

Reb'd 9/26

Ans 9/26/11

LABOR RELATIONS



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SEP 26 2011

September 22, 2011

Mr. Brian J. Wagner
Secretary-Treasurer
National Association of Postal
Supervisors
1727 King Street Suite 400
Alexandria, VA 22314-2753

Dear Mr. Wagner:

This is in further reference to your June 3 request for information concerning the Sales function. The enclosed summary of responses and organization charts address the second through seventh (and last) items in your June 3 request. Because the response to the first item in your list, a request for "A list of Directed Activities for Sales as referenced in the April 11 and May 23, 2011 Sales Meetings" appears to involve material that is confidential and proprietary in nature, the Postal Service is determining the appropriate way to process the response to this item. We will advise you as soon as that determination is made.

Meanwhile, as noted above, the enclosures constitute our responses to the second through seventh items in your June 3rd request.

Please contact Lee Olohan at (202) 268-4762 if you have questions concerning this matter.

Sincerely,

John Cavallo
Manager
Labor Relations Policy Administration

Enclosures

SALES RESPONSES TO NAPS JUNE 3, 2011 INQUIRY

2. **A list of sources from which Sales leads come for EAS-17 Sales employees to provide follow up.**

A specific list of Sales Leads

USPS Advertising Campaigns
Employee Engagement Programs (Customer Connect, Rural Reach, Submit A Lead)
Postmasters and Managers, Customer Service (Business Connect)
Business Service Network Representatives
Tradeshows
Customer Lists (Purchased from vendors or developed through research)

3. **A copy of the Standard Operating Procedures (SOP) EAS-17 Sales employees are to follow in prioritizing leads from the various sources that generate leads, including what constitutes an average workday for the EAS-17 Sales employee as it relates to directed activities.**

Response: There are 5 core activities for optimizing sales performance

1. Bi-Weekly Plan and Review (P&R)
2. Bi-Weekly Sales Coaching
3. Semi-Annual Sales Review (following Q2 & Q4)
4. Semi-Annual Territory Review (following Q1 & Q3)
5. Target Review (as needed)

Additionally, there are processes that refer to Opportunity Management, Lead qualification and Management, Pursuit of the Opportunity, Implementing and Monitoring the Solution, and Employee Engagement Initiatives (Customer Connect, Rural Reach, Submit-A-Lead, & Business Connect). An example of an average workday would include an hour of Prospecting (including leads and cold calls), 1 hour of data entry (CustomerFirst!) and rest of time would be connect with customers ('feet on the street'): evaluating needs, following up on opportunities and closing sales resulting in increased revenue generation.

4. **NAPS is requesting the Sales staffing structure, by District, prior to March 25 and the current reorganization structure.**

Response: Documents responsive to this request are enclosed.
(2 PowerPoints: March & June Org Charts)

5. **What is the rationale (sic) used by USPS Sales to reduce the number of Sales positions by District, especially when the USPS is advocating the need for increased revenue?**

Response: While the Postal Service agrees that successful sales are critical toward achieving our vital goal of increased revenue, financial constraints are limiting factors regarding the size of employee complements in all facets of an organization. The Postal Service is, as NAPS knows, facing this reality in all our functions, and we are challenged to develop ways to be more effective without increasing, and while even having to reduce, the resources available to do our important jobs. The Sales function is not an exception to this reality.

6. **What is the rationale used by USPS Sales to use both the CustomerFirst! and BCDC system for documenting opportunities/sales, when it appears the use of both systems are (sic) redundant?**

Response: The Business Connect Data Center (BCDC) system was developed to support employee revenue and lead programs as Business Connect, Customer Connect and Rural Reach. The system was developed in 2005 when such programs were totally managed by

marketing personnel and was not a part of Sales. The BCDC and Customer First (CF) systems are 2 totally different animals. BCDC has the capabilities of accepting employee leads at the Station level and instantaneously sending them to Sales for follow up via BCDC. In addition, once a lead is updated with customer information, the status of the lead is automatically sent back to the employee as follow-up. CF does not have capabilities to accept leads or provide employee feedback. Union mandates require follow up of leads within 48 hours with feedback to the employees about the status of their lead. Thus, in order to receive and reply to leads Sales has to retrieve such info and provide feedback via BCDC.

To eliminate working out of 2 systems effective Oct 2011 the systems will be updated to talk to each other (we have been working to supply these capabilities for the last 18 months). Info from BCDC will be fed over to CF and feedback around a lead will be fed back to BCDC. Thus, to Sales personnel it will appear as if they are working from 1 system (CF).

- 7. If USPS Sales is going to continue the using both the Customer First and BCDC system for documenting opportunities/sales, what action will USPS Sales take to ensure both systems can communicate with each other to reduce the redundancy of entering the date, twice?**

Response: Integration of the BCDC and CustomerFirst! systems will be implemented on 10/1/11. After implementation, the salesperson will no longer update leads in both systems. All lead data will be sent to CustomerFirst! from BCDC. The salesperson will follow up with the customer and document the activity in CustomerFirst!. CustomerFirst! will transmit the activity information back to BCDC. Further, the three resident officers of NAPS were brought to a field location in the Cap Metro Area on July 25, 2011 for the specific and sole purpose of seeing these processes in use and gaining an understanding of whether they are unduly cumbersome, time-consuming, or unreasonably redundant. During the demonstration arranged at NAPS's request, NAPS's Executive Vice President acknowledged that the systems are not burdensome, difficult to use, unduly time-consuming, or unreasonably redundant. NAPS saw and acknowledged, during this site visit conducted at its request, that the alleged redundancy and complexity problems reported to NAPS by Sales employees as significant problems are, actually, not problems.