did you wait in line for a window clerk? ([Residential and Small Business](#)) Options:
Did not go to window, Less than 1 minute/No wait/No line, 1-3 minutes, 4-5 minutes, 6-10 minutes, 11-15 minutes, 16 minutes or more, Don't know/Can't recall
- During your most recent visit to the post office window, did you need to mail a letter or package? ([Residential and Small Business](#)) Options:
Yes, No If "Yes," ask (Yes, No, Don't Know):
 - Did the clerk ask you questions to find out what you needed? ([Residential + small Business](#))
 - Was the clerk attentive during the entire transaction? ([Residential and Small Business](#))
 - Did the clerk specifically mention Express Mail or Priority Mail as an option for you? ([Residential and Small Business](#))
 - Did the clerk explain or offer special services, such as Insurance, Delivery Confirmation, Certified Mail, etc? ([Residential and Small Business](#))
 - Did the clerk offer any additional items to purchase, such as stamps or packaging supplies? ([Residential and Small Business](#))
- During your most recent visit to the post office, were the stamp vending machines in working order? ([Residential and Small Business](#))
Options (Yes, No): In working order, Stocked appropriately
- During the past 30 days, have you contacted the Postal Service to get information or to report a problem? (Include contacts in person, written, phone, or online.) ([Residential and Small Business](#)) Options: Yes, to get information; Yes to report a problem; No
- Thinking of your most recent contact, how did you contact the Postal Service? ([Residential and Small Business](#)) Options: Telephoned local post office, Telephoned a toll-free number, Written correspondence, E-mail, U.S. Postal Service Web site, Talked in person with an employee at post office, Spoke with carrier
- Thinking again of your most recent contact at the Postal Service on: (rating) ([Residential and Small Business](#)):
 - Ability to reach someone who could help
 - Being dealt with in a courteous, professional manner
 - Speed of response * **
 - Obtaining the information or help you needed * **
 - Accuracy of the information * **
- Compared to other delivery service companies, rate the package services provided by the Postal Service on (rating Much Better, Somewhat Better, About the Same, Somewhat Worse, Much Worse, Don't Know) ([Residential and Small Business](#)):
 - Professional employees ([Residential and Small Business](#))
 - Easy to contact a representative ([Residential and Small Business](#))
 - Convenient locations ([Residential and Small Business](#))
 - Wait time in line ([Residential and Small Business](#))
 - Offers free packaging supplies ([Small Business](#))
 - Offers convenient payment options ([Small Business](#))

Module 2: Retail Best Practices

Objective:

- In this module, we will examine the best practices from top retail operations to ensure Postmasters, Managers, and Supervisors identify their role in implementing best practices to enhance our customers' experience and grow revenue.

Time Allocated for Module:

- 20 minutes

Instructional Methods:

- Presentation
- Discussion

Summary:

- People – our most Valuable Resource
- Interacting with the Retail Operation
- Communication is the Key
- Script for Success

Participant Material Used:

- Participant Guide

Media Required:

- Flipchart and Markers
- LCD Projector with Computer

For Further Information:

- Contact your Postmaster or District Retail Office

Facilitator Notes

Introduction

Have a volunteer read the Introduction.

People – Our Most Valuable Resource

Have a volunteer read the paragraph.

“The Golden Rule for Retailers”

Read: “Never forget by whom customers are serviced and sales are made.”

Ask the question: “What does this statement mean to you and the Postal Service?”

Have a volunteer read the paragraph.

The American Society of Training and Development

Have a volunteer read the paragraphs.

Postmasters/Managers/Supervisors and the Retail Operation

Have a volunteer read the paragraph.

Successful Retail Management

Read the sentence: “Consistent and universally understood requirements are clearly set by most successful retail enterprises.”

Have a volunteer read the bullets.

Ask the question: “Does this type of transaction sound familiar to anyone? It has many aspects of our ‘perfect transaction’.”

Communication is Key

Read: “Communication between management personnel and Retail Associates (RAs) is essential to an effective retail operation.”

Salt Lake City Retail Best Practices

Have a volunteer read the paragraph and all bullets.

Ask the question: “Why are RAs in the Salt Lake City market successful in their jobs?”

Script for Success

Have a volunteer read the paragraphs.

Read the bullets and answer questions.

Read the summary to the class.

Review and discuss job aids as time permits.

RevPak 2

Guidelines for Revenue Generation in the United States Postal Service

Retail Best Practices

Introduction

What are some of the “retail best practices” that can improve our customers’ experience and grow revenue? The observations that follow have been developed over the years not only from retail operations in the Postal Service but from successful retail operations in the private sector as well.

Objective

Postmasters, managers, and supervisors will be able to incorporate retail best practices to improve total customers’ experience at retail.

People – Our Most Valuable Resource

Primary to any successful retail customer experience, are the 5 P’s: *People, Place, Product, Price* and *Promotion*. While successful businesses put emphasis on each of these 5 elements, it is widely recognized that the most critical of the 5 is attributable to one **P** in particular, “*People*.”

“The Golden Rule for Retailers”

“Never forget by whom customers are serviced and sales are made.”

As a Postmaster/Manager/Supervisor it is crucial you emphasize *daily* what your retail employees need to know and do to make your retail operation successful. Retail Associates (RAs) are one of the prime points of contact between our business and our customers. What they do, what they say, and how well they convey information about our products and services determines whether your office will be successful or not. It’s



up to you to ensure our retail employees are knowledgeable about our products and services. They should consistently convey the right information to our customers offering the best value for their mailing needs.

The American Society of Training and Development

Universal to booming retail operations is the requirement that RAs are knowledgeable about, and well-versed in, the products and services they sell. Training is a key component.

“Companies that implemented training on a regular basis posted shareholder returns 86% above those that did not train adequately and 45% higher than the market average.”

Allowing adequate time for training RAs is necessary to guarantee success of our retail operations. A knowledgeable retail associate creates a *confident* customer --- confident about our products, services and the value they add.

Postmasters/Managers/Supervisors and the Retail Operation

Postmasters/managers/supervisors should be as involved in their retail operation as they are in other operations in a post office. Although much of our emphasis is on customer service through delivery, we must never forget, annually, the retail window generates approximately \$18 billion in walk-in revenue. It represents what many customers know as the Postal Service. Their expectations in approaching a window will be as high as the quality of the service they receive. Postmasters/Managers/Supervisors must be immersed with their retail operations. Retailers from successful companies including ours have adopted methods that consistently employ this level of management involvement.

Successful Retail Management

Consistent and universally understood requirements are clearly set by successful retail enterprises:

- Stay current on product knowledge
- Make the customer your number one priority
- Initiate a conversation by asking open ended questions to learn the customers' service needs
- Ensure the customer understands the value of the offering
- Build the sale by suggesting additional merchandise and services to complement the customers purchase

Communication is Key

Communication between management personnel and RAs is essential to an effective retail operation.

Salt Lake City Retail Best Practices

Salt Lake City was recommended by the well regarded Maritz Research Group (MRG). Proven strategies of "best practices" developed by MRG have direct parallels in our retail environment:

- Acknowledgement of the correlation between high quality customer service and revenue generation
- Performance measured by Mystery Shopper goals in all areas of retail
- High up-sell percentages on product enhancements, such as, Delivery Confirmation and insurance
- Enabling employees to consistently demonstrate a positive attitude toward their jobs and confidence in the products they sell
- Recognition (formal and informal) of employees who surpass service performance goals
- Renewed and continuous focus on providing the necessary tools, instruction, and training required to sell the product or service

Script for Success

RAs have a greater awareness of the purpose, goals and criteria for improving the customer experience at retail. They are provided with continuous retail training in customer service, product knowledge, sales skills, and product and service enhancements. They are current in their skill sets and comprehend the connection between training and improving the customer experience at retail.

It takes time to review training information and videos, and in Salt Lake City that time is given.

RAs have access to and use the Postal Bulletin to acquire information and educate themselves about Postal Service products and services

They develop teams that underscore:

- Communication skills
- Conduct customer focused service talks together with written communications materials like "Let's Talk Retail" and other retail documentation.

A great tool to use with your RAs is the RDM report, Revenue by Mail Class and Special Services by Retail Unit and SSA.

This report provides percentage by mail class of Special Services affixed in order to determine

unit and individual SSA sales skills of value added services. (See job aid in Module 3 on Coaching Retail Employees)

- Quality performance is acknowledged through positive reinforcement
- Constructive feedback is emphasized around Mystery Shop results rather than negative comments. Managers/Supervisors here use the RDM Mystery Shopper – Service Evaluation report to determine the trends in the program in their office. It shows them the accomplishment gains as well as the negative trends in areas that need improvement.
- Supervisors and managers routinely are out in the lobbies working with customers
- All take an active role in controlling the wait time in line by doing lobby sweeps and assisting customers with non-revenue based transactions.

A tool to assist with wait time in line is the RDM WOS Earned – Actual Staffing Graph. It shows your peak periods by month, week, day and hour.

Using this report over a period of time will enable you to *schedule your RAs so that your window is at optimal staffing during your peak periods*. (Refer to WOS Earned-Actual Staffing Graph Job aid)

Summary

Postmasters/Managers/Supervisors should be in our lobbies communicating with customers and RAs on a frequent, if not, *daily* basis. They

should facilitate the education of RAs and customers. They should communicate relevant information pertaining to our products and services and provide sufficient time for RAs to read the material. They should use RDM data to discover what RAs are doing correctly or incorrectly and use this information to recognize quality performance and give constructive feedback on what needs improvement.

Job Aids

- Findings from Maritz Group on managers and supervisors
- Retail Best Practices “Checklist”
- “Perfect Transaction”
- RDM Mystery Shopper – Service Evaluation
- RDM WOS Earned – Actual Staffing Graph
- Other Sources
- Enterprise Data Warehouse (EDW)
- Retail Data Mart (RDM)
- Retail Digest
- Let’s Talk Retail
- PEDC
- E-learning courses: Communication/Team Building

Findings from Maritz Research Group



Executive Summary Managers and Supervisors

A major theme that emerged from the Maritz Research focus groups conducted among USPS Retail Associates (RAs) in April and May of 2006 is the belief that managers and supervisors do not always understand the issues facing RAs and do not directly engage in resolving those problems.

- Retail Associates say that most of their managers and supervisors consider the delivery operation to be the primary focus of their responsibilities and they spend little time interacting with Retail Associates and customers in the lobby. Respondents believe this sends the wrong message to those working the window and they are made to feel that the job performed by Retail Associates is not as essential as work performed by letter carriers.
- How well managers communicate with RAs greatly impacts how associates view their manager. In many instances, the channel of communication between manager/supervisor and associates appears poor or at times non-existent. This creates frustration among associates who feel they are being asked to perform their jobs without clear direction and support.
- Retail Associates spoke of how their managers and supervisors can find ways to ensure important information reaches the RAs in a timely manner. They reacted very favorably to managers who take the time to support them and keep them up-to-date and informed of the latest changes and new product offerings.

Retail Best Practices

- Communication between best practice managers and RAs is essential to their success. Daily communication concerning needs of our customers as well as communicating service changes, Retail Digest, "Let's Talk Retail", and providing time for training are critical for having informed and productive RAs.
- Successful managers acknowledge quality performance and provide constructive feedback in a timely manner.
- Best practice managers are frequently in their lobbies and are consistently supporting RAs and actively engaging customers.
- Successful managers follow up and resolve RA and customer concerns.

Retail Best Practices “Checklist”



Postmaster/Manager/Supervisor – Daily Checklist

- 1) Communicate with Retail Associates (RAs)
- 2) Communicate with customers
- 3) Ensure lobby and RAs are ready for business prior to opening the window
- 4) Ensure lobby is clean and well stocked
- 5) Manage the customer experience (WTIL)

Postmaster/Manager/Supervisor – Weekly Checklist

- 1) Conduct weekly service talks with RAs
- 2) Ensure RAs have adequate training time
- 3) Provide written retail communications to RAs (I.e. Retail Digest, Let's Talk Retail, Postal Bulletin articles pertaining to retail)
- 4) Provide RAs with time to read and learn from written retail communications.
- 5) Complete PS Form 4000-B on each RA
- 6) Print and discuss RDM/WOS reports with RAs - coaching
- 7) Print and discuss Mystery Shops with RAs – constructive feedback
- 8) Discuss CSM with RAs
- 9) Acknowledge quality performance through positive reinforcement

“Perfect Transaction”



1. GREET customer pleasantly and make EYE CONTACT

Be attentive to the customer throughout the entire transaction. Give the customer your undivided attention.

2. Always ask the customer the HAZMAT question for packages, bulky flats, or suspicious mail pieces.

“Does this package contain anything fragile, liquid, perishable or potentially hazardous?”

3. Offer Express Mail by name stating the service standards

“We guarantee delivery tomorrow (or second day) nationwide with Express Mail for (current rate) or your money back and this includes (current rate) worth of insurance. You’ll also be able to track your article using usps.com or our 1-800 number”. (Pause and wait for the customer to respond).

“We have Priority Mail that should arrive in 2-3 days for (current rate).

(EXPRESS AND PRIORITY MAIL ARE THE PREFERRED SERVICES THAT USUALLY OFFER THE CUSTOMER THE BEST VALUE.)

When you offer Parcel Post or another Package Service option, explain the product’s features. “We do have Parcel Post, which can take up to 7-10 days for delivery and return postage is not included. Packages that can’t be delivered for any reason will be returned postage due.”

4. Offer both Insurance and Delivery Confirmation by name explaining the features of each.

“How much insurance would you like to purchase to protect your package against loss or damage?”

“Will you be purchasing Delivery Confirmation to confirm delivery of your package? Delivery Confirmation allows you to go online or call a 1-800 number to find out when your package has been delivered.” (Point out web site and 1-800 number on receipt)

5. Offer a specific additional product for purchase.

“Do you need STAMPS or (select one or more of the following: Envelopes, Packaging Products, Official Licensed Retail Products, or use product pairing, etc.) today?”

6. Always provide the customer with a receipt.

End the transaction in a pleasant manner by saying “Thank you” or “Thanks.”

Each retail transaction and individual retail associate’s style may vary and retail associates should interact with customers based on the transaction occurring at the time. The Perfect Transaction is provided to serve as a guide to help ensure customers are offered maximum value during package transactions. The POS display should not be shown to customers as a means to select their service options.

WOS Earned – Actual Staffing Graph



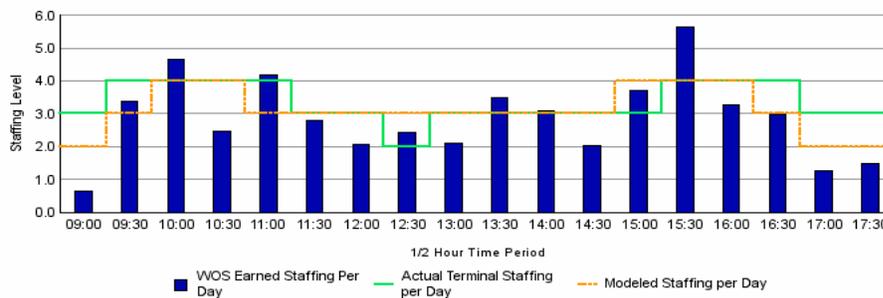
How to get the report:

1. Go to EDW and log in.
2. Click on Retail
3. Shared Reports
4. RDM WOS Reports
5. WOS Earned – Actual Staffing Graph
6. Select your location (Highlight National and click on the GO button, highlight your AREA and click GO, highlight your DISTRICT and click GO, highlight your POOM and click GO, highlight your office and move it over to the right box.)
7. Then click Select time period (Here you can drill up or down depending on what type of data you are looking wanting. You can drill to a specific day or you can pull the report by month or week. Select the time frame you want and move it over to the right box.)
8. Extra step for this report – click on optional metric (Here you have a choice of two options – Modeled Staffing per Day and the new Oct/Mar Modeled Staffing per Day move one or the other to the right box.)
9. Click on run document

This report will assist you in knowing when your peak periods are by month, week, day and time of 30 minute increments. Using this tool to actually setup your Retail Associates days off, lunch times and breaks can greatly enhance your customers experience by reducing your wait time in line issues.

WOS Earned - Actual Staffing Graph

The Actual Terminal Staffing is based on activity on terminals at which customer transactions and passport acceptance are conducted.



Mystery Shopper – Service Evaluation



How to pull the report:

1. Go to EDW and log in.
2. Click on Retail
3. Shared Reports
4. Mystery Shopper
5. Mystery Shopper – Service Evaluation
6. Drill down to your office (Highlight your District and click on the “GO” button, then highlight your POOM and click “GO”, then highlight your office and move it over to the right box)
7. Click on Select time period
8. Highlight the year that you would like to see the Mystery Shops and move that year over to the right box.
9. Then click on run report

This report will show all of the Mystery Shops for your office for the time period selected. Each shops details can be accessed from this report simply by clicking on the Mystery Shop evaluation ID number. With this report you can evaluate improvements or shortcomings over a longer period of time and determine what steps should be improved and discussed with your Retail Associates.

Mystery Shopper - Service Evaluation

REPORT FILTER:

District	Retail Unit DESC	Retail Unit Finance Number	Mystery Shop Evaluati on ID	LOC Code	Date	Mystery Shop Scenario	Mystery Shop Sequence	Mystery Shop Sale Amount	Mystery Shop Revenue Loss	Overall Score	Wait Time In Line	HazMat	Sales Skills	Product Knowledge
			1133164		Tuesday Oct 03, 2006	I1	Shop 1	\$5.80	\$1.35	92.00%	100.00%	100.00%	79.17%	70.00%
			1141816		Friday Dec 15, 2006	I1	Shop 2	\$6.65	\$0.50	58.00%	0.00%	100.00%	62.50%	70.00%
			1202848		Thursday Feb 01, 2007	I2	Shop 1	\$7.00	\$0.00	100.00%	100.00%	100.00%	100.00%	100.00%
			1211506		Monday Feb 26, 2007	I2	Shop 2	\$7.15	\$0.00	93.00%	100.00%	100.00%	91.67%	50.00%
			1275272		Wednesday Apr 11, 2007	I3	Shop 1	\$7.00	\$0.00	100.00%	100.00%	100.00%	100.00%	100.00%

Module 3: Coaching Retail Employees

Objective:

- In this module, we will examine how coaching retail employees ensures the Postmaster, Manager, and Supervisor will be able to improve revenue generation by consistently applying excellent coaching techniques with their Retail Associates.

Time Allocated for Module:

- 20 minutes

Instructional Methods:

- Presentation
- Discussion

Summary:

- Communicating Unit Revenue Goals and Expectations
- Coaching Employee Revenue Generation Performance
- Providing Effective Feedback to Retail Associates
- Positive Recognition and Reinforcement
- Coaching is an Ongoing Role

Participant Material Used:

- Participant's Guide
- Job Aids

Media and Supplies Required:

- Flipchart with Markers
- LCD Projector with Computer

For Further Information

- Contact your local or Postmaster or District Retail Office

Facilitator's Notes

Refer the participants to REVPAK 3: Coaching Retail Employees

Introduction and Objective

Have the class presenter read the introduction and objective and give an overview of the contents in this module.

Communicating Unit Goals and Expectations

Have a volunteer read the paragraph. The presenter should highlight why it is important for the manager or supervisor to communicate the goals and expectations with their employees more than once or twice a year. Review the communication Model job aid with the class.

Coaching Employee Performance

The presenter should read the first two paragraphs and then have a volunteer read the “Coaching Groups” and another volunteer read the “Coaching Individuals.”

Emphasis should be placed on when coaching a group, keep it positive. When you need an employee to improve, coach the individual in private.

Preparing for Coaching

Review the units Mystery Shopper and RDM Reports to analyze where your “coaching opportunities” are located.

Conducting the Coaching Sessions

Review the Revenue by Mail Class and Special Services by Unit and SSA Report with the individual Retail Associates. Utilize the job aid at the back of this module as an example. If time allows and an ACE Computer with internet connection is available, demonstrate to the class how to retrieve this report in RDM by using a participant's work unit.

Providing Effective Feedback and Follow-up to Retail Associates

Have a student read this section and have discussion on effective feedback that is given timely. Review the job aid on the Retail Employee Observation PS 4000-B.

Conducting Follow-up Sessions

State the importance of reviewing the Mystery Shopper and RDM Reports on a regular basis with the Retail Associates so that continued revenue generation progress is achieved with each individual RA.

Positive Reinforcement and Recognition

The presenter should review this section with the students and give the students a copy of the “Positive Reinforcement” job aid. Remind the students to always keep the “positive reinforcement and recognition talks” separate from any “negative talks.”

Coaching Revenue Generation is an ongoing Role

Have a volunteer read this section and remind the students that those who will apply these revenue generation coaching tools on a consistent and regular basis will be successful in their revenue generation efforts.

Job Aids

Review the CFA-SB Tool and other job aids with students as time allows.

RevPak 3

Guidelines for Revenue Generation in the United States Postal Service

Coaching Retail Employees

Introduction

The role of the coach is an important linkage to the achievement of revenue generation goals of the Postal Service. Look at most successful organizations in today's economy and you'll find teams and coaching at the center of their success.

Objective

The Postmaster, Manager, and Supervisor will be able to improve revenue generation by consistently applying excellent coaching techniques with their Retail Associates.

Communicating Unit Goals and Expectations

Imagine a sports coach who talked to his players only once or twice a season to let them know how they are performing and whether they are meeting expectations or developing as players.

What would be the result?

The players are *disheartened, feel ignored, lose confidence, and lower their performance*. Because the coach has no expectations, or didn't communicate well, the players are mediocre.

A manager is unlikely to give performance feedback that is *most* relevant to the employee's day-to-day work with a semiannual or annual review. Consequently, the employee performs poorly, loses confidence, and produces mediocre work. The associate doesn't know performance expectations.

Coaching Employee Performance

Coaching is used with Retail Associates that have the knowledge, skills, and abilities, and are not performing at the appropriate level.

When coaching groups or individuals, ask for feedback in the form of questions and have an open dialogue.

Coaching Groups

Coaching a group is a morale boosting session. It serves to jump start the team to perform at the desired level. This is a session in which you: 1) give praise and 2) state what needs to be done differently through "constructive criticism". When coaching a group, *do not* single out an employee *unless* it is to praise employees for performing exceptionally well.

Coaching Individuals

When coaching an individual, *state what the employee is doing well, and let them know what needs improvement. Ask for feedback*. Always coach an individual in private if you are looking for improvements!

Preparing for Coaching

Prepare for coaching by:

- Reviewing the following reports in Retail Data Mart (RDM):
 - The Mystery Shopper Reports
 - Revenue by Mail Class and Special Services by Retail Unit and SSA Report
 - Retail Unit Flash Reports
 - RDM WOS Reports

Use data from these and other RDM reports to determine sales goal trends to make a case for coaching. (Refer to CFA-SB Tool Job Aid)

- Determine the best times to observe your associates-during peak and off-peak periods
- Use PS Form 4000-B (Retail Employee Observation) as a guide.
- Note both positive behaviors that you want to encourage and behaviors that you want to change.

Conducting the Coaching Sessions

When conducting a coaching session, state the issue at hand and acknowledge that there may be reasons for it. It is important to be specific and to only state observed behaviors including positive behaviors.

After discussing the problem, suggest ways the situation can be improved. This is a good opportunity to allow employees to think of their own solutions instead of just being told.

End by determining a reasonable time for a follow-up session, perhaps two weeks later.

Providing Effective Feedback and Follow-up to Retail Associates

After you have conducted a feedback session with associates, observe them again working during peak and off-peak periods, use Retail Employee Observation PS Form 4000-B. Provide feedback on the behaviors, making sure to compliment positive behaviors, as well as, suggest ways to improve. This can be done immediately through one-on-one sessions. Providing feedback is done before the follow-up coaching session.

Conducting Follow-Up Sessions

At the follow-up coaching session consult the Mystery Shopper and RDM reports to verify that improvements have been made. Once again, encourage the associates to make comments and suggestions, as well as ask questions.

Positive Reinforcement and Recognition

Retail Associate performance that improves the total customer experience and contributes to increased revenue *must be* recognized.

Recognition should be specific. For example, rather than saying “you did a good job,” you should tell them exactly what impressed you and why it’s important to the Postal Service.

DO NOT use this discussion opportunity to bring up a new performance-coaching problem. Only focus on the positive!

Coaching is an Ongoing Role

Coaching is an ongoing process to help employees gain greater competence and overcome barriers to improve performance. It is effective in a busy environment and when the employees already have the skills and knowledge to perform the tasks, but they are not meeting the standards.

In your work unit, it is also productive to make coaching a permanent part of your job as a manager.

Job Aids

- CFA-SB Tool
- Revenue by Mail Class and Special Services by Retail Unit and SSA
- PS Form 4000 B
- Communication Model
- Practical Coaching Model
- Positive Reinforcement

Motivating Retail Employees Utilize the Competitive Financial Analysis Small Business Tool



How to get to the report:

1. Go to the Blue page
2. Click on Business Connect
3. Marketing Home (Top Left Link)
4. Sales Force Resource (Bottom Right Link)
5. Sales Tools (Top Left Link)
6. CFA-Z SB (Competitive Financial Analysis Small Business) (Top Left Link)

You will have to save it to your computer and unzip the document to a folder on your computer.

This Competitive Financial Analysis Tool is an excellent tool to help educate our Retail Associates on the competitive price advantage that our products and services have over similar products and services offered by our competitors. This tool is a great way to motivate our Retail Associates on the importance of up selling our premium expedited services to our customers!

MENU

Use "MENU" button for navigation through the program.

Link to Fuel Surcharges



Welcome to the *Competitive Financial Analysis* program for working with small businesses. It is designed for you to find rates, create and view basic rate comparisons and perform package rate analysis. It contains the 'retail' rates for competitors. These rates are generally for customers without daily pickup.

SINGLE WT-ZONE - If you want to look at shipping options for a weight/zone cell, click here.

RATE CHART COMPARISONS - If you want to look at general 'rate chart' comparisons, click here.

SHIPPING PATTERN - If you know the customer's shipping pattern (percentages by weight, zone, etc.), click here.

FIRST-CLASS - If you have information in ounces, you can compare First-Class packages against competitor package services.

SURCHARGES - If you know what types of surcharges the customer is being charged for, you can demonstrate the financial impact on their shipping costs.

Rates Effective:
USPS 5/14/2007
(Retail rates) UPS 1/1/2007
(counter rates) FedEx 1/1/2007
DHL 1/1/2007

Program Updated:
3/27/2007

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Positive Reinforcement



Coaches create a pleasant and supportive work environment by providing ample positive reinforcement and appreciation for work accomplishments.

Coaches also provide positive reinforcement to employees by being open to their input about working conditions and work process improvements.

Coaches always link the positive reinforcement given to specific work performance or behavior by mentioning how important the behavior is to the Postal Service.

Coaches recognize that maintaining an open communication style, showing interest in employees, and providing timely information and updates creates a more pleasant work environment that, in itself, is a positive reinforcement for performance accountability.

Positive Reinforcement may be as simple as “thanks for the effort” or, “that helped out quite a bit” or, “I told the manager how helpful you’ve been.”

Positive Reinforcement also includes the more informal and formal recognition that ranges from pizza parties and postal service trinkets to SPOT awards and Letters of Commendation.

Practical Coaching Model



1. Recognize good performance

- A. When you see it, say it
- B. Never let good work go unrecognized
- C. Be specific, let them know what they did right

2. Never let poor performance go unnoticed

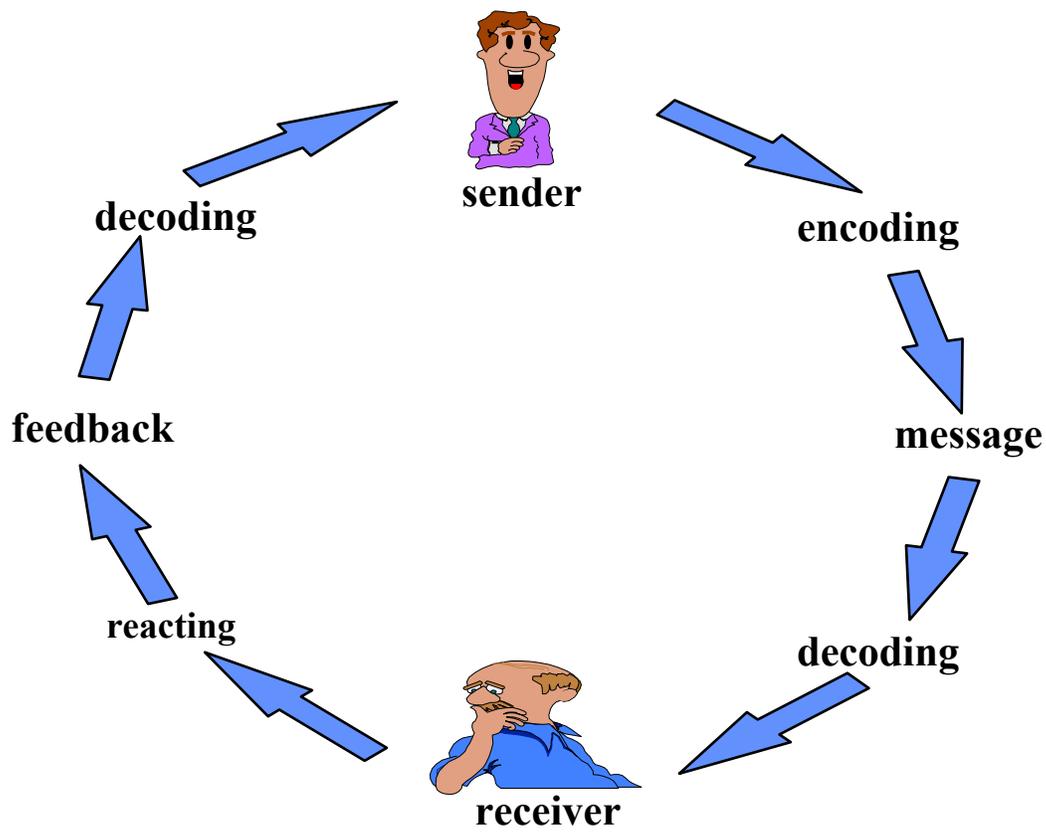
- A. Discuss in private
- B. Keep it positive (tell them things they do well)
- C. Be specific, let them know what they did wrong
- D. Remind them of what is expected
- E. Agree on solutions

3. When the employee is headed down the wrong road Use the “two minute challenge”

Steps to take:

- A. State what you observed
- B. Wait for a response
- C. Remind them of the goals
- D. Ask for a specific solution
- E. Agree together on a solution
- F. Conduct timely follow up

Communication Model



COMMUNICATION FACTS

- Communication begins with the desire on the part of the message sender to impart information to the receiver.
- The first rule of good communication is to take the time to reason through and clarify the intent of the message before sending the message.
- Good communication only occurs when the intention of the sender and the interpretation of the receiver are the same.
- Good communicators not only analyze the intent of the message, but also the audience. They speak with purpose.

Retail Employee Observation PS Form 4000-B

With Coaching Points



United States Postal Service®
Retail Employee Observation
 Employee Name: Rob Retail
 Office Name: Revenue Generation Station
 Observer Name: Supervisor Sam
 ZIP Code: 12345-6789
 Date: 6/11/2007 Time: 12:56
 On 6/11/07 you were observed by Supervisor Sam.
 The customer you waited on mailed:
 (The product[s] or service[s] rendered are identified in blocks A - E.)

A. Priority Parcel	B. Certified Letter	C. Parcel Post	D. Express Mail/Dog	E. Priority Mail/Parcel	Check marks show actions that were observed. Note: Items 2 - 5.
✓	✓	✓	✓	✓	1. Greet customer pleasantly and make eye contact.
✓	N/A		✓	✓	2. Ask, "Does the parcel (item, article) contain anything liquid, fragile, perishable, or potentially hazardous?"
✓	✓		✓	✓	3. Offer Express Mail® or Priority Mail® and state the service standard.
✓	✓		✓	✓	4. Explain features of the class(es) of mail offered.
	✓	✓		✓	5. Offer insurance and Delivery Confirmation™.
	✓	✓		✓	6. Explain or offer to explain features of special services offered.
✓	✓	✓		✓	7. Suggest an additional item to purchase in addition to, or other than stamps.
✓		✓	✓	✓	8. Provide receipt without customer having to request it.
✓	✓	✓	✓	✓	9. Remain attentive during entire transaction.
✓	✓	✓	✓	✓	10. End transaction in pleasant manner.

Observer's Comments:
 Rob was very pleasant with customers. He was distracted during transaction "B" by another employee asking him a question.

Observer's Signature: Supervisor Sam Observer's Title: Supervisor, Customer Svc.
 Supervisor's Action Taken:
 Reviewed the importance of asking the sales skills questions as they relate to customer satisfaction and Revenue generation. Stressed offering of special services and explaining benefits. Reviewed additional products that could have been suggested for purchase.

Supervisor's Signature: Supervisor Sam Date: 6/11/07 Employee's Signature: Rob Retail Date: 6/11/07
 PS Form 4000-B, October 2005 (Page 1 of 2)
 This form is available on the Internet at blue.usps.gov.
 Original: Keep locally.
 Provide copies for: Employee & District Retail Manager

1
2
3

1. "Rob, I noted that when you were selling a parcel post you didn't ask the customer when she wanted the item to arrive and you didn't recommend a class of mail or explain features and benefits. Be sure to ask when a customer wants an item to arrive or offer Express Mail or Priority Mail. State the service standard."
2. "Rob, I also noticed that on three occasions when you sold a priority parcel, parcel post, and Express Mail document you didn't explain or offer to explain features of special services. Please keep this in mind."
3. "And finally Rob, on two occasions, you didn't suggest additional items to purchase. To improve our sales numbers, please remember to ask customers if they need additional items-OLRP, packaging materials, stamps, and so on."

Revenue by Mail Class and Special Services by Retail Unit and SSA



How to pull the report:

1. Go to EDW and log in.
2. Click on Retail
3. Shared Reports
4. Mailing and Postage Reports
5. Revenue by Mail Class and Special Services by Retail Unit and SSA
6. Put in your finance number and unit ID (10 digits)
7. Click on select week
8. It defaults to the current week so you must use the drop down list and change to the week you want to review. (usually the prior week)
9. Click on run document. (If you want to pull up different weeks you can go and pull them while this one is running and then click on history list to see all of them that you pulled to print them one at a time.)

This report has many different and very useful applications. The first block of the report is the retail unit as a whole. You can look here at many different products and services that your retail unit sold for the time period for which the report was pulled. It shows you the total pieces of domestic mail. Then it breaks those down to the different classes of mail at which those domestic pieces were sold and shipped. It gives you a percentage of each class and the percentage for each class same period last year (SPLY).

Retail Unit	Mail Product	Number of Trans	Actual % of All Domestic Mail for Week	Actual % of All Domestic Mail for SPLY	Difference in Current & SPLY Actual % of All Domestic Mail	Actual WIR for Week	Actual WIR for SPLY	% Difference Compared to SPLY
	Total Domestic Mail	529				\$2,066.82	\$2,318.02	(10.84%)
	Express Mail	19	3.59%	3.17%	0.42%	\$254.21	\$259.00	(1.85%)
	Priority Mail	165	31.19%	39.93%	(8.73%)	\$1,043.69	\$1,238.35	(15.72%)
	First Class Mail	256	48.39%	38.81%	9.59%	\$319.95	\$276.66	15.65%
	StdB/Parcel Post	31	5.86%	10.63%	(4.77%)	\$293.77	\$453.87	(35.27%)
	Media Mail	56	10.59%	7.28%	3.31%	\$151.12	\$87.99	71.75%
	All Other Domestic Mail	2	0.38%	0.19%	0.19%	\$4.08	\$2.15	89.77%
	All Domestic Special Services	158	29.87%	24.07%	5.80%	\$231.76	\$134.36	72.49%
	Surcharges	13	2.46%	2.43%	0.03%	\$11.11	\$4.46	149.10%

Retail Unit	Mail Product	Number of Trans	Actual % of All Domestic Mail for Week	Actual % of All Domestic Mail for SPLY	Difference in Current & SPLY Actual % of All Domestic Mail	Actual WIR for Week	Actual WIR for SPLY	% Difference Compared to SPLY
	Insurance	47	8.88%	5.41%	3.47%	\$110.95	\$54.75	102.65%
	Confirmation Services	68	12.85%	11.94%	0.91%	\$48.50	\$35.40	37.01%
	All Other Special Services	30	5.67%	4.29%	1.38%	\$61.20	\$39.75	53.96%

The next section of the report is a break down of each of your Retail Associates with the exact information that you just looked at for your unit. With this section of the report you can have a face-to-face meeting with your Retail Associates. You can show them how they are doing in each category compared to the unit, compared to themselves versus SPLY and you could even rank them against each other by percentage. Since it is done by percentage it equalizes those employees that may not work the window all day. This creates a light form of competition between RAs and you could even use this tool to create your own contest in your unit.

SSA	Mail Product	Number of Trans	Actual % of All Domestic Mail for Week	Actual % of All Domestic Mail for SPLY	Difference in Current & SPLY Actual % of All Domestic Mail	Actual WIR for Week	Actual WIR for SPLY	% Difference Compared to SPLY
111111	Total Domestic Mail	53				\$226.44	\$401.66	(43.62%)
	Express Mail	5	9.43%	1.85%	7.58%	\$75.30	\$36.60	105.74%
	Priority Mail	12	22.64%	30.56%	(7.91%)	\$58.82	\$195.00	(69.84%)
	First Class Mail	25	47.17%	51.85%	(4.68%)	\$40.67	\$88.98	(54.29%)
	StdB/Parcel Post	3	5.66%	9.26%	(3.60%)	\$32.23	\$63.71	(49.41%)
	Media Mail	8	15.09%	6.48%	8.61%	\$19.42	\$17.37	11.80%
	All Domestic Special Services	17	32.08%	14.81%	17.26%	\$30.47	\$24.40	24.88%
	Surcharges	1	1.89%			\$2.87		
	Insurance	4	7.55%	2.78%	4.77%	\$16.75	\$9.00	86.11%
	Confirmation Services	11	20.75%	7.41%	13.35%	\$10.85	\$4.50	141.11%
	All Other Special Services	1	1.89%	4.63%	(2.74%)	\$0.00	\$10.90	(100.00%)
222222	Total Domestic Mail	205				\$659.66	\$415.55	58.74%
	Express Mail	4	1.95%	4.21%	(2.26%)	\$32.11	\$57.55	(44.21%)
	Priority Mail	46	22.44%	29.47%	(7.03%)	\$319.10	\$158.00	101.96%
	First Class Mail	125	60.98%	47.37%	13.61%	\$142.98	\$52.38	172.97%
	StdB/Parcel Post	13	6.34%	12.63%	(6.29%)	\$115.32	\$134.64	(14.35%)
	Media Mail	17	8.29%	5.26%	3.03%	\$50.15	\$10.83	363.07%
	All Domestic Special Services	45	21.95%	26.32%	(4.36%)	\$64.04	\$32.52	96.92%
	Surcharges	7	3.41%	5.26%	(1.85%)	\$1.19	\$3.42	(65.20%)
	Insurance	16	7.80%	6.32%	1.49%	\$36.15	\$12.45	190.36%
	Confirmation Services	13	6.34%	6.32%	0.03%	\$9.15	\$4.80	90.63%
	All Other Special Services	9	4.39%	8.42%	(4.03%)	\$17.55	\$11.85	48.10%
333333	Total Domestic Mail	145				\$686.03	\$252.68	171.50%
	Express Mail	7	4.83%	2.22%	2.61%	\$98.05	\$35.25	178.16%
	Priority Mail	62	42.76%	77.78%	(35.02%)	\$392.67	\$198.65	97.67%
	First Class Mail	55	37.93%	17.78%	20.15%	\$76.01	\$5.13	1381.68%
	StdB/Parcel Post	7	4.83%	2.22%	2.61%	\$77.70	\$13.65	469.23%
	Media Mail	14	9.66%			\$41.60		
	All Domestic Special Services	54	37.24%	44.44%	(7.20%)	\$83.84	\$15.13	454.13%
	Surcharges	2	1.38%	2.22%	(0.84%)	\$6.79	\$0.13	5123.08%
	Insurance	19	13.10%	4.44%	8.66%	\$45.45	\$6.30	621.43%
	Confirmation Services	26	17.93%	37.78%	(19.85%)	\$17.45	\$8.70	100.57%
	All Other Special Services	7	4.83%			\$14.15		

“Gray Highlighted Blocks” equal coaching opportunities with Retail Associate(s)