# **Federal Executive Mail Manager Competency Model**

**Purpose:** The Federal Executive Mail Manager Competency Model is designed to facilitate a Federal Mail Management Training Program, which has the following goals:

* Establish a benchmark of excellence for federal mail managers;
* Teach and manage a federal mail staff with this training knowledge;
* Include a respected group of federal professionals who have proven commitment to federal mail management;
* Demonstrate the highest level of excellence in knowledge, competence, and skills in the interpretation and use of the federal mail management policies and processes;
* Offer federal agencies the ease of mind that comes from knowing they have selected a mail manager who has successfully met the requirements of a respected credential.

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| **POSITION** | **COMPETENCY** | RESPONSIBILITIES | DESCRIPTION | SUGGESTED COURSES |
| **MAIL CENTER MANAGER** |  |  |  |  |
| **Mail Center Manager** (tasks outlined in Federal Register/Vol. 67, No. 109/Thursday, June 6, 2002/Rules and Regulations - 102.192.130) | Mail Center Operations  Federal Mail Management Policy | * Implement policies and procedures developed by the agency mail manager, including cost control procedures; * Work to improve, streamline, and reduce the cost of mail practices and procedures by continually reviewing work processes throughout the facility and seeking opportunities for cost effective change; * Work closely with all facility personnel, especially the program level users who develop large mailings, to minimize postage and associated printing expenses through improved mail piece design, mail list management, electronic transmission of data in lieu of mail, and other appropriate measures; keeping current on new technologies that could be applied to reduce your mailing costs; * Ensure that expedited mail and couriers are used only when authorized by the Private Express Statutes (39 U.S.C. 601–606) and when necessary and cost-effective; * Provide centralized control of all mail processing activities at the facility, including all regularly scheduled, small package, and expedited service providers, couriers, equipment and personnel; * Review unauthorized use, loss, or theft of postage, including any unauthorized use of penalty or commercial mail stamps, meter impressions or other postage indicia, and immediately report such incidents to the agency Inspector General, internal security office, or other appropriate authority; * Provide training opportunities for all levels of agency personnel at the facility on cost-effective mailing practices for incoming, outgoing, internal mail and security; * Ensure that outgoing mail meets all the standards established by your service provider(s) for weight, size, hazardous materials content, etc.; | * Knowledgeable of federal mail center operations to lead the mail processing function, train mail center employees, and ensure mail is processed by the requirements of all service providers * Implementation of policies and procedures required by the agency * Cost control procedures * Cost-effective changes * Large mailings * Printing and expenses * Mail piece design   + Mail Piece Quality Design certification (USPS) * Mail center design * Mail list management * Electronic transmission of data in lieu of mail, * New technologies * Expedited mail couriers, * Private Express Statutes, * Mail-processing activities expedited service providers, * Equipment and personnel; * Unauthorized use, loss, or theft of postage, * Unauthorized use stamps, * Internal security, * Training opportunities, * Hazardous materials, * Mail management and * Mail security plan. * All federal mail managers must know the various systems for managing and improving mail handling * Receiving and distribution operations * Understanding of mail and distribution management * Service providers available for federal mail * Differences in carrier service levels * Domestic and international shipping requirements * Mail consolidation and expedited and drop ship opportunities. * Federal mail managers must be knowledgeable of certification programs in the mail industry to help mail center workers perform better   + Certified Mail and Distributions Systems Manager (CMDSM) Mail Systems Management Association   + Executive Mail Center Manager (EMCM) United States Postal Service   + Mailpiece Quality Control Specialist (MQCS) United States Postal Service   + Certified Mail Manager (CMM) International Publishing Management Association   + MAILCOM Certificate Programs | * General Services Administration Mail Policy Program   **Course B, Mail Policy Overview for Mail Center Managers**  In this session, you will learn the federal mail management regulation and the agency mail manager responsibilities. The session will also address the development, implementation and evaluation of agency mail policies, mail security, financial requirements, reporting requirements, performance measures, and other mail management issues. General Services Administration will also discuss their mail management responsibilities. This session is a must for new federal agency mail managers. Course will be held annually in September.   * Review mail management policy 102-192 at <http://www.gsa.gov/portal/ext/public/site/FMR/file/FMRTOC102-192.html/category/21863/#wp437645> * National Postal Forum 2015 <http://www.npf.org/> |
|  | Federal Budgeting | * Ensure that mail costs are assessed and reviewed with feedback given at the program level within the agency; | * Preparing Budgets * Managing Finances of Mail Processing Systems * Reconciling Inventory * Managing Charge-Backs |  |
|  | Federal Financial Management | * Maintains a system that tracks the financial and other performance data discussed in §§ 102–192.50 and 102–192.100; * Show allocations and expenses for postage and all other mail costs (*e.g.,* payments to service providers, mail center personnel costs, mail center overhead, *etc.*) separate from all other administrative expenses; * Identify and charge mail costs that are part of printing contracts to the program level. | * Lowering Carrier Costs * Maximize Cost Savings   + Consolidated Mailings   + Consolidated Mail Facilities   + Barcode Discounts   + Presort Discounts   + Drop Shipments   + Permit Mailings   + Other Carrier Discounts – Federal Government-wide   + Government-wide Contracts (Blanket Purchase Agreements) * Budgeting at the facility level * Programming monies to facility projects and programs | * [www.graduateschool.edu](http://www.graduateschool.edu)   [Introduction to Financial Management](http://www.graduateschool.edu/course_details.php?cid=FINC7000D)  [Introduction to Federal Budgeting](http://www.graduateschool.edu/search.php?action=search&searchtype=course&numperpage=25&as_coursetitle=Introduction+to+Federal+Budgeting&as_ccode=&as_keyword=&as_instfname=&as_instlname=&cboStartMonth=0&cboStartDay=0&cboStartYear=0&as_startdate=&cboEndMonth)   * [www.managementconcepts.com](http://www.managementconcepts.com)   [Federal Financial Overview](https://www.managementconcepts.com/portal/server.pt/community/training/301/course_detail?mcTarget=course&mcTargetID=505112)  [The Federal Budget Process](https://www.managementconcepts.com/portal/server.pt/community/training/301/course_detail?mcTarget=course&mcTargetID=509012)   * <http://www.usps.com/mailcentermgr/welcome.htm>   [www.mailcom.org](http://www.mailcom.org) |
|  |  | Work with local managers to ensure that, to the maximum practical extent, the person who makes the decision to mail any significant number of pieces of mail is the same person who controls the funds for postage; |  |  |
|  | Mail Center Safety and Security | * Develop and implement a facility mail management and mail security plan; | * Federal Mail Regulation 102.192.85 states to implement a written mail security plan. | * Explosives Countermeasures International <http://www.nobombs.net/training.shtml> * Mailroom Safety <http://www.mailroomsafety.us/>   [The Secure Mail Center Seminar](http://www.mailroomsafety.us/images/Spring_Fall_2011_Seminar_Brochure_v2.2.pdf)   * Review GSA Mail Security Guide [www.gsa.gov/mailpolicy](http://www.gsa.gov/mailpolicy)     Review USPS Mail Center Security Handbook <http://www.usps.com/communications/news/security/mailcenter.htm> |
|  | Mail Training and Certification Programs | * Ensure that mail center managers receive the training they need to perform their assigned duties; | * Establish and support mail training program at the mail center level   + Certified Mail and Distributions Systems Manager (CMDSM) Mail Systems Management Association   + Executive Mail Center Manager (EMCM) United States Postal Service   + Mailpiece Quality Control Specialist (MQCS) United States Postal Service   + Certified Mail Manager (CMM) International Publishing Management Association   + MAILCOM Certificate Programs * Identify competencies * Conduct a knowledge and skill gap analysis * Identify training to fill gaps * Identify sources for training * Budget for training * Schedule employee for training * Conduct follow-up to validate knowledge or skill gap was filled * Support employee development | * [www.usps.gov](http://www.usps.gov) * [www.mailcom.org](http://www.mailcom.org) * [www.ipma.org](http://www.ipma.org)      * [www.mailroomsafety.us](http://www.mailroomsafety.us) |
|  | Project Management | * Ensure projects are completed within scope, on time and on budget. | * Project Management Essentials * Integration * Scope * Time * Cost * Quantity * Communications * Risk * Human Resources Management * Procurement * Professional Responsibility * Earned Value Management * Project Management Software Training | * [www.graduateschool.edu](http://www.graduateschool.edu) * [www.managementconcepts.com](http://www.managementconcepts.com)   <http://www.esi-intl.com/> |
|  | Contracting | * Contract for Mail Services | * Perform the duties of COTR for Mail Contracts * Ensuring the Statement of Work is adhered to | * [www.graduateschool.edu](http://www.graduateschool.edu)   [www.managementconcepts.com](http://www.managementconcepts.com) |
|  | Human Resources Management | * Supervise Mail Program Employees | * Managing & Supervising Employees * Handling Personnel-Related Issues * Observing People & Equipment * Assisting Staff * Managing Overtime * Schedule & Workload Issues * Assessing Staff’s Needs & Capabilities * Writing Job Descriptions * Recruiting, Selecting & Training Staff |  |
|  | Management Reporting | * Complete Required Reports * Comply with the GSA Mail Management Report * Comply with the GSA Program Review Tool | * Reporting is a function that is vital to mail management and mail managers * *"Why?"* should reports be written * *"To whom?"* do they go * *"What?"* should be included * *"How?"* they can be written well, to be useful * Writing mail management related reports * Writing useful mail management reports * Which reports are required by law * Available software for report writing * Writing performance measures * Agency reports with plans to improve the economy and efficiency of mail operations report. | * General Services Administration Mail Policy Program   **Simplified Mail Accountability Reporting Tool**  Government mail managers are required to report their annual cost and volume data to the General Services Administration’s (GSA) Office of Governmentwide Policy.  This session will help all mail managers and all users understand how to use this web-based system.  The GSA Simplified Mail Accountability Reporting Tool (SMART) is a web-based application used to meet annual reporting requirements mandated by the Federal Management Regulation 102-192. Course will be held annually in September. |
|  | Federal Property Management | * Personal Property | * Space Requirements * Physical Makeup Design * 508 Compliant * Location * General knowledge of personal property; follow agency guidance | * [www.npma.org](http://www.npma.org) * [www.graduateschool.edu](http://www.graduateschool.edu)   [www.managementconcepts.com](http://www.managementconcepts.com) |