# **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 |
| **AGENCY MAIL MANAGER** |  |  |  |  |
| **Agency Mail Manager** (tasks outlined in Federal Register/Vol. 67, No. 109/Thursday, June 6, 2002/Rules and Regulations – 102.192.50) | Mail Center Safety and Security | * Ensure written security plans for mail operations at the agency level and in any facility where one or more full time personnel processes mail are developed;
 | * Develop a mail security plan IAW the Federal Mail Regulation 102.192.85
* Implement a written mail security plan
* Polices and procedures for safe and secure operations
* Procedures for handling all incoming mail
* Plans for security training for mail center personnel
* Procedures for ensuring compliance with the standards established by the Interagency Security Committee
* Conduct an annual review of agency’s security plan and facility-level security plans
* Ensure mail center managers participate in building security committees
* Develop threat assessment
 | * 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>
* National Postal Forum 2015 <http://www.npf.org/>

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|   | Federal Mail Management Policy | * Establish written policies and procedures to provide timely and cost effective dispatch and delivery of mail;
* Ensure agency-wide awareness and compliance with standards and operational procedures established by all service providers used by the agency;
 | * Develop policy requirements at the agency and federal management level
* Implement mail management policy
* Implement postal policy
* Collaborate and develop policies concerning mail management and mail related administrative activities
* Disseminate information on written statutes, Executive orders, Presidential memoranda, Circulars and bulletins issued by the Office of Management and Budget (OMB), and other policy directives.
* Postal mail knowledge and policies covered in federal mail management policy
 | * General Services Administration Mail Policy Program

**Course A, Mail Policy Overview for Agency Mail 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 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>
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|  | Federal Mail Center Operations | * Monitor the agency’s mailings and other mail management activities, especially expedited mail, mass mailings, mailing lists, and couriers, and seek opportunities to implement cost-effective improvements and/or to enhance performance of the agency’s mission;
* Develop and direct agency programs and plans for proper and cost effective use of transportation, equipment, and supplies used for mail;
* Ensure that users at the program level receive the training needed to reduce, track and budget for their mailing expenses;
* 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;
* Establish written policies and procedures to minimize personal mail in incoming, outgoing, and internal agency mail;
* Ensure that bills from all service providers are reconciled and paid on a timely basis.
 | * 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, give them a competitive edge for promotion and success;
* Certification programs in the mailing industry
* Understanding that a better trained mail employee will reduce costs and manage mail efficiently.
 | * General Services Administration Mail Policy Program
* Your Agency Internal Mail Program Office
* USPS Executive Mail Center Manager <http://www.usps.com/mailcentermgr/welcome.htm>

 * Ability One Program [www.abilityone.org](http://www.abilityone.org)
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|  | Federal Mail Management Reporting | * Although not required for other than large agencies, develop, implement and provide to GSA the agency’s annual mail management and mail security plan (see subpart C) of this part;
 | * GSA Annual Mail Management Report
* GSA Program Review Tool
 | * 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. |
|  | 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 agency 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)
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|  | Federal Financial Management Budgeting | * Establish and maintain a system that tracks the financial and other performance data discussed in §§ 102–192.50 and 102–192.100;

(a) 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;(b) Assign control of funds for postage to the same person who has overall authority to control mail decisions for the program area;(c) Allow mail centers to establish systems to charge their customers for postage; and(d) Identify and charge mail costs that are part of printing contracts to the program level.* Work with agency executives 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;
* Work with agency accounting personnel to ensure that financial system show allocations and expenses for postage and all other mail costs separately from all other administrative expenses;
* Ensure that mail costs are identified at the program level within the agency;
* Have performance measures for mail operations at the agency level and in all subordinate locations that spend more than $250,000 per year on postage; it is up to each agency to select the actual performance measures used.
 | * 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 Macro level
* Programming monies to projects and programs
* Preparing Budgets
* Managing Finances of Mail Processing Systems
* Reconciling Inventory
* Managing Charge-Backs
 | * [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)
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|  | 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/>
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|  | Federal Contracting | * Contract for Mail Services
 | * Source Selection Process
* Selecting, appointing, and overseeing source selection panel.
* Selecting, appointing, and overseeing the technical evaluation panel.
* Receiving and approved source selection briefing.
 | * [www.graduateschool.edu](http://www.graduateschool.edu)
* [www.managementconcepts.com](http://www.managementconcepts.com)
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|  | Federal Property Management | * Real Property
* Personal Property
 | * Space requirements
* Physical makeup and design
* 508 Compliant
* General knowledge of personal property; follow agency guidelines
 | * [www.npma.org](http://www.npma.org)
* [www.graduateschool.edu](http://www.graduateschool.edu)
* [www.managementconcepts.com](http://www.managementconcepts.com)
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