UNITED STATES POSTAL SERVICE®

Domestic-Originating International Mail: Standard Operating Procedures

Handbook PO-460 October 2003

A. Explanation. The Postal Service has established an international mail network consisting of international service centers/facilities and exchange offices dedicated to processing domestic-originating (outbound) international mail. This handbook establishes the requirements, procedures, and methods that processing plants must follow for processing, distributing, and transporting domestic-originating international mail.

B. Distribution. This handbook is available only online via the Postal Service Intranet. There will be no printed versions stocked at the material distribution center.

C. Comments and Questions: Direct comments or questions concerning the content of Handbook PO-460 to:

MANAGER DIRECTOR
INTERNATIONAL NETWORK OPERATIONS
US POSTAL SERVICE
475 L' ENFANT PLZ SW RM 6801
WASHINGTON DC 20260-6801

E. Effective Date. Handbook PO-460 is effective May 2000.

Paul Vogel
Vice President
Network Operations

Contents

Appendices

1 Introduction

1-1 Purpose

This handbook establishes procedures and methods for processing, distributing, and transporting international mail originating in the domestic mailstream to international service centers (ISCs) or exchange offices (EOs). [1]

1-2 Scope

The Postal Service has established a national network of ISCs dedicated to processing outbound international mail. As a result, processing plants must develop procedures and operational guidelines that meet the service requirements established by the ISC network. Requirements for processing originating international mail within the domestic outgoing plant-operating window is described in this handbook. This handbook also explains the process used to develop the service indicator for international mail. The indicator will be used to measure the ability of processing plants and the ISCs to meet established service commitments.

1-3 Indicator Selection

1-3.1 Background

Currently, internal postal indicators or performance measurements that serve to drive corporate improvement for our international product lines do not exist. To address this situation, John Rapp, then Vice President of Field Operations Support, established a headquarters team to develop an indicator that could be used to lead managers in the field toward our corporate goals of providing international customers a competitively priced product with reliable, consistent service. In November 1998, the team met to draft the basic framework for such an indicator. The group discussed various performance indicators — such as percent contribution by product line, end-to-end service for all product lines, and revenue goals. However, the group eventually agreed that the initial focus would be on service improvement for letters and flat-type pieces — i.e., First-Class Mail (FCM) equivalent — allowing field operations managers to focus on one key indicator that reflected the quality of the operations that are under the managers' control.

[1] Throughout this handbook, the abbreviation "ISC" or the term "international facility" may be used to refer to a facility that processes outbound international mail to the destination foreign country through a customs office. Such facilities include international service centers/facilities (ISC/Fs) and exchange offices (EOs).

1-3.2 Indicator Selection

1-3.2.1 Possible Indicators Considered But Not Selected

During its research, the team considered several possible indicators other than the one that was eventually selected. The indictors not selected included the following:

a. One proposal would have used an indicator sampling design similar to Origin Destination Information System (ODIS) data collection with samples taken from "live" mail at the ISCs, with the difference that independent contracted auditors would collect the data. This approach would have cost approximately $2 million to $4 million dollars per year for the six ISCs and one International Service Facility (ISF).

b. Another proposal would have had internal postal data collection technicians collect samples from live mailpieces at the ISCs/Fs and EOs. This effort is already in place and does not require additional investments.

c. A third proposal would have expanded the international radio frequency identification (RFI) service tracking and the International Post Corporation's, Unipost External Measurement System (UNEX). This proposal would have involved the outlay of both capital and expense — approximately $4 million to $6 million dollars per year.

1-3.2.2 Indicator Selected

Based on the team's research and recommendations, the Postal Service decided to use existing internal postal resources to collect data for an indicator sampling design called International Origin Destination Information System (IODIS). IODIS uses internal postal data collection technicians to collect samples from "live" mailpieces at ISCs. This approach provides the following benefits:

a. It provides a measure of the entire operations spectrum under the area office control.

b. It provides data specific to each ISC.

c. It provides data at the area and P&DC levels.

d. Diagnostic data is available at the 3-digit level.

e. Data is available by week, by accounting period, and by quarter.

f. Data can be accessed through the San Mateo Service Enhancement Support System (SMSESS).

g. Data is collected by quasi-independent technicians working for Finance, not Operations.

h. No additional funding is required.

1-3.3 Indicator Goals

For FY 00, the Postal Service will perform IODIS sampling and will report results. This will give the field an opportunity to implement the processes and procedures described in this handbook. During the "deploy" process for FY 01, the Postal Service will strive to incorporate the IODIS indicator into field managers' "score cards."

1-3.4 Longer Term Data Collection Opportunities

RFI tags are already used in the United States, Canada, and Europe to track mail passively. The International Post Corporation, as part of its Quality -of-Service monitoring process, already seeds mail that passes through selected processing and distribution plants as well as through the New York (JFK) and Chicago ISCs. The tags could be used to replace either contractors or Postal Service personnel at some future point. The advantage is the passive nature of data collection. RFI tags are used in the United States, Canada and in Europe to measure time in transit from deposit to delivery by critical entry time (CET) and to point of dispatch to international destinations at New York and Chicago. The system also helps determine transit time from initial receipt at the ISC to dispatch a nd from dispatch to arrival at a European Office of Exchange. Inbound " tag scans" in both Canada and Europe are being obtained as well. The system also helps determine transit time from initial receipt at the Dallas ISC to dispatch and from dispatch to arr ival at a European Office of Exchange. Ultimate migration to RFI technology saves data collection workhours, provides independent information, and helps analyze more legs of the international mail flow.

2 Plant Operations

2-1 Operating Plan

2-1.1 General

The mail processing operating plan must treat all international mail as overnight committed (Next Day Delivery) to the ISC. Sort plans, labeling, dispatch schedules, and transportation schedules must be developed to meet this commitment.

2-1.2 National Plant Clearance Times (CTs)

Clearance times (CTs) for all international mail is based on the national CT for originating overnight domestic mail of Not Later Than (NLT) 01:30.[2] All dispatch-ready mail must be placed on the earliest available transportation so that the ISC does not receive large quantities of mail at or near its CET. Local overnight (O/N) CT that is earlier than 01:30 should not be changed. This earlier dispatch time becomes the plant's CT for international mail.

2-1.2.1 National CET for ISCs

This handbook establishes policy for a national CET for ISCs.[3] The national CET at ISCs for processing plants distributing outbound international mail to other ISCs is 12:00 (noon[4]) on Day One.

Mail arriving after 12:00 is defined as "late arriving mail" (LAM) and is documented as such on the daily Mail Condition Report (MCR). As is the policy in "domestic"[5] processing plants that receive mail after CET, the international facility will attempt to process and dispatch LAM in time to meet scheduled transportation.

2-1.2.2 Current Arrival Times by Origin 3-Digit ZIP Code

Appendices A and B define the current arrival times by origin 3-digit ZIP Code and the associated destinating ISCs. Appendix A lists origin 3-digit ZIP Codes that arrive at ISCs by 09:00. Appendix B lists 3-digit ZIP Codes that arrive at ISCs by 12:00. Also included in Appendix B is a list of origin 3-digit ZIP Codes that do not meet the nationally established 12:00 CET. The origin ZIP Codes scheduled to arrive after 12:00 are treated as "outliers." Expectations are that those 3-digit ZIP Codes listed in Appendix A will not have routings modified and will not be moved to Appendix B.

---

2 The national CT requires that mail be "on the dock and dispatch-ready by NLT 01:30."

3 The concept of a national CET for a specific product line is not new. A Priority Mail national CET was established several years ago as part of a national service improvement program.

4 "Noon" is added here at the first reference only for clarity. Time references are based on a 24-hour clock, and all other references in the book are just "12:00."

5 The term "domestic" processing plant refers to the national network of Processing and Distribution Centers/Facilities (P&DC/Fs) and Customer Service Facilities (CSFs).

Regular review of transportation and routing should provide opportunities to improve arrival times for the ZIP Codes listed in both appendices. Less than 10 percent of the mail is planned for processing within the hour preceding the ISC's CET. Therefore, if dispatches are delayed at origins, thereby resulting in the preponderance of mail arriving at ISCs near the CET, it is unlikely that the mail will make international service commitments.

Chapter 3 provides a detailed explanation of responsibilities relating to the maintenance and updating of Appendix A and Appendix B. In addition, Chapter 5 provides a detailed process for defining and establishing "local" CETs (e.g., early a.m. prior to 09:00).

2-1.3 Responsibilities

2-1.3.1 Area Distribution Networks Office

The area Distribution Networks (DN) office reviews plant operating plans to ensure that the revised plans treat all international mail as overnight committed (Next Day Delivery) to the ISC. CTs for all international mail are based on the CT for originating overnight domestic mail NLT 01:30.

Note: See Chapter 3 for additional DN responsibilities for routing and labeling.

2-1.3.2 Manager of In-Plant Support (Plant)

The manager of In-Plant Support must ensure that the facility operating plan is updated to reflect the nationally required CT for international operations.

2-1.3.2.1 Dispatch Schedules and Visual Aids

Dispatch schedules and visual aids positioned on the workroom floor must be updated to reflect the CT for international processing.

2-1.3.2.2 Placards

The manager of In-Plant Support (Plant) must ensure that the appropriate placard templates designed by Headquarters are provided to local operations. Supervisors and expediters must make sure that placards are available and used.

2-1.3.3 Transportation Manager (Plant)

The plant transportation manager ensures that the transportation identified by the DN office is implemented to meet the nationally established CET (or the earlier local CET as defined in the customer-supplier agreement).

2-2 Mail Preparation

2-2.1 General

Virtually the same guidelines used for domestic mail preparation, processing, and dispatch apply to international mail preparation. The guidelines are as follows:

a. First-Class Letter Mail must be dispatched in letter trays.

b. First-Class Flats Mail must be dispatched in flats tubs.

c. The intended day of delivery (DOD) at the ISC must be printed on the tray label.

d. All trays must be properly labeled with barcoded tray labels (see Chapter 4).

e. Machineable parcels must be sacked unless the local customer-supplier agreement allows the containerization of loose parcels.

Note: First-Class Letter Mail may not be commingled with First-Class Flats Mail in the same minor container (either in letter trays or flats tubs).

2-2.2 Requirements

Requirements for domestic transport of international mail include the use of special dispatch placards, bag tag, and adhesive label. The specific requirements are as follows:

a. Dispatch Placards. Major containers such as eastern region mail containers (ERMCs), general purpose mail containers (GPMCs), 1046 hampers, etc., used for the dispatch of international mail from processing plants must be dispatched with the applicable container placard as noted below. These placards conform to the national standard container placard format and contain a specialized ISC destination "block" with "international First-Class equivalent" pre-printed on the placard. The placards are light blue with black printing. They can be reproduced locally until the material distribution center (MDC) stocks the item. See Appendix C for samples of the placards.

   1. Label 168, *Dispatch Placard International Mail FCM Equivalent (HCR),* for highway contract route (HCR) transportation.

   2. Label 169, *Dispatch Placard International Mail FCM Equivalent (PVS),* for postal vehicle service (PVS) transportation.

b. Bag Tag. Sacks for domestic transport of international mail dispatched from processing plants are required to have attached Tag 125, *International Mail FCM Equivalent.* See Appendix D for a sample of Tag 125.

c. Adhesive Label. Label 167, *International Mail FCM Equivalent,* is applied to both letter trays and flats tubs. See Appendix E for a sample of Label 167. See Appendix F for guidance on applying Label 167.

Note: Processing Operations, Headquarters will notify the field when Tag 125 and Labels 167, 168, and 169 are available from the MDC. Until such notification, the field may locally reproduce Labels 168 and 169 on light blue paper.

2-3 Automation

2-3.1 MLOCR/ISS and DBCS/OSS

All automation-compatible international mail will be processed on the multiline optical character reader/input sub-system (MLOCR/ISS). Although there is no national requirement for an outgoing primary separation on the MLOCR/ISS for international mail, it is important to re-examine sort plans to ensure that international ZIP Code ranges are assigned to correct stackers. If densities are sufficient, international separations may be placed on the MLOCR. Review mailflows to make sure that downstream processing operations can meet established CTs for international mail.

2-3.2 Mail Processing BCS/OSS and DBCS/OSS

2-3.2.1 Minimum International Separation Requirements

The minimum national requirements for barcode sorter (BCS) separations are as follows:

a. International.

b. International default.

c. Canada.

d. Mexico.

2-3.2.2 Mexico Separation— Exception Process

Processing plants must make the required Mexico separation unless they can document that their average daily volumes (ADVs) are less than 250 pieces. Send requests for the Mexico exception along with documentation (densities) to the area In-Plant manager.

2-3.2.3 International Default Separation

2-3.2.3.1 General

The requirement for an international default separation has been added because it is difficult for Remote Encoding Center (REC) Data Conversion Operators (DCOs) to apply the specific keying rules for international mail coding when international images are intermixed with domestic images, which occurs when originating processing plants key international images. Separating and specifically identifying these default mailpieces enables the ISC to "batch" international images and prepare the REC for "pure" international image keying, thereby increasing the likelihood of full coding to the destinating country. This also enables the ISC to prioritize its operations and ensure that images are resolved in time to be processed on the DBCS/OSS while meeting CTs.

2-3.2.3.2 Exception Process

Processing plants must make the required international default separation unless they document that their ADVs are less than 250 pieces. Send requests for the international "default" exception along with documentation (densities) to the area In-Plant manager.

2-3.2.3.3 Specific Defaults

The default ZIP Codes (or ZIP Code ranges) that are to be included in the international default separation is as follows:

a. 00100 – international 3-digit default.

b. 00101 – Canada 5-digit default.

c. 00105 – Mexico 5-digit default.

2-3.2.3.4 Assigning International Defaults

The sort plan developer will need to locate an empty bin in which to place the international default mail, and will also need to decide what to enter into the "Firm/Building Name or ZIP Code" column.

The following is an abridged version of the procedure for assigning international defaults:

a. Log in the Sort Plan System (SPS) from the sort program generator main menu. Select number " 1."

b. From the SPS " main options menu," select number " 2."

c. From the " edit sort program" menu, select the outgoing primary sort program.

   ? Example: A, V, 3390, A.

d. Press the " DO" key.

e. From the " sort program," make the following assignments:

   ? FGN Default 001000000 – 001000000

f. After entering the first ZIP Code range, press " PF1" to insert the 5-digit default ZIP Codes.

   ? FGN Default 001010000 – 001010000
   001050000 – 001050000

g. Go to the label editor (PF1 - L) and then go to the international default bin to input the appropriate CIN (i.e., CIN 726 for 3-digit international default — see Appendix G).

Note: If you have questions, call the SPS Help Desk at 703-698-5060.

2-3.2.4 Seasonal Separations

2-3.2.4.1 Overview

Processing plants should be prepared for the potential of making seasonal separations and/or additional locally initiated separations based on the demographics of the area. For example, during the seasonal influx of European tourists to Florida, the Fort Myers FL P&DC makes a seasonal " Germany" automated separation (in addition to the nationally required separations).

2-3.2.4.2 National Approval

Contact the International Operations manager at the following address for approval of additional " direct" (not sealed) to ISC foreign country separations and to receive instructions for labeling and routing:

MANAGER, INTERNATIONAL OPERATIONS
US POSTAL SERVICE
475 L' ENFANT PLAZA SW RM 3709IBU, 8TH FLOOR
WASHINGTON DC 20260-7103

2-3.3 Flat Sorting Machine (FSM) Operations

2-3.3.1 Required Separations

The outgoing primary sort plan should contain the four international holdouts if the ADV for each separation is greater than 100 pieces. If the ADV is less than 100 pieces, international mail should flow to an outgoing secondary flat sorting machine (FSM) sort program. If the required international separations are not " held-out" in FSM outgoing secondary operations because they do not meet minimum volume requirements, manual flat cases must contain separations for international, international default, Canada, and Mexico (see exception procedure in 2-3.3.2).

2-3.3.2 Mexico Separation Exception

Processing plants must make the required Mexico separation unless they can document that their ADVs are less than 250 pieces. Separations for international, international default, and Canada are required (as specified in section 2-3.2.1) regardless of ADV. Send requests for the Mexico exception along with documentation (densities) to the area In-Plant manager.

2-4 Manual Operations — Letters and Flats

2-4.1 Manual Letters

2-4.1.1 General

Outgoing primary cases must contain international, Canada, and Mexico separations.

2-4.1.2 Mexico Exception

Processing plants must make the required Mexico separation unless they can document that their ADVs are less than 250 pieces. Send requests for the Mexico exception along with documentation (densities) to the area In-Plant manager.

2-4.2 Manual Flats

2-4.2.1 General

Primary cases must contain specific international separations for international, Canada, and Mexico. A complete outgoing distribution must be performed for the three nationally required manual separations.

2-4.2.2 Mexico Exception

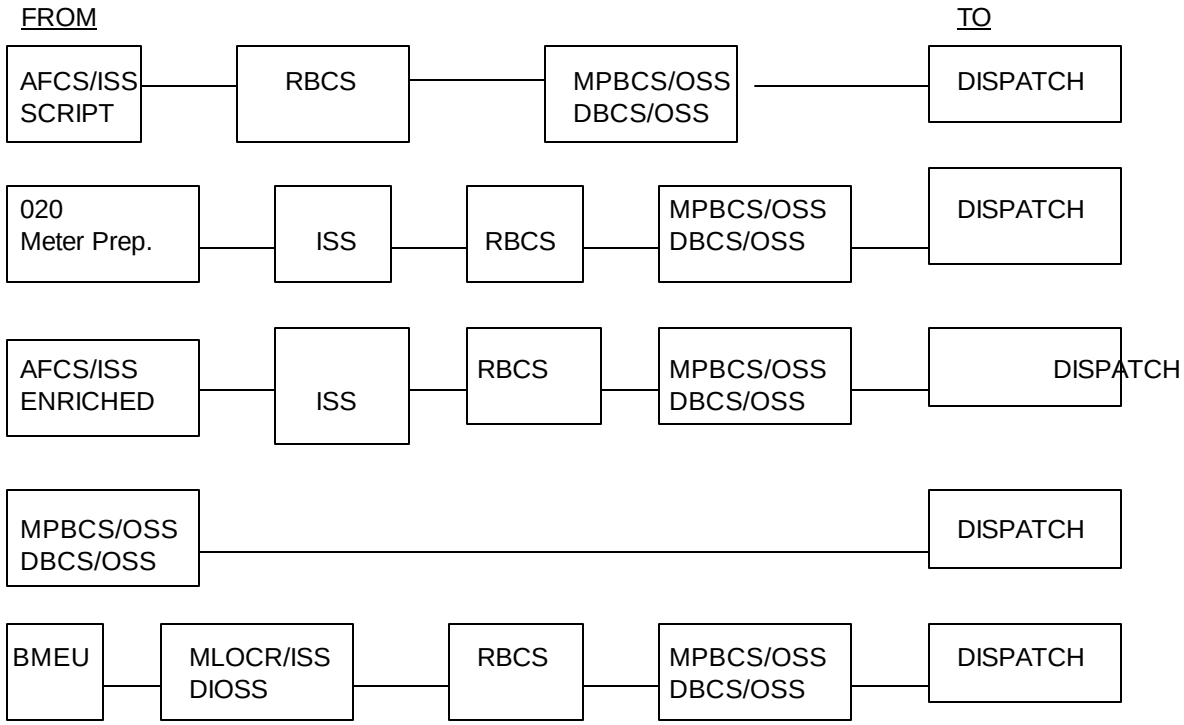
Processing plants must make the required manual Mexico separation unless they can document that their ADVs are less than 100 pieces. Send requests for the manual Mexico exception along with documentation (densities) to the area In-Plant manager

2-5 First-Class Mail Operations — Letters and Flats

2-5.1 First-Class Letter Mail Flow — AADC Network for International Mail

Exhibit 2-5.1 shows a simplified flowchart for First-Class Letter Mail processed for distribution in the automated area distribution center (AADC) network.

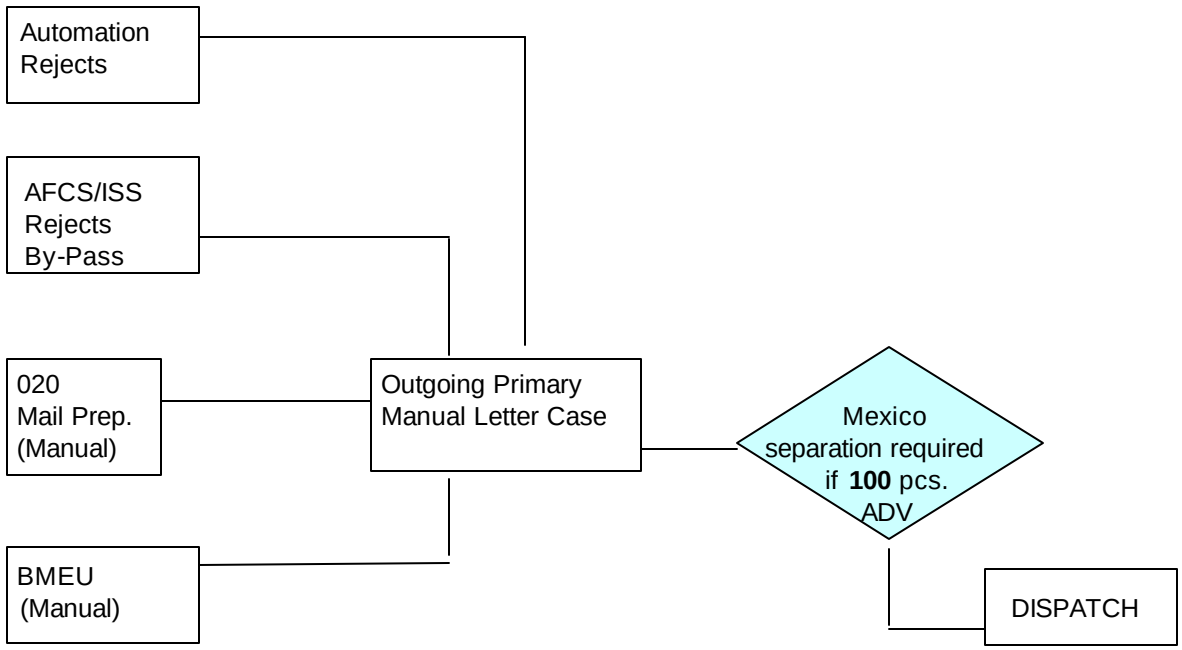
Exhibit 2-5.1
AADC Network Dispatch Destinations: International, International Default, Canada, Mexico



2-5.2 First-Class Letter Mail Flow — ADC (Manual) Network for International Mail

Exhibit 2-5.2 shows a simplified flowchart for First-Class Letter Mail processed for distribution in the area distribution center (ADC) network.

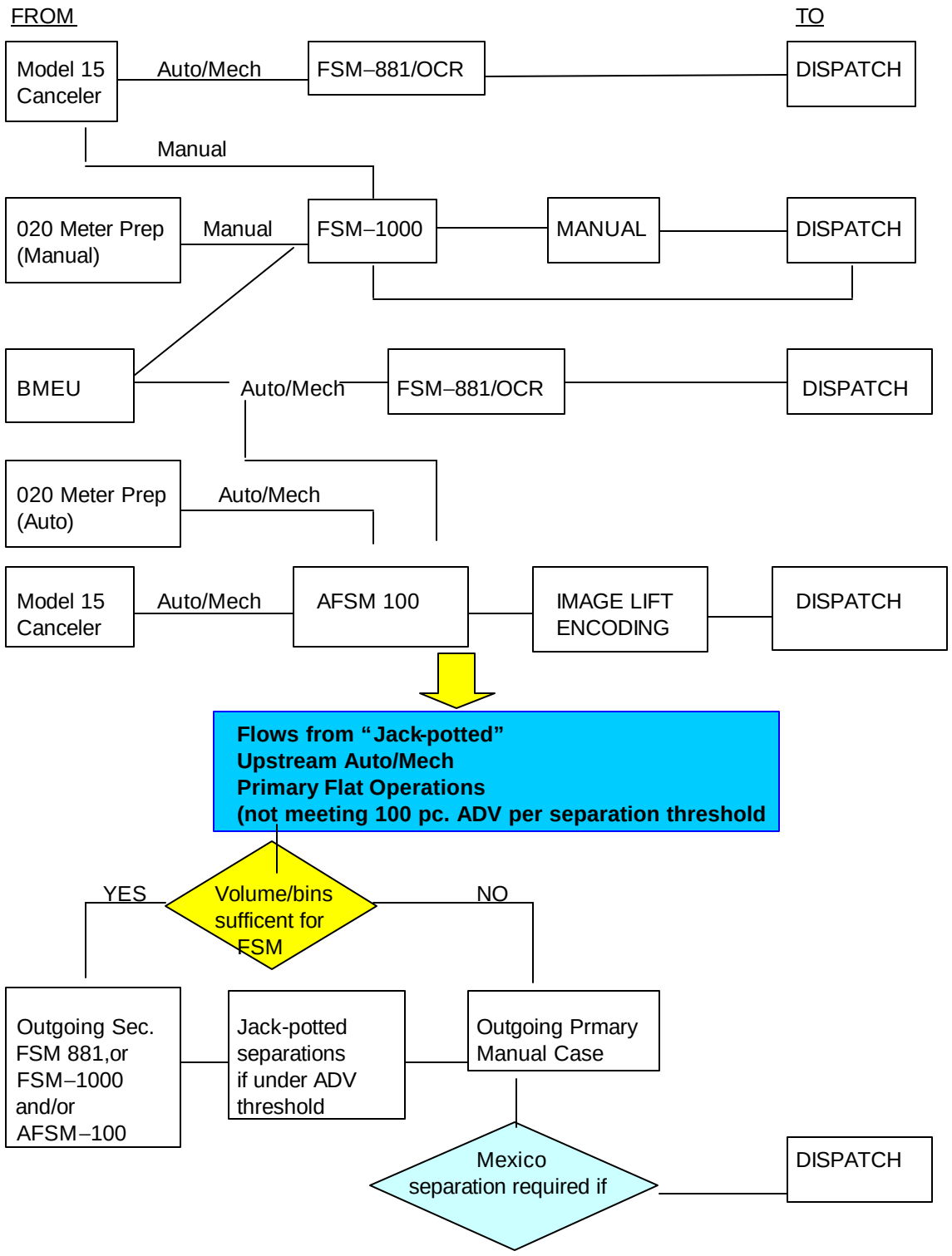
Exhibit 2-5.2
ADC Network Dispatch Destinations: International, Canada, Mexico



2-5.3 First-Class Flats Mail Flow — ADC (Manual, Mech., Auto) Network for International Mail

Exhibit 2-5.3 shows a simplified flowchart for First-Class Flats Mail processed for distribution in the ADC Network.

Exhibit 2-5.3
Dispatch Destinations: International, Canada, Mexico



100 pcs. ADV

2-6 Processing Plant Checklist

The processing plant checklist noted below has been developed to assist in the implementation of the standard operating procedures for improving international service performance. Use the checklist to ensure that the minimum national requirements for international processing are met. The checklist should be supplied to supervisors of Distribution Operations (SDOs) so that it can be used on a regular basis to ensure that operational changes do not impact sort plans or procedures that have been implemented for international service improvement.

The checklist is as follows:

a. Sort plans are correct and contain the nationally required separations.

b. All labels are changed to conform to the label requirements in Chapter 4 (e.g., correct CINs). The addition of the intended " day of delivery" (DOD) at the ISC is a labeling requirement.

c. The national container placard is available and used. (See 2-2.2.)

d. International bag tags and tray labels are available and used. (See 2-2.2.)

e. Routing and transportation is reviewed on a regular basis to ensure that international mail is placed on the earliest available transportation and that service commitments are met.

f. The facility operating plan has been updated to reflect the national CT of NLT 01:30 for international mail.

g. Plant personnel are trained to understand and implement the requirements for international mail processing and distribution.

2-7 Process Management — Processing Mailflow Mapping

The plant processing flowchart in Appendix H identifies the process indicators needed to maintain a distribution and transportation system that incorporates the philosophy of *CustomerPerfect!* continuous improvement. Plant process indicators have been identified in flows at key " handoffs" between operations or processes. Data collection for these process indicators are already being reported as part of other measurement systems such as the Daily Mail Condition Reporting System (DMCRS).

3 International Service Centers

3-1 Critical Entry Time (CET)

The CET for ISCs is defined as the latest time residual committed volumes can arrive at an ISC in order to meet the processing window and clear dispatching operations to achieve service commitments for international, Canada, and Mexico destinations. ISC mail arrival times are listed in Appendix A and Appendix B: Appendix A lists 3-digit origins that have an arrival time at the international facility prior to or at 09:00, and Appendix B lists those overnight committed origins that are not included in Appendix A and that should be routed to arrive at the ISC no later than 12:00 on Day One (the national CET). Dispatches should be service responsive and should depart the processing plant on the next available transportation after the national CT for overnight committed mail of NLT 01:30. Those 3-digit ZIP Codes unable to meet the requirement of no later than 12:00 on Day One are also listed in Appendix B as "outliers." See Chapter 2 for additional information.

3-2 International Mail Network

3-2.1 General Network Description

The international mail network consists of Air Preferential, Surface Preferential, and Surface Non-Preferential ISCs.

3-2.2 Air Preferential Facilities

Air Preferential facilities process and dispatch international destinating mail paid at an air rate and labeled as Express Mail, Priority Mail, or First-Class Mail. Just as with domestic preferential network products, dispatch can be made via air or surface transportation depending on service commitments and transportation availability.

3-2.3 Surface Preferential Facilities

Surface Preferential facilities handle and dispatch international destinating mail paid at a Publisher's Periodical rate (VALUEPOST™/ CANADA destinations) and labeled as News or Periodicals.

3-2.4 Surface Non-Preferential Facilities

Surface Non-Preferential facilities handle and dispatch international mail paid at a surface rate and labeled as Standard Mail.

3-3 Routing Requirements

3-3.1 Area Distribution Networks Office (DN)

The area DN office maintains and updates Appendix A and Appendix B on a regular basis as necessary to reflect changes in air or surface routings that impact mail arrival times. Any changes to ZIP Codes contained in Appendix B must be approved by both of the following managers:

a. International Operations manager, at the following address:

MANAGER, INTERNATIONAL OPERATIONS
US POSTAL SERVICE
475 L' ENFANT PLAZA SW RM 3701BU, 8TH FLOOR
WASHINGTON DC 20260-7103

b. Area Operations Support manager.

Note: Appendix A is used as a starting point to identify offices that may be candidates for a customer-supplier agreement between the processing plant and the respective ISC. A customer-supplier agreement is often recommended for an office with an arrival time earlier than 09:00 that provides large volumes and is in the general geographic area of the ISC. Detailed steps for establishing a customer-supplier agreement are included in Chapter 5.

3-3.2 Reviewing International Routing and Dispatching Procedures

The DN manager will ensure that the following steps are taken when reviewing international routing and dispatching procedures:

a. Utilize routing instructions as stated in Handbook M-22, *Dispatch and Routing Policies,* for overnight service standards, adding transportation as needed. Domestic routing of international mail is an exception to the limitation of surface transportation for overnight destinations. Consequently, air transportation can and should be used for domestic routing for international mail, if needed, to meet the national CET of 12:00 on Day One.

b. Update and maintain National Air and Surface System (NASS) scheme routings — international (IA), Mexico (MX), and Canada (CN) — from the processing plant to the ISC.

c. Create and maintain international ("I") routings from an origin air stop to the ISC servicing air stop. Use NASS mail classes "IA", "MX", and "CN" as needed (e.g., LIT - DFW).

d. Provide a NASS "I" class routing (air and/or surface) that meets the overnight commitment from the processing plant to the respective ISC.

e. Establish routings in NASS using mail classes "IA," "MX," and "CN." These routings are added to support the processing plant operating plan overnight CT as stated above.

f. Maintain the transportation records and provide the dispatch routings to the Transportation managers or the In-Plant manager (as appropriate) at the processing plant.

g. Supply the placard templates and labeling requirements to the processing plants.

h. Review transportation to verify that it supports the processing plant CT and is service responsive based on the nationally established international CET of 12:00 on Day One. Transportation must also support the requirements of the customer-supplier agreements that will include earlier mail arrival times at the ISC. (Requirements for customer-supplier agreements are covered in Chapter 5.)

i. Review international placarding, labeling, and dispatch discipline.

Note: Transportation should be planned to minimize the amount of mail that arrives at or near the ISC's CET. Mail that is ready for dispatch at processing plants should be placed on the next available transportation.

3-3.3 Transportation Manager (Plant) / In-Plant Support Manager (Plant)

The Transportation manager/In-Plant Support manager will ensure that the transportation identified by the DN Office is implemented to meet service commitments and that the appropriate placards issued by the DN are provided to managers of Distribution Operations (MDOs), SDOs, and expediters.

4 Labeling

4-1 Facility Labels

4-1.1 Introduction

4-1.1.1 General

The following is provided as an international mail distribution/labeling guide intended primarily to assist the field in directing outbound international mail volumes from " feeder offices" (i.e., originating processing plants) to ISCs.

4-1.1.2 Customer Labeling Requirements

Labeling guides for customer-prepared volumes, including direct overseas city/country " makeup' s," are illustrated later in this section.

4-1.1.3 International Mail Network

The international mail network includes ISCs,[6] some of which are further designated as gateway offices. Gateway offices serve to consolidate volumes and accounting information[7] for mail leaving the country. Additionally, gateway of fices have certain geographic distribution and dispatch responsibility. The facilities listed in Exhibit 4-1.1.3 comprise the international mail network and are often referred to generically as " international facilities."

[6] Throughout this handbook, the abbreviation " ISC" or the term " international facility" may be used to refer to a facility that processes outbound international mail to the destination foreign country through a customs office. Such facilities include international service centers/facilities (ISC/Fs) and exchange offices (EOs).

[7] Due to this accounting function, direct international city/country volumes generally must be routed to an EO. In other cases, direct international routing may be performed due to specific international agreements or customer/origin mailing statement records.

Exhibit 4-1.1.3
International Mail Network

International Facility	ZIP Codes Served	Destinations Served	Network(s)		
			Air Pref	**Surface Pref**	**Surface Non-Pref**
AMC Kennedy NY	003	All	Air Pref		
ISC Miami FL	33112	All	Air Pref		
AMC O' Hare IL	606	All	Air Pref		
ISC Dallas TX	753	All	Air Pref		
AMC San Francisco CA	940	All	Air Pref		
AMC Los Angeles CA	900	All	Air Pref		
Dulles VA P&DC	201	All	Air Pref		
Oakland CA P&DC	945	Pacific Rim		Surface Pref	Surface Non-Pref
Buffalo NY P&DC *	140	Canada	Air Pref	Surface Pref	Surface Non-Pref
Detroit MI P&DC *	481	Canada		Surface Pref	
Detroit MI BMC *	48399	Canada			Surface Non-Pref
Detroit MI AMC *	481	Canada	Air Pref		
Minneapolis MN BMC *	563	Canada			Surface Non-Pref
St Paul MN P&DC *	568	Canada		Surface Pref	
Seattle WA BMC *	98000	Canada			Surface Non-Pref
Seattle WA BMC *	980	All	Air Pref	Surface Pref	
Tampa FL P&DC *	336	Canada	Air Pref		
Honolulu HI *	969	All	Air Pref		
New Jersey INTL & BMC *	099	All			Surface Non-Pref

* Exchange Offices (EOs). See Footnote 6.

4-1.2 Label Format Information

International mail is labeled in the same general manner as domestic mail with some relatively minor deviations due to differing international mail processing requirements. Most of the unique international labeling features are described in the following sections, but it is worth noting that the label's "destination line" may carry international city/country information for customer-prepared direct[8] volumes. However, the destination ZIP Code will be that of the appropriate international facility. Consequently, the destination ZIP Code is not only prominently displayed on the label but is encoded in the first five digits of the barcode.

4-1.3 Content Identifier Numbers (CINs)

CINs and associated identifying text have been modified to fit international processing and make-up practices while also conforming to domestic terminology. For example, international CINs use the following terms to inform the receiving office about the level and method of processing required:

a. **WKG:** Indicates a need for further processing.

[8] Processing plants are expected to make-up direct sacks to Canadian provinces and other destinations in the future. Postal Service–generated "directs" will use this same mixed destination line format (i.e., international city/country information on the destination line but with the appropriate U.S. EO's ZIP Code).

b. **DRX:** Indicates that the container is sorted to its final destination in accordance with international requirements and can be essentially cross-docked.

c. **L-BNDLS:** Indicates that the contents are letter bundles and that the individual bundles are presorted in accordance with international requirements. This term is only used in conjunction with WKG to indicate a bundle processing requirement. Conversely, if the contents are bundles that must be broken open for processing, the CIN description used is LTRS WKG since the " bundles" have no processing/dispatch sort value.

d. **F-BNDLS:** Indicates that the contents are flats bundles and that the individual bundles are presorted in accordance with international requirements. This term is only used in conjunction with WKG to indicate a bundle processing requirement. Conversely, if the contents are bundles that must be broken open for processing, the CIN description used is FLATS WKG since the " bundles" have no processing/dispatch sort value.

4-2 General Label Description

4-2.1 Purpose

In the inter-plant role, labels are used to direct the movement of mail from the final processing operation at the origin facility to the first processing operation at the international facility.

Labels are also used to direct mail flows within a plant. This intra-plant application is used primarily by plants equipped with Tray Management Systems (TMS). A labeling guide specific to the intra-plant application is available on the Raleigh Information Business Service Center (IBSC) web site at the following address: *http://Ralissc1.usps.gov/projects/passport/index.htm.*

4-2.2 Ten-Digit Barcode Structure — Overview

The structure of the ten-digit barcode is as follows:

a. The first five digits represent the ZIP Code.

b. Digits six through eight represent the CIN that is associated with text used to describe the type of mail in the tray, including a domestic mail class equivalent for international volumes. The mail class (equivalency) is used to denote the distribution network authorized. For example, the abbreviations for news (NEWS) or periodicals (PER) indicate that the domestic transportation selected should be the surface preferential network, exactly as if the mail were domestic news or periodicals.

c. Digit nine is used to encode day of delivery (DOD) for FCM-equivalent mail classes.

d. Digit ten is the mail processing code (MPC).

The human-readable elements corresponding to the barcode structure are discussed in greater detail in subsequent sections in this chapter.

4-2.3 Text Fields

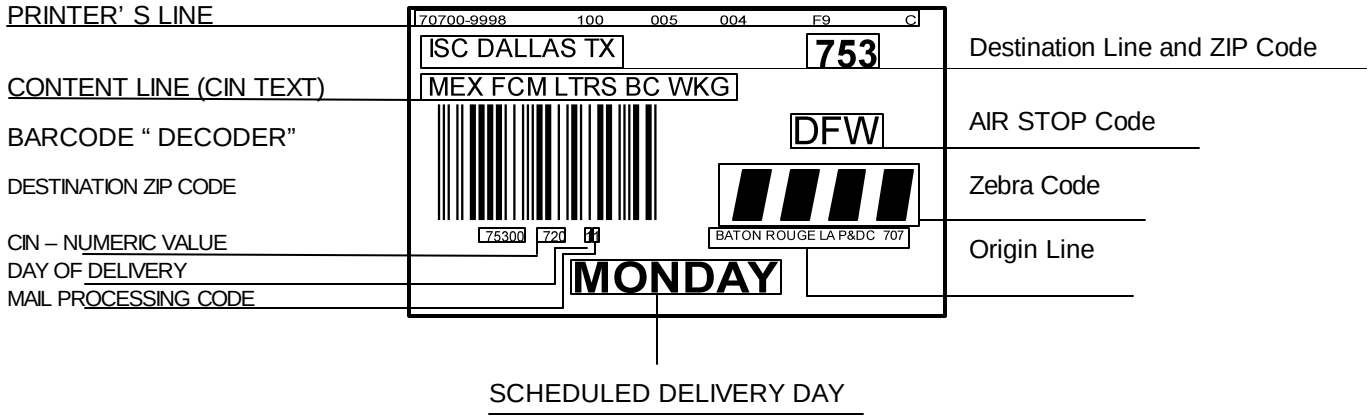
4-2.3.1 Overview

The examples in Exhibits 4-2.3.2 and 4-2.3.3 illustrate the human-readable text fields that are used with tray labels and sack labels. The examples depict the information that is placed in the barcode. While information that is in human-readable format is also included in the barcode, the barcode contains additional elements that are needed to int erface with recent technology advancements in the overall material handling arena, such as TMS and robotics.

4-2.3.2 Tray Label

A tray label is larger than a sack label. Exhibit 4-2.3.2 shows an example of a tray label, with the elements cited.

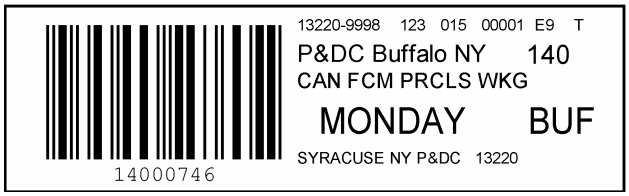
Exhibit 4-2.3.2
Tray Label (Large)



4-2.3.3 Sack Label

The sack label is smaller than the tray label, but it is capable of displaying all of the same human-readable label elements displayed on the larger tray label with the single exception of the " Zebra Code." However, there are only eight human-readable digits beneath the sack label' s barcode— the first five indicate the ZIP Code and the next three indicate the CIN. It does not display the ninth digit (the DOD) or the tenth digit (the MPC). Exhibit 4-2.3.3 shows an example of a sack label.

Exhibit 4-2.3.3
Sack Label (Small)



4-2.4 Printer Line

The printer's line is specific to the print source. The information in the printer's line varies according to where the label is printed.

4-2.4.1 Topeka

On labels from the Topeka Label Printing Center (TLPC), the printer's line contains the following information:

a. Origin facility 9-digit ZIP Code.

b. Set type (e.g., bulk or collated).

c. Product code.

d. Address number.

4-2.4.2 On-Demand Printing

Labels printed from an on-demand printing system contain the following information:

a. The bin number.

b. Scheme name.

c. The date and time the label was generated.

4-2.5 Destination Line and ZIP Code

Destination line nomenclature follows one of the following three formats:

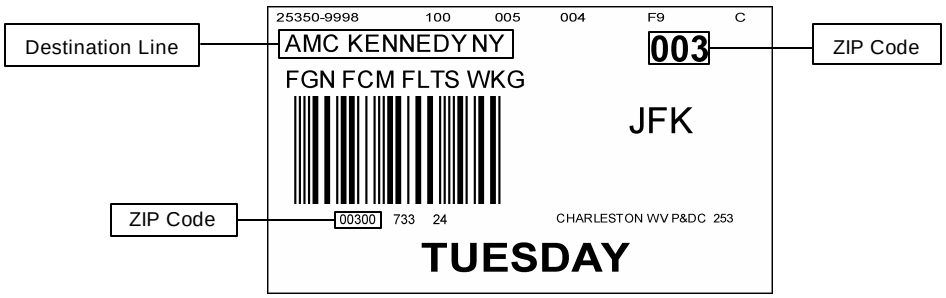
a. Domestic international facility name with state code followed by ZIP Code.

b. International city and country, followed by the domestic international facility's ZIP Code.

c. International country, followed by the domestic international facility's ZIP Code.

Note: The above information is determined by the appropriate labeling list and the container's sort level. The destination line can accommodate up to a 21-character text description (including spaces) followed by an additional 3-digit or 5-digit ZIP Code. The ZIP Code appears on the upper right corner of the label and in a larger font than the 21-character destination description. The ZIP Code is placed in digits one through five of the barcode. ZIP Codes that are 3-digit are followed by two zeros (barcode digits 4 and 5). In Exhibit 4-2.5, the destination text is "AMC KENNEDY NY" and the ZIP Code is "003" (AMC Kennedy's 3-digit ZIP Code). Consequently, the first five digits of the barcode are 00300.

Exhibit 4-2.5
Destination Line Sample



4-2.6 Content Line (CIN Text)

4-2.6.1 General

The content line is printed directly below the destination line and above the barcode. It contains up to 21 characters (including spaces) that describe mail characteristics — generally, mail class (FCM, STD, etc), shape (LTRS, L–BNDLS, etc.), sort level (CAN, FGN, etc), and barcode status (BC). The information in the content line is incorporated into the 3-digit CIN number.

Mailer labels currently do not identify barcode status, since mailers do not barcode international mail. International CINs do not make use of the domestic barcode status identifier "NON-BC" because international volumes are assumed to be non-barcoded unless the "BC" identifier is present. The CIN comprises a critical element of the information necessary to enable international facilities to make subsequent operational decisions.

4-2.6.2 CIN Value

Each CIN value is tied to a specific human-readable text definition of up to 21 characters (including spaces). The intra-facility CIN structure allows the user to "append" information, adding tailored text to the standard CIN text up to the 21-character field limitation.

Example: CIN Description (including spaces between elements), + space, + appendable characters can equal up to 21-characters. This feature has human-readable benefit only.

Note: All postal labeling systems (Passport, Topeka LPC, and the Sort Program System (SPS)) will enforce the above rules after an initial familiarization period.

International CIN information is used by the Scan-Where-You-Band (SWYB) system to access the "I" (international) Table. Using the "I" Table, destination ZIP Code information defines the routing from origin to the international facility that meets the CET for Day One at the international facility. International CIN descriptions use domestic service equivalent terms to maintain consistency throughout USPS labeling.

Note: An international label that is scanned will access the "I" Table in SWYB, whereas a label that is keyed may get the default routing table in SWYB and may result in the mail not making the CET at the ISC.

Exhibit 4-2.6.2 lists international mail product types with their associated domestic transportation network. (See also Handbook T-5, *International Mail Operations,* Exhibit 131, "Domestic Equivalents of International Mail Classes.")

Exhibit 4-2.6.2
Domestic Network Transportation for International Products

Expedited	First-Class Mail Pref	Surface Pref	Surface Non-Pref
EMS (210)	IPA (280)	ValuePost (247)	Surface Printed Matter (240)
GPM (226)	Canada Bulk Letter Service (225)	Periodicals (241.2)	Surface Books (241.2)
PMGG (215)	Airmail Letter Class (225)		Surface Parcels (270)
	Airmail Printed Matter (220)		Surface Small Packets (260)
	Airmail Parcels (270)		Surface M Bags (245)
	Airmail M Bags (245)		
	ISAL (246)		

Note: Numbers in parentheses are *International Mail Manual* (IMM) references.

4-2.7 Day of Delivery (DOD)

The day of delivery (DOD) is printed in human-readable text form on both the tray label and sack label. On international mail that travels as domestic FCM equivalent, the DOD indicates the required day of delivery to the domestic international facility. In the barcode structure on tray labels, the ninth digit indicates the DOD, and numeric values for the DOD are as follows:

1 = Monday.
2 = Tuesday.
3 = Wednesday.
4 = Thursday.
5 = Friday.
6 = Saturday.
0 = No specific day; however, TMS applications will interpret a DOD of 0 to mean today's committed mail.

Note: SPS uses domestic O/D pair service tables to define DOD value. This must be overwritten in the SPS sort plan. Collated set orders placed with Topeka LPC or printed locally via the Passport (or other local on-demand printers) system utilizes a service standard input of "1" to derive the DOD value.

Special Note: Originating mail cancelled on Saturday and dispatched to an ISC should be prepared with a label indicating the DOD as Monday.

4-2.8 Mail Processing Code (MPC)

4-2.8.1 General

On tray labels (but not sack labels), the mail processing code (MPC) appears in human-readable form only as the tenth digit in the human-readable digits beneath the barcode. The MPC operates as a switch to enable or disable tray dispatch (beyond the plant's physical boundaries) and also operates as a mechanism to signal the need for a First Handling Piece (FHP) weight transaction. The MPCs values are as follows:

1 = Automation flow, FHP transaction, can be dispatched.
2 = Mechanized flow, FHP transaction, can be dispatched.
4 = Manual flow, FHP transaction, can be dispatched.
5, 6, 9 = Intra-facility flows.
7 = Mailer's use only, mixed or unknown flow, FHP transaction.

4-2.8.1.1 MPC Values of 1, 2, and 4

MPC values of 1, 2, and 4 are used for inter-facility flows and additionally have intra-facility applications for collection mail (Operation 010, Opening Unit; Operation 020, Meter Preparation) and with certain local dispatch CINs.

4-2.8.1.2 MPC Values of 5, 6, and 9

MPC values of 5, 6, and 9 are exclusively for intra-facility applications and always cause "IN HOUSE" to be printed in large, bold text at the bottom of the label (the same area that displays the DOD for FCM inter-facility flows).

Note: Starship platforms have been programmed to reject the intra-facility MPCs. Not all MPCs are available with all CINs.

4-3 Label Lists and CIN Flowcharts

See Appendix I for international labeling lists and Appendix G for CIN flowcharts, which have been developed to assist in proper routing and assignment of CIN codes.

Note: It is important that CIN 755 is used *only* for international outbound mail being dispatched from an ISC. This CIN *must not* be used for mail being dispatched by processing plants to ISCs.

5 Customer-Supplier Agreements

5-1 Definition of Customer-Supplier Agreement

5-1.1 General

As part of the national effort to improve service for international mail, the Postal Service has established customer-supplier agreements[9] between ISCs and local processing plants. In these agreements, the ISC is referred to as the customer while local processing plants are referred to as the supplier. The concept of customer-supplier agreements is based on process management principles for developing customer requirements that meet service and quality expectations. The process of creating customer-supplier agreements aligns the domestic processing of outbound international mail with our corporate *CustomerPerfect!* philosophy to promote performance excellence.

This chapter describes procedures for preparing customer-supplier agreements between ISCs and local processing plants.

5-1.2 Customer/Supplier Value Chain

When developing the customer-supplier value chain, the ISC will be referred to as the customer while local processing plants will be referred to as the supplier.

5-1.3 Definition of Local Plants

A "local plant" is defined as follows:

> A processing plant that has sufficient transportation to the customer (i.e., the ISC) to allow mail to arrive substantially earlier than the national CET of 12:00 on Day One — i.e., its mail arrives prior to 09:00 (see Appendix A) — and that provides significant volumes to the serving ISC.

However, not all of the offices in Appendix A need to develop local agreements. It is suggested that processing plants within the ISC's cluster be considered first for local service agreements. Other criteria, such as offices within a 160-mile radius or within 4 hours travel time (door-to-door) of the ISC, can be used to determine if it would be appropriate for the processing plant to have a customer-service agreement.

Note: It is important to understand that processing plants that have arrival times earlier than the national 12:00 CET but after 09:00 (i.e., plants appearing in Appendix B) to the serving ISC must not seek to modify their transportation resulting in later arrival times simply because a customer-service agreement was not deemed appropriate for their office.

---

[9] The term "customer-supplier agreement" is preferable to "local service agreement" because it implies the process management principles for developing customer requirements that meet service and quality expectations.

5-1.4 Non-Local Plant Arrival Times

Appendix B is used to track the arrival times for processing plants with transportation scheduled to arrive at the ISC after 09:00 but by the national CET of 12:00 on Day One.

5-1.5 Outliers

Appendix B also lists offices not able to meet the national CET of 12:00 on Day One (e.g., outliers). These ZIP Codes will not be included in the service performance measurement system as "late." However, it is expected that the area DNs will use the procedures contained in this handbook to examine these outliers and modify transportation to meet the national CET. Changing the alignment of originating plant ZIP Codes with their "serving" ISC may also provide opportunities to improve arrival times and service. For example, Jackson MS may be able to have its serving ISC changed from Miami to Dallas to meet the national 12:00 CET. These types of realignments must be coordinated through the area DN and the International Operations manager (Headquarters).

5-1.6 Dispatch of Value (DOV)

The dispatch of value (DOV) is the last dispatch that arrives to the customer (ISC) prior to the customer's CET. However, the supplier should make every effort to dispatch as much mail as possible on transportation preceding the DOV if such transportation exists.

5-1.7 Operations and Support Team

5-1.7.1 Team Creation

In order to facilitate the development of a customer-service agreement, the customer and supplier plant managers will select a team comprised of Operations and Support personnel. This team will be empowered to schedule meetings, develop training, and perform the necessary surveys that will be used for fact-finding. After a 2-week fact-finding period, the team should prepare for customer-supplier meetings. The time frame for completing the customer-service agreement should not exceed 45 days after the establishment of the support team.

5-1.7.2 Team Meetings

As with all new initiatives, it is necessary to hold meetings with the stakeholders (i.e., customers and suppliers) in order to focus on the needs and expectations of the customer and to ascertain the ability of the supplier to meet the customer's requirements. A series of customer-supplier meetings must be scheduled so that information can be presented and a first draft of the customer-service agreement created. It is suggested that the meetings take place at the cluster level and that emphasis be placed on the following criteria:

a. Establishing customer requirements.

b. Validating requirements.

c. Signing the customer-service agreement.

Note: The number of meetings held will be determined locally.

5-1.7.3 Training

While the purpose of the cluster level meeting is to focus on developing the customer-service agreement, it is also necessary to assess the operational impacts of implementing the requirements agreed to in the customer-service agreement. The purpose of this activity is to develop training to support the international service improvement initiative. The team should focus on the following activities relating to operations training:

a. Training requirements (general informational, job specific, etc.).

b. Audience(s).

c. Method of delivery (i.e., classroom, stand-up talk, video, etc.).

d. Number of employees to be trained.

e. Time frame in which to complete training.

5-2 Customer/Supplier Meeting Preparation

5-2.1 Process Management Checklist

Knowledge of customer expectations is essential to ensure that the output meets the customer's requirements. The process management system is the key link between customer needs and customer satisfaction. Appendix J contains a process management flowchart that describes the steps necessary to define and establish valid customer requirements.

5-2.2 Establishing Customer Requirements

There are three steps necessary to establish customer requirements:

a. Prepare yourself using the PRIDE model discussed in 5-2.3.

b. Ask your customer(s) a few "key" questions.

c. Validate their requirements using the RUMBA criteria discussed in 5-3.

The PRIDE model provides a guide for preparing to find out customer needs. Use the PRIDE model to examine your process from the customer's viewpoint. This analysis will help in actual conversations with the customer as you work to identify and prioritize "must-have" customer requirements.

5-2.3 PRIDE Model

PRIDE groups customer requirements into five areas of consideration, with each area forming a letter in PRIDE: Products and services, Relationships, Integrity, Delivery, and Expense. As a process owner, consider the following:

a. Products and Services: What are the outputs of my process?

   1. What specific products/services does this process produce?

   2. How does the customer use my process products?

   3. Are the products/services consistent and predictable?

   4. Along with the products/services, does the customer need supporting services (e.g., training, information, supplies)?

b. Relationships: How do process owners coordinate work?

   1. How often do I meet with the owners of my process supplier, process customer, and enabler processes?
   2. Have previous meetings/contacts (if held) been productive? Why or why not?
   3. Is there an air of cooperation among the process owners? How could we encourage cooperation?
   4. As the process owner, how easily can process suppliers, process customers, and enablers contact me?

c. Integrity: What is the reputation of my process? How often does this process fail to produce what the customer needs?

   1. What happens if it does not meet customer needs?
   2. Have contingency or recovery plans been developed? Are the contingency/recovery plans available to those requiring them?

d. Delivery: How do I bridge the gaps between process boundaries?

   1. In addition to the product/service itself, do I know what the customer needs in terms of time, location, and flow?
   2. Are we (both customer and supplier) clear as to where and when the product is to be delivered?
   3. Do I follow through all the way to the "user" customer about product condition, timeliness, and flow?
   4. Have I made similar issues clear to my process suppliers?

e. Expense: Internally, processes don't charge for products or services, but are there expenses generated by the quality of our process outputs?

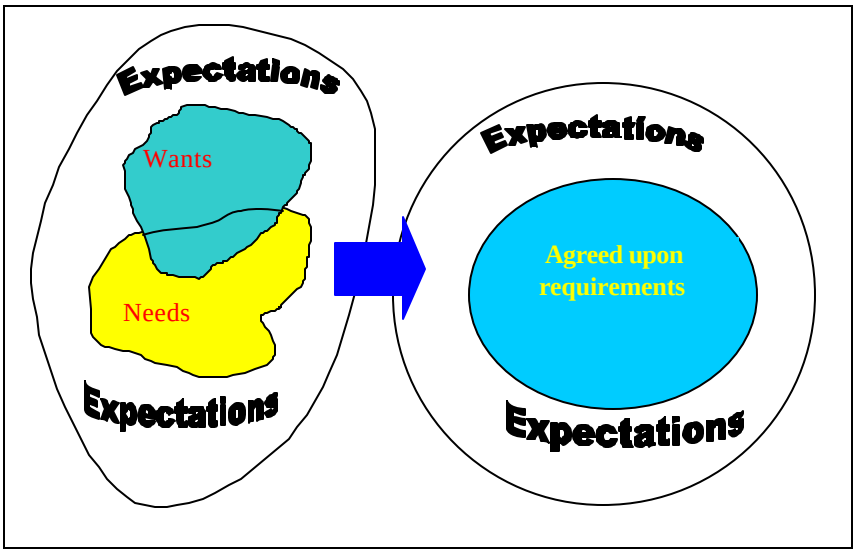
   1. How much rework is in the product that this process delivers?
   2. What is the cost of late delivery to my process customer?
   3. What is the effect on the ultimate customer?

When considering the PRIDE issues, any lack of clarity becomes an issue for a follow-up conversation between the customer and supplier.

5-2.4 Customer Expectations

Customers have both wants and needs. They also have some expectations of which they are not aware — at least at first. Through customer-supplier discussions, customer expectations can be clarified and subsequently can be established as valid requirements. These discussions (i.e., customer-supplier meetings) will enable you to convert wants, needs, and expectations into valid requirements.

Exhibit 5-2.4
Customer Expectations



5-2.5 Customer Requirements: Meeting Preparation

The customer must prepare a list of needs and expectations for the initial team meeting. These expectations (i.e., initial requirements) should be based in part on the goal of meeting international service commitments. Supporting documentation (i.e., data) is required, as shown in the following examples:

a. A mail arrival profile will show if the mail from the supplier is arriving in time to meet the customer's (ISC's) processing window.

b. The previous quarter's UNEX and IODIS scores will focus the requirements discussion on processing plants that may be high contributors to service failures.

The issue of mail make-up should also be addressed as a requirement. For example, will parcels and outsides be placed loose into major containers (e.g., ERMCs, GPMCs, etc.), or will there be a requirement to sack small parcels? Item 6 in the customer-service agreement template contained in Appendix K provides for confirmation of parcel containerization methods.

Note: Letter and flats make-up is not negotiable and must comply with the national guidelines established in Chapter 2.

5-3 Review of Customer Requirements

5-3.1 Validating Customer Requirements

5-3.1.1 Criteria for Validating Customer Requirements

After the customer requirements have been discussed and agreed upon, the criteria for validating the needs and reasonable expectations of the customer must be defined. To identify true requirements, the RUMBA list establishes five criteria for each requirement, with the first letter in each criterion forming a letter in RUMBA:

a. Reasonable?

- You or your organization can meet the requirement (it does not violate company procedures, equipment capability, etc.).

b. Understandable?

- The customer verifies that you understand what is required of you.

c. Measurable?

- In some way, you can objectively determine the degree or frequency of meeting the requirement.

d. Believable?

- Employees will agree to strive for the level of achievement specified in the requirement (e.g., customer-supplier agreement).

e. Achievable?

- You can meet the requirement — that is, the desired level of performance is theoretically possible. If not, you may need to renegotiate as facts and data become available.

If the customer's expectation, want, or need meets all five of the RUMBA criteria — i.e., if all the answers are "yes" — then the requirement is valid. Any expectation that does not meet the RUMBA criteria must be renegotiated with the customer. The supplier does not have to be able to fully meet the requirement immediately if it can show evidence that it is working to do so and can provide a timeline when the requirement can be met. For example, the supplier might show that it will deploy additional equipment at its plant to enable it to meet an earlier CET.

A win/win negotiation strategy and effective communications are the keys to establishing valid customer requirements contained in the customer-supplier agreement. The RUMBA approach is not a "one-time" activity. The elements of the customer-supplier agreement will need to be revisited periodically as operating conditions change. Appendix L contains a simple flowchart containing the steps to validate and establish customer requirements.

5-3.1.2 Supplier Review

To help determine if the customer requirements are valid, the supplier plant should analyze typical operating data. The plant's Operating Plan, SOPs, available transportation, and other historical data (e.g., daily volumes, plan failures, delayed mail, etc.) are examples of data that should be used in the review and validation of customer requirements.

5-3.1.3 Requirement Validation

Using the RUMBA approach, the supplier and the customer together must identify whether the customer requirements are valid. If the valid requirements cannot be met, a detailed explanation must be provided to the customer.

The supplier must determine whether the validated requirements can be provided within the current operating process, or if the requirements can be provided with modifications to the current process. If the supplier is able to meet the requirement(s) based on operational changes, then the supplier must quantify the additional costs and/or resources needed. The cost data must be presented at the next customer-supplier meeting.

5-3.2 Customer Review

The customer must review the information presented by the supplier at the first customer-supplier meeting. (See 5-3.1.2.) The customer has the opportunity to validate the data presented and may provide revised/corrected data at subsequent meetings.

5-4 Signing the Customer-Supplier Agreement

If the steps outlined above are followed, there should be no controversy when the time comes to sign the customer-supplier agreement. Both stakeholders will have validated the requirements contained in the agreement. It is appropriate to share the contents of the agreement with employees in both offices, including craft employees, as well as EAS managers/supervisors and support staff. Displaying the agreement in a prominent place on the workroom floor will help keep daily focus on the requirements.

5-5 Follow-up and Review

The customer-supplier agreement is a " living" document that will need to be reviewed and modified as new situations develop. Analyzing operations and performance indicators will help to identify deficiencies with the agreement or operational procedures. At a minimum, customers and suppliers should review the agreement quarterly.

6 Quality Improvement Story

6-1 General

The quality improvement (QI) story is a tool to identify and solve performance and quality deficiencies. This tool uses a systematic approac h to problem solving based on data. The guiding principles of the QI story are a standard way of communicating progress to stakeholders and employees and a structure that allows a team to work in a standardized fashion. A QI story developed by the Dallas TX performance cluster (PC) has been incorporated into this handbook to assist in implementing these standard operating procedures.

6-2 QI Story Format

The following is a brief outline of the steps required to successfully complete the QI story process:

a. *Reason for improvement.* Identify a theme or problem area and a reason for working on it (e.g., establishing an earlier CET).

b. *Current situation.* State the problem and set a target for improvement.

c. *Perform databased analysis.* Identify and verify the root causes of the problem (using fish-bone diagrams).

d. *Develop countermeasures.* Plan and implement countermeasures that address the root causes of the problem.

e. *Measure results/success.* Confirm that the problem and its root causes have decreased or have been eliminated. Verify that the interim target or the final target has been achieved.

f. *Standardization.* Confirm that standard operating procedures (e.g., the ISISOP) have been implemented so that resolved problems do not recur.

g. *Future plans.* Evaluate effectiveness and establish a project workplan that schedules future activities to resolve remaining problems.

A more detailed description of the QI Story process is contained in the pocket guide entitled *The Quality Improvement Story ¾ A Guidebook to Problem Solving Steps and Tools.* The guidebook can be obtained from a district quality improvement specialist. Additional QI stories can be found on the Corporate Intranet at *http://blue.usps.gov* (click on " Information," then " WebEIS," then " Related Info.," then " Customer Perfect!" , and then " QI Stories," or directly type in the following address: *http://56.64.15.253/qistory/cfml/index.cfm)*

6-3 Dallas Cluster QI Story

6-3.1 Background

The International Business Unit (IBU) was authorized by the Board of Governors (BOG) to create six independent International Service Centers (ISCs) to finalize processing of international outbound mail (i.e., mail destined for foreign counties), and the acceptance of international inbound mail. Each ISC is responsible for finalizing (e.g., sorting to a foreign country/city based on international agreements) international mail sent to them from "feeder" Processing and Distribution Centers/Facilities (P&DCs/Fs) and Customer Service Facilities (CSFs).

6-3.2 Reason for Improvement

International mail accounts for approximately one percent [10] of the total volume processed by the Postal Service. The Postal Service's international market share has been decreasing by about one percentage point a year — even though the total international market is increasing approximately eleven percent per year. It is obvious that there is a genuine opportunity to expand international business and create additional revenue for the Postal Service. However, a key to gaining market share is the ability to compete in the global marketplace with other international postal organizations.[11] The Postal Service's strategy is to provide products with the best "value" in the marketplace— i.e., to give the customer the best combination of price and service. Therefore, to sustain growth, the Postal Service must ensure that customers are provided consistent and timely service.

6-4 Current Situation

6-4.1 Background

UNEX currently reports end-to-end service scores for letter-class mail originating from the United States and destinating in Canada, Japan, and Europe. At the time the Dallas PC's service improvement team was activated, the UNEX score for on-time service was approximately 62.5 percent. The target for interna tional originating and destinating mail is 90 percent on-time performance: J+4 to and from Canada, and J+5 to and from Europe and Japan. [12]

6-4.2 Value Chain Service Performance Measurement

The customer-supplier value chain for outbound international mail has three distinct segments:

a. Inducting mail in the domestic mailstream.

b. Processing and dispatch for the destination country from the ISC.

c. Delivery through a Global Partner.

---

10 Source: 1998 Annual Report.

11 Foreign countries have allowed their postal organizations to become less regulated than the Postal Service is or to become totally independent from governmental controls that restricts their ability to partner with or purchase transportation and/or logistics-based private companies.

12 "J" is the date of the cancellation or meter imprint on the mailpiece.

Currently, there is no measurement system that tracks service performance for outbound international mail from the origin processing plant(s) to the ISC. As a result, there is a wide variance in " feeder plants" meeting the CET forthe ISCs.

6-5 Analysis

6-5.1 General

The data collection effort began in the Dallas PC in November 1997. Arrival times for the mail originating at the Dallas TX and Fort Worth TX feeder plants were documented. Control charts illustrated " out-of-bounds" quality levels (see Appendix M). Defect[13] rates were as high as 34 percent.

6-5.2 Service Improvement Team Creation

A cluster-wide process management team was established to improve the distribution and transportation system related to plant-to-ISC operations. The team drafted a " charter" that is based on the following guiding principles:

a. Meet on a regular basis.

b. Develop an action plan.

c. Utilize quality tools and methodologies.

d. Provide updates to the sponsors.

e. Provide recommendations to the sponsors.

One of the first tasks that the team performed was to establish a few key goals that would provide focus. The team defined their goals and identified the following items as their deliverables:

a. Examine and map the " process" from the customer through dispatch at the ISC (see Exhibit 6-5.2).

b. Identify valid, reliable measurement opportunities.

c. Define and implement a process management system, complete with process and result indicators.

d. Implement operations-based recommendations.

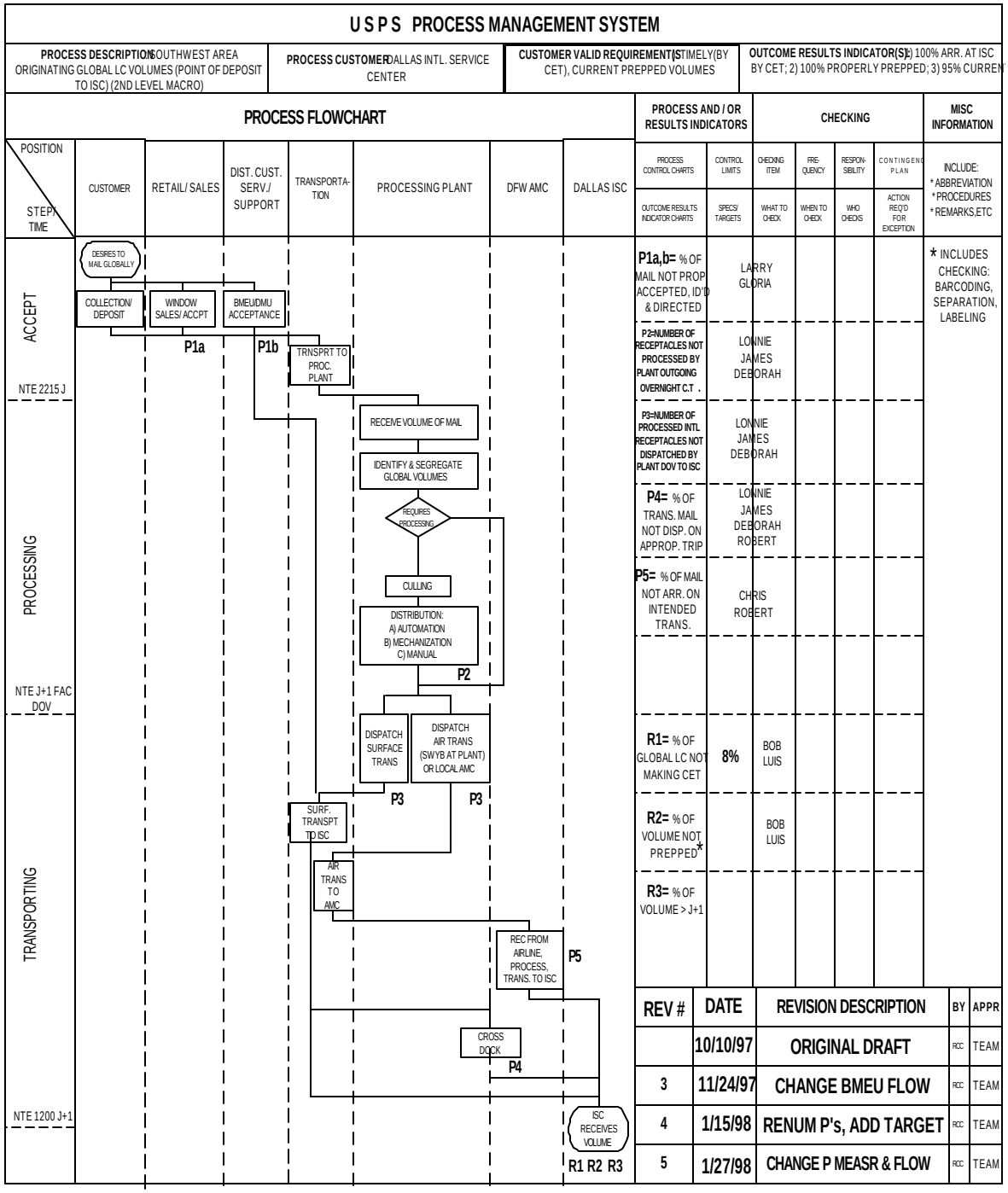
e. Implement recommendations related to service performance tracking and measurement.

f. Establish a specific goal of less than eight-percent defect rate for volumes arriving at the ISC. This goal was commensurate with the EXFC performance at that time.

[13] The definition of a defect for the Dallas data collection effort was described as mail arrival times not meeting the scheduled time (e.g., CETs).

Exhibit 6-5.2

Flowchart for Dallas QI Story



6-6 Countermeasures

The team developed an action plan that included tasks that needed to be performed, the names of the responsible individuals, and the task's expected completion date. Below is a sample of some of the tasks the team documented:

Feeder Plant Process Management Team Action Plan			
Action	**Tasks**	**Responsibility**	**Completion Date**
Schedule meetings	Notify team members and provide agenda	Facilitator	One week prior to meeting
Add Mexico bin to OSS at N. Texas plant	Change sort plans	Richard	2/27/98
Make label change to indicate O/N commitment on DBCS, OSS, and FSM at N. Texas plant	Modify SPS and confirm changes	James	2/27/98
Increase volume of flats received on early trips	Perform survey at plants	Deborah	2/27/98

6-7 Results

A comparison of the UNEX service performance scores and the percent of mail arriving within the CET at the ISC (P2 indicator) reflected a decrease in the defect rate and a corresponding increase in UNEX scores.

6-8 Standardization

There are several standardized elements that have been implemented due to the Dallas service improvement effort:

a. The process management approach is a standardized process that had been put in place to serve as a guidepost for how all the area processing plants will operate and flow mail to the ISC. Standardization is gained through the continuous usage of process management and the reporting of established process and results indicators.

b. Standardized tray labels and routing placards were developed and are required.

c. RFI technology was implemented (on a pilot test basis) in the Southwest Area enabling consistent, statistically valid measurement of the movement of volumes from point of deposit to the ISC.

6-9 Future Plans

The Dallas ISC service improvement effort proved effective and achieved the desired result of improving the UNEX service performance scores for the ISC. Based on this success, a virtually identical process management team approach has been established for the JFK ISC.

7 Project Contacts

The development of these standard operating procedures was a joint effort between Headquarters, area offices, and field participants. However, responsibility for establishing and interpreting the policy elements contained in this handbook remains disbursed among several functional areas at Headquarters. To support the field and assist in clarifying policy, a list of functional policy experts at Headquarters is shown in the following table.

Name	Title	Office	Responsibilities	Telephone
Jeff Kaneff	Manager, International Service Measurement and Analysis	International Operations Support	Service Analysis (I-ODIS, UNEX, and RFI)	202-314-7404
Gary Jones	International Operations Specialist	International Operations Support	Service Analysis (I-ODIS, UNEX, and RFI)	202-314-7247
Charlie Aldred	Operations Specialist	Distribution Networks Logistics	Labeling, CINs, PASSPORT and TLPC	202-268-2164
Dave Alvino	Manager, International Mail	International Operations Support	IMM, T-5 Handbook	202-268-6033
Don Mallonee	Operations Specialist	P&DC Operations	Plant Operations Automation	202-268-2433
Jeff Tackes	International Operations Specialist	International Operations Support	International Processing Distribution and Labeling	202-314-7250
Jack Tellado	International Operations Specialist	International Operations Support	International Processing Distribution and Networks	202-268-5104

Appendix A

ISC Arrival Times — NLT 09:00

The following originating ZIP Codes have an arrival time of NLT 09:00.

Note: The information in this appendix is current as of the publication of this handbook in May 2000. The information is subject to change. For the latest information, check the applicable appendix in the current edition of Handbook T-5, *International Mail Operation,* available on the corporate internet at the following address: *http://blue.usps.gov/cpim/t5.htm.*

International — Except Canada

ISC	Arrival Time	Origin 3-Digit ZIP Code
JFK	0530	004, 005, 060-069, 070-076, 077-079, 080-084, 085-089, 100-102, 103, 104, 105-109, 110-114, 115, 116, 117-119, 124-127, 197-199
MIA	0900	327, 328-329, 330, 331-332, 333, 334, 338, 347, 349
ORD	0330	600-603, 604-605, 606-608, 609, 610-611, 613-619, 625-627
DFW	0300	750-759, 760-762, 764
SFO	0400	936-939, 940-941, 942, 943-944, 945-948, 949, 950-951, 952-953, 954-955, 956-960, 926-966
LAX	0430	900-901, 902-908, 910-916, 917-918, 919-925, 926-928, 930-931, 932-933, 934-935

International — Canada

ISC	Arrival Time	Origin 3-Digit ZIP Code
JFK	0530	004, 005, 060-069, 070-076, 077-079, 080-084, 085-089, 100-102, 103, 104, 105-109, 110-114, 115, 116, 117-119, 124-127, 197-199
MIA	0900	327, 328-329, 330, 331-332, 333, 334, 338, 347, 349
ORD	0330	600-603, 604-605, 606-608, 609, 610-611, 613-619, 625-627
DFW	0300	750-759, 760-762, 764
SFO	0400	936-939, 940-941, 942, 943-944, 945-948, 949, 950-951, 952-953, 954-955, 956-960
LAX	0430	900-901, 902-908, 910-916, 917-918, 919-925, 926-928, 930-931, 932-933, 934-935
SEA *	0700	590-599, 832-938, 970-979, 980-985, 986, 988-989, 990-994, 995-999

* Exchange Offices (EOs).

Appendix B

ISC Arrival Times — NLT 12:00

The following originating ZIP Codes have an arrival time of NLT 12:00.

Note: The information in this appendix is current as of the publication of this handbook in May 2000. The information is subject to change. For the latest information, check the applicable appendix in the current edition of Handbook T-5, *International Mail Operation,* available on the corporate internet at the following address: *http://blue.usps.gov/cpim/hand/t5.htm.*

International — Except Canada

ISC	Arrival Time	Origin 3-Digit ZIP Code
JFK	1200	006-009, 010-013, 014-019, 020, 021-022, 023-029, 030-038, 039-049, 050-054, 056-059, 120-123, 128-139, 140-149, 150-154, 155, 156, 157-168, 169-172, 173-176, 177-178, 179, 180-188, 189, 190-192, 193-196, 240-243, 245-249, 250-253, 254, 255-259, 260, 261-267, 268, 270-279, 280-285, 286, 287-289, 290-296, 297, 298-299, 400-409, 410, 411-418, 420-427, 471, 476-477
MIA	1200	298, 299, 300-301, 302-303, 305-306, 307, 308-309, 310, 311, 312, 313-314, 315, 316, 317, 318-319, 320, 321, 322, 323, 326, 335, 336, 337, 339, 341, 342, 350-352, 354, 355, 356-358, 359, 360-361, 362, 363-364, 365-366, 367-368, 370-372, 373-374, 384-385, 394-395, 399
ORD	1200	430-433, 434-436, 437-438, 439, 440-441, 442-449, 450-455, 458-459, 460-469, 470, 472-475, 478-479, 480-483, 484-497, 498-499, 500-514, 515-516, 520-528, 530-532, 534-535, 537-539, 540, 541-545, 546-548, 549, 550-551, 553-564, 565-567, 573, 574, 580-588, 613-619, 625-627, 628-631, 633-635, 636-641, 644-649, 650-653, 654-658, 660-662, 664-666, 667, 668-681, 683-693, 739
DFW	1200	700-704, 705-708, 710-714, 716-722, 730-731, 733, 734-738, 740-741, 743-749, 763, 765-767, 768-769, 770-778, 779-789, 790-794, 795-796, 797-799
SFO	1200	590-599, 800-812, 813-831, 832-838, 840-847, 865, 870-875, 877-884, 893-895, 897-898, 961, 970-979, 980-985, 986, 988-999
LAX	1200	850, 852-853, 855-857, 859-860, 863-864, 889-891

International — Canada

ISC	Arrival Time	Origin 3-Digit ZIP Code
JFK	1200	006-009, 010-013, 014-019, 020, 021-022, 023-029, 030-038, 039-049, 050-054, 056-059, 120-123, 128-139, 140-149, 150-154, 155, 156, 157-168, 169-172, 173-176, 177-178, 179, 180-188, 189, 190-192, 193-196, 240-243, 245-249, 250-253, 254, 255-259, 260, 261-267, 268, 270-279, 280-285, 286, 287-289, 290-296, 297, 298-299, 400-409, 410, 411-418, 420-427, 471, 476-477
MIA	1200	298, 299, 300-301, 302-303, 305-306, 307, 308-309, 310, 311, 312, 313-314, 315, 316, 317, 318-319, 320, 321, 322, 323, 326, 335, 336, 337, 339, 341, 342, 350-352, 354, 355, 356-358, 359, 360-361, 362, 363-364, 365-366, 367-368, 370-372, 373-374, 384-385, 394-395, 399
ORD	1200	430-433, 434-436, 437-438, 439, 440-441, 442-449, 450-455, 458-459, 460-469, 470, 472-475, 478-479, 480-483, 484-497, 498-499, 500-514, 515-516, 520-528, 530-532, 534-535, 537-539, 540, 541-545, 546-548, 549, 550-551, 553-564, 565-567, 572-577, 580-588, 613-619, 625-627, 628-631, 633-635, 636-641, 644-649, 650-653, 654-658, 660-662, 664-666, 667, 668-681, 683-693, 739, 865, 870-875, 877-884
DFW	1200	700-704, 705-708, 710-714, 716-722, 730-731, 733, 734-738, 740-741, 743-749, 763, 765-767, 768-769, 770-778, 779-789, 790-794, 795-796, 797-799
SFO	1200	894-895, 897, 961, 988-994
LAX	1200	850, 852-853, 855-857, 859-860, 863-864, 889-891
HNL	1200	967-969
BUF	1200	130-139, 140-149
DTW	1200	430-433, 434-436, 437-438, 439, 440-441, 450-455, 456-457, 458-459, 480, 481-482, 483, 484-497

Outliers

ISC	Arrival Time	Origin 3-Digit ZIP Code
MIA	1200	304, 324, 325, 369, 375, 376, 377-379, 380-381, 383, 386-389, 390-393, 396, 397

Appendix C

Dispatch Placards

Copies of Labels 168 and 169, which are used as dispatch placards, are shown on the following pages.

Label 168, Dispatch Placard International Mail FCM Equivalent (HCR)

Label 169, Dispatch Placard International Mail FCM Equivalent (PVS)

UNITED STATES POSTAL SERVICE

International AIRMAIL

First-Class Mail

To:_____

ZIP:_____

PVS_____TRIP_____

Transfer Point:

_____

Dispatch Date:_____

Dispatch Time:_____

Origin:_____

Label 169, March 2000

Appendix D

Dispatch Tag

Tag 125, International Mail FCM Equivalent

Appendix E

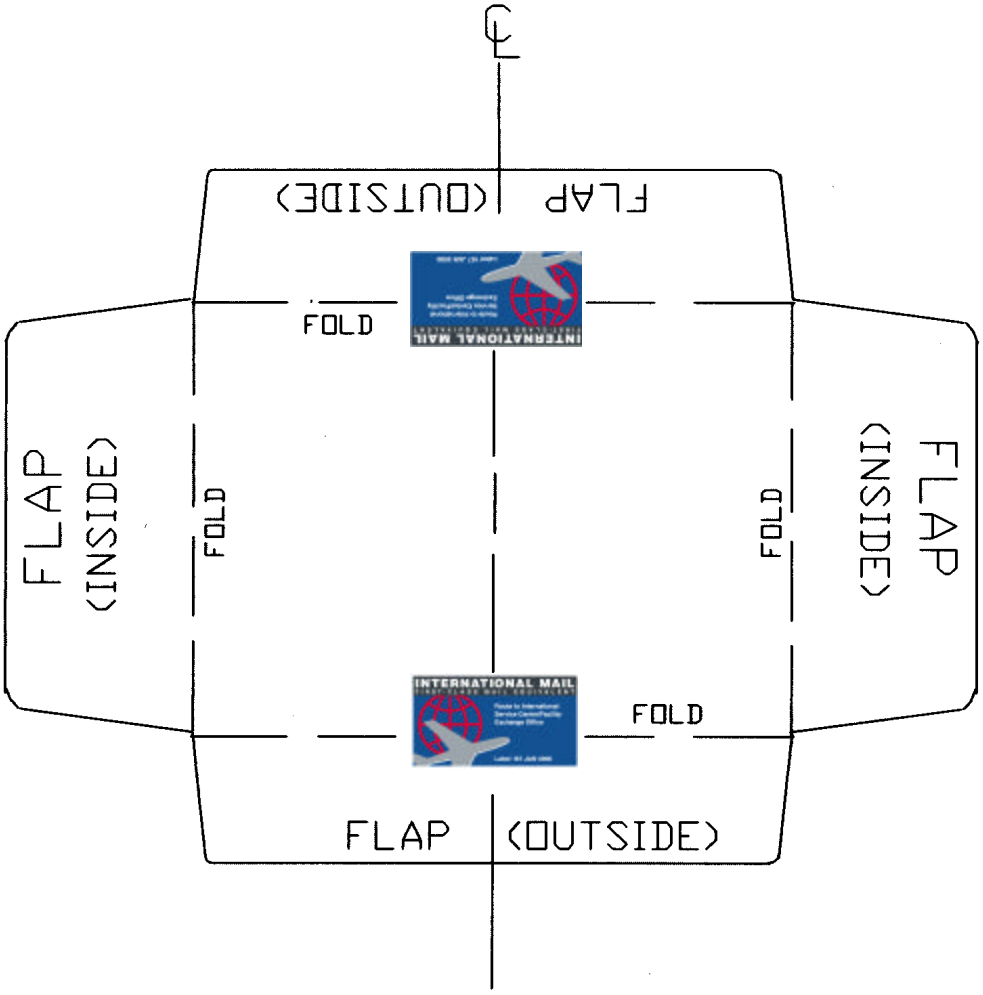
Dispatch Adhesive Label

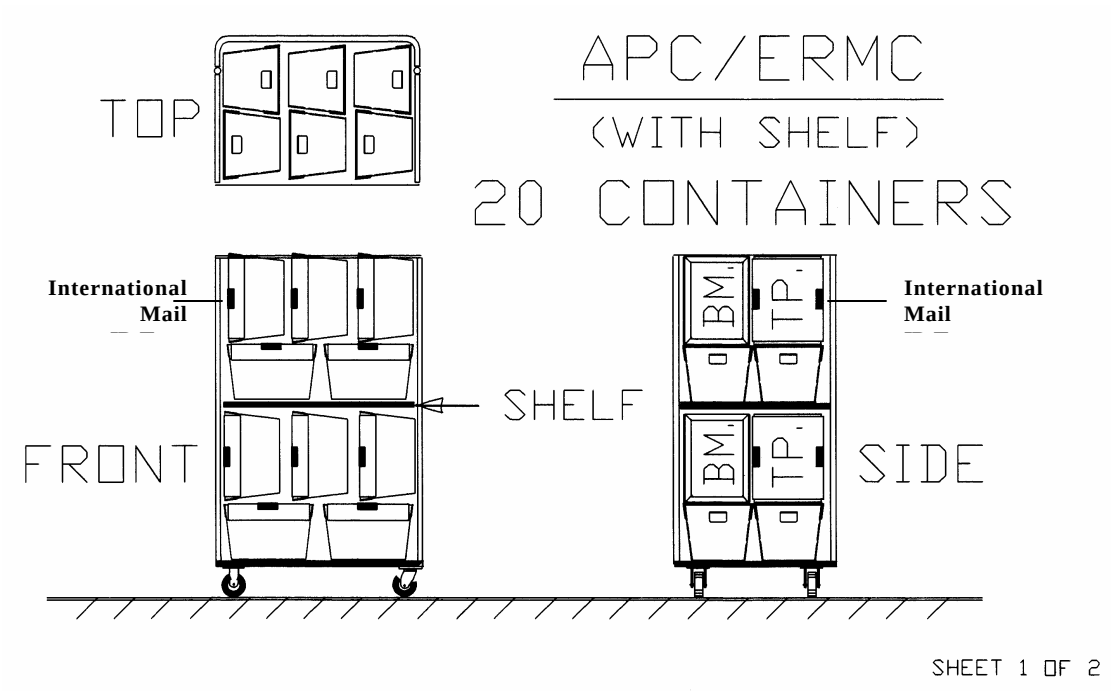
Label 167, International Mail FCM Equivalent

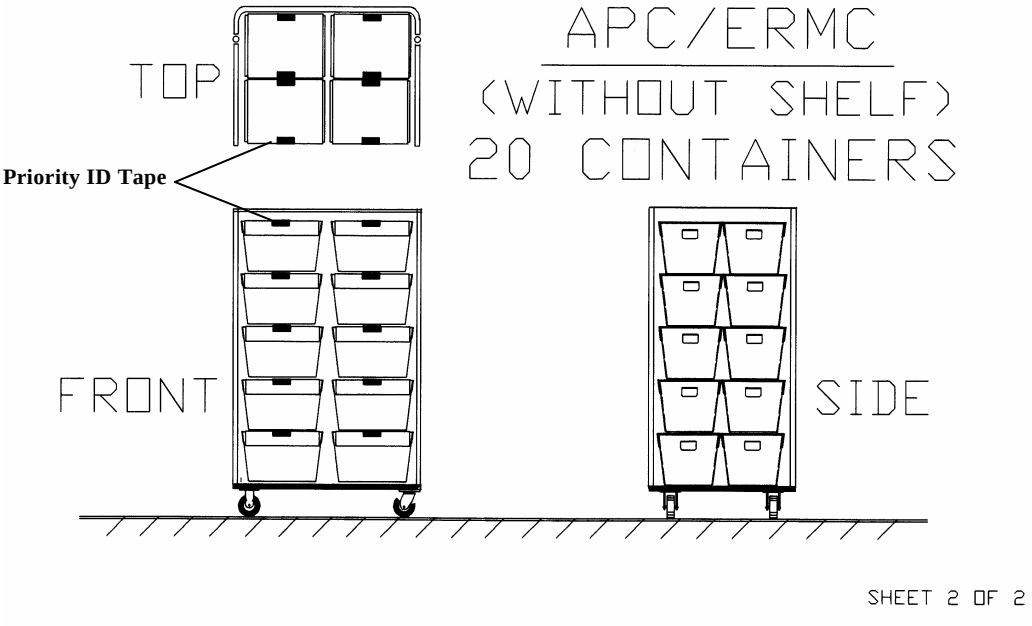
Appendix F

Guidance for Applying Label 167

Graphics showing guidance on applying Label 167 are shown below and on the following page.




APC/ERMC
(WITH SHELF)
20 CONTAINERS
TOP
International Mail
SHELF
FRONT
BM
TP
International Mail
SIDE
SHEET 1 OF 2


APC/ERMC
(WITHOUT SHELF)
20 CONTAINERS
TOP
Priority ID Tape
FRONT
SIDE
SHEET 2 OF 2

Appendix G

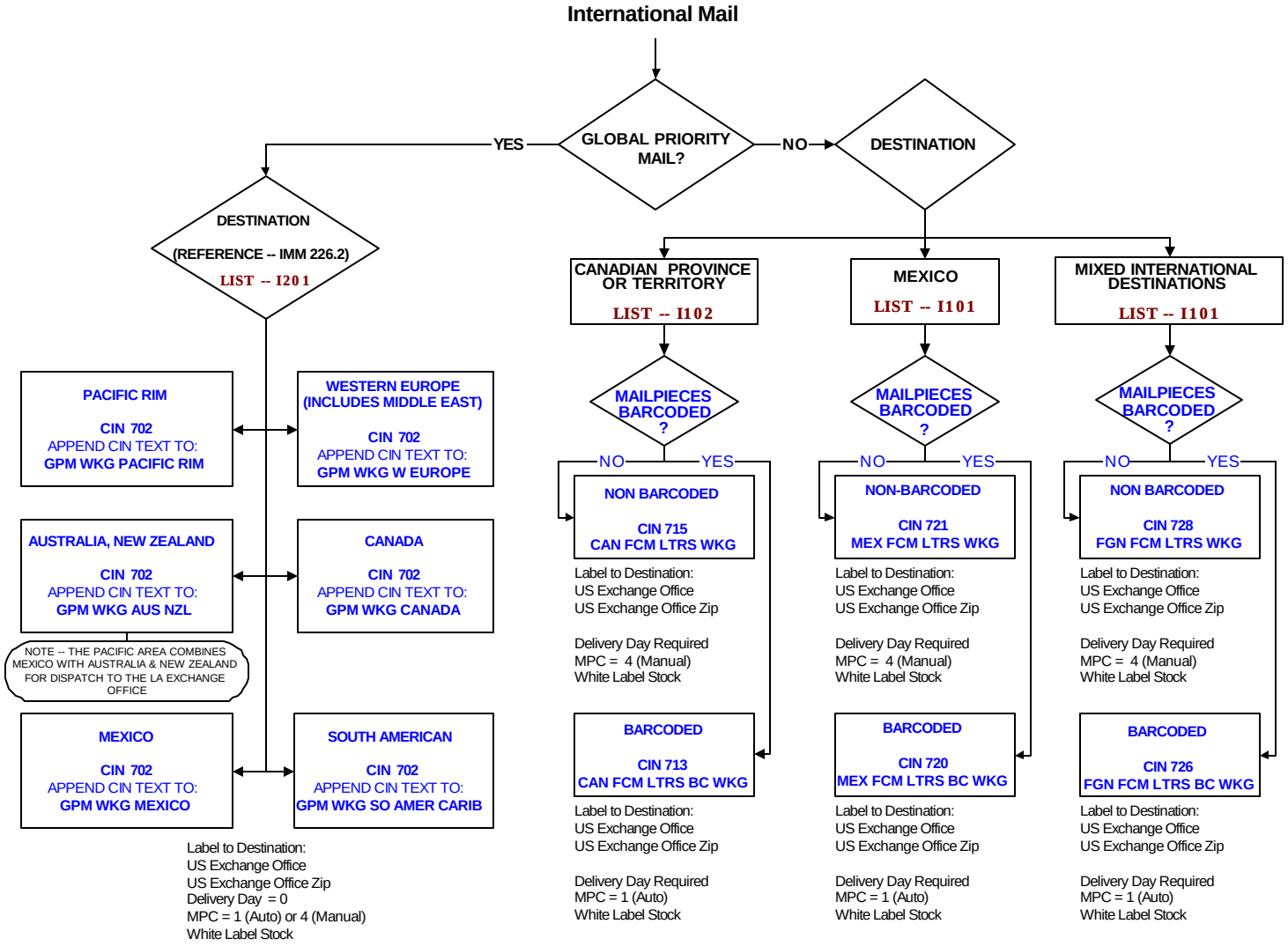
Labeling for International Mail

Flowcharts for the following types of int ernational mail are shown in this appendix:

- USPS-processed Letter Mail
- USPS-processed Flats
- USPS-processed Surface Flats and Parcels (BMC to Surface Gateway)
- USPS-processed Parcels
- Mailer-prepared Letter Mail
- Mailer-prepared Flats
- Mailer-prepared Parcels

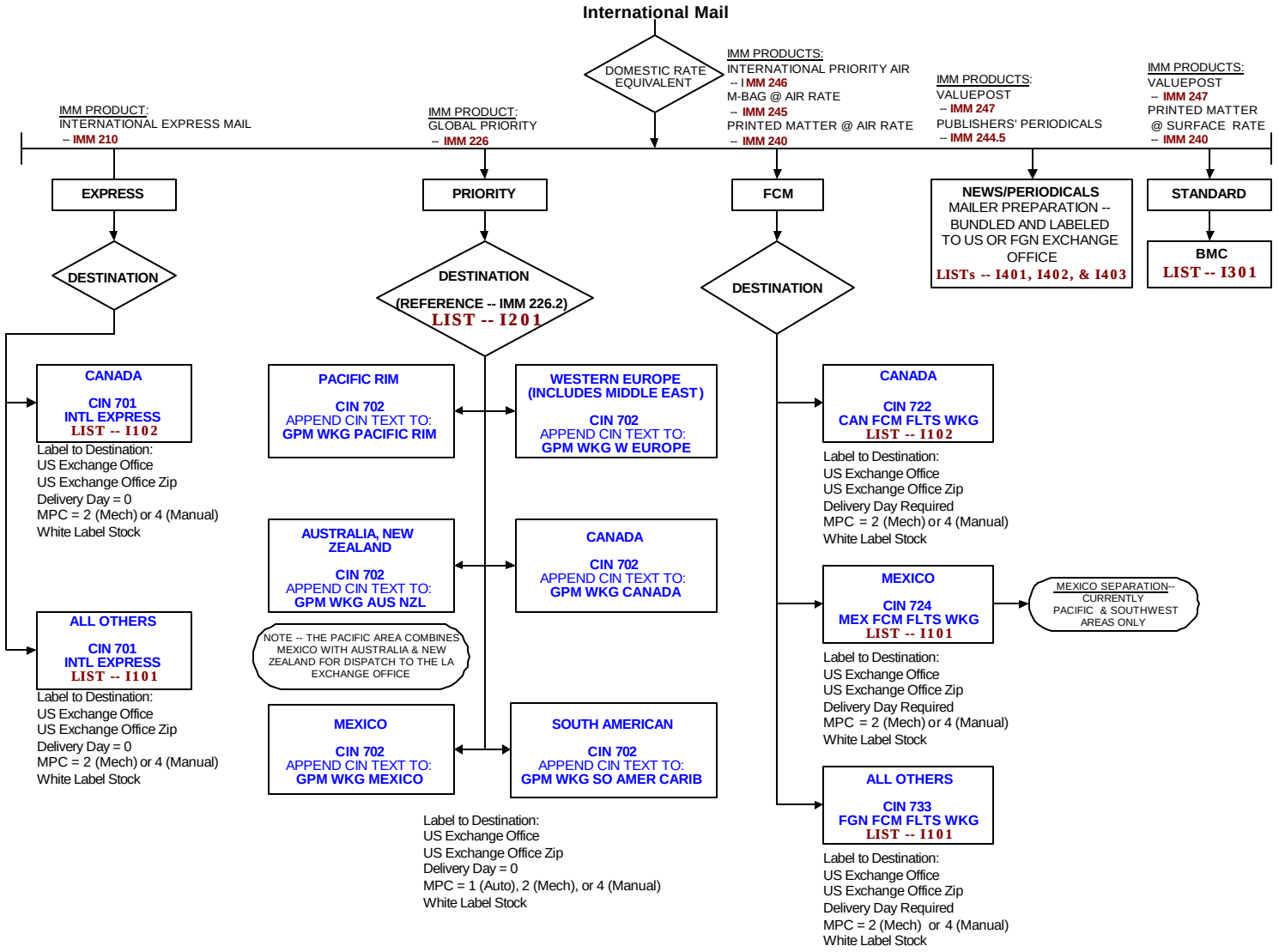
Note: The information in this appendix is current as of the publication of this handbook in May 2000. The information is subject to change. For the latest information, check the following address available on the corporate internet: *ftp://passport:passport@56.88.32.190/./postal/int_maps.pdf.*

USPS-processed Letter Mail



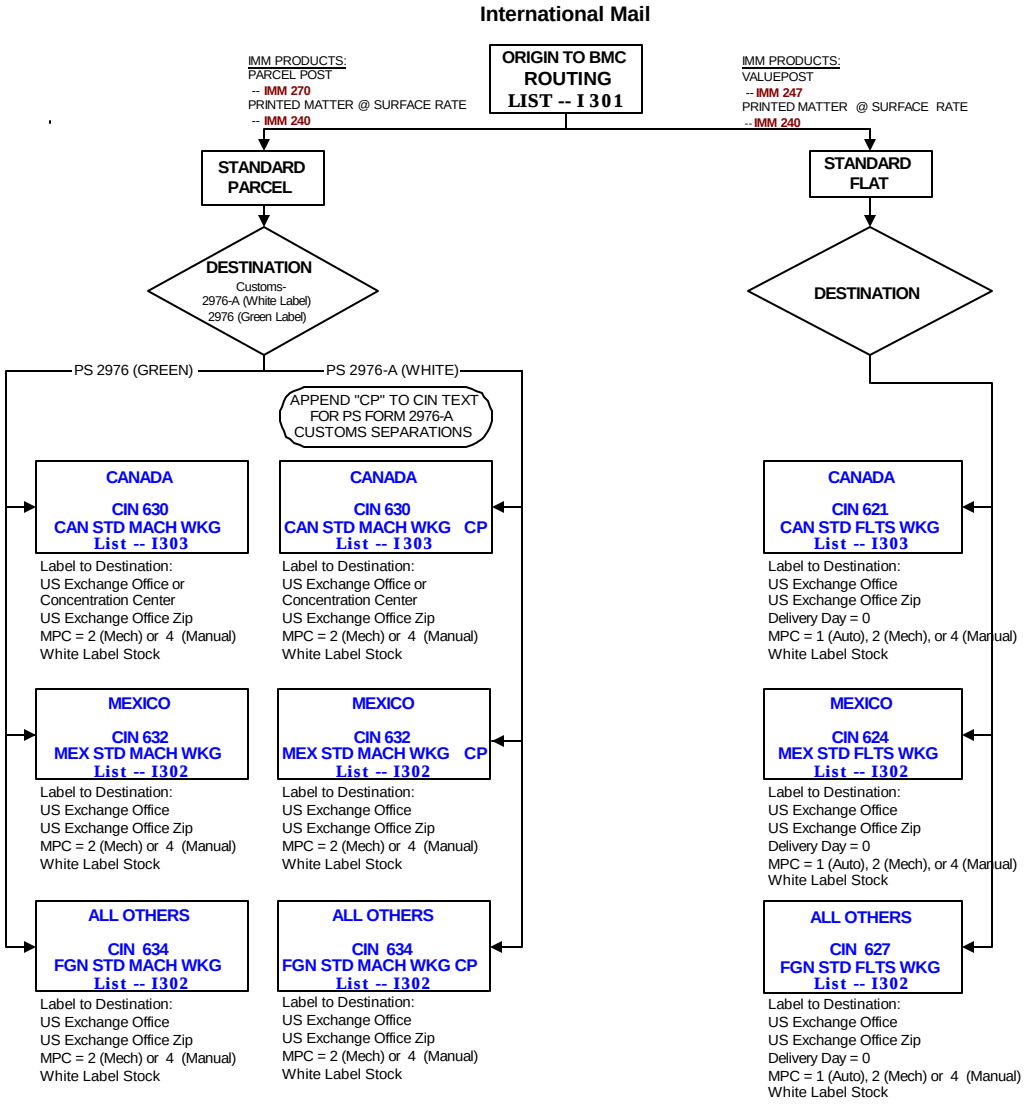
Note: See Note on current information on page 57.

USPS-processed Flats



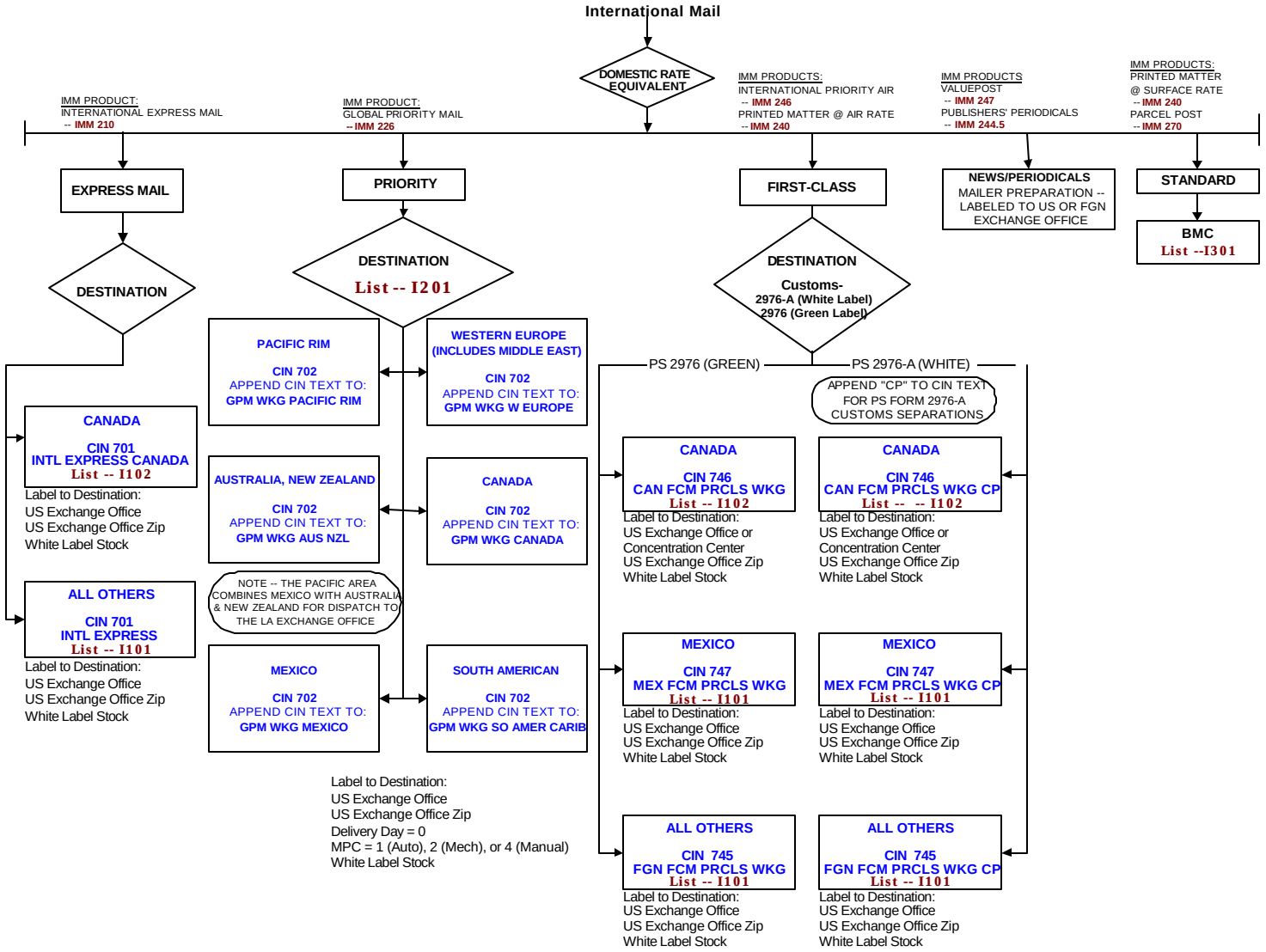
Note: See Note on current information on page 57.

USPS-processed Surface Flats and Parcels (BMC to Surface Gateway)



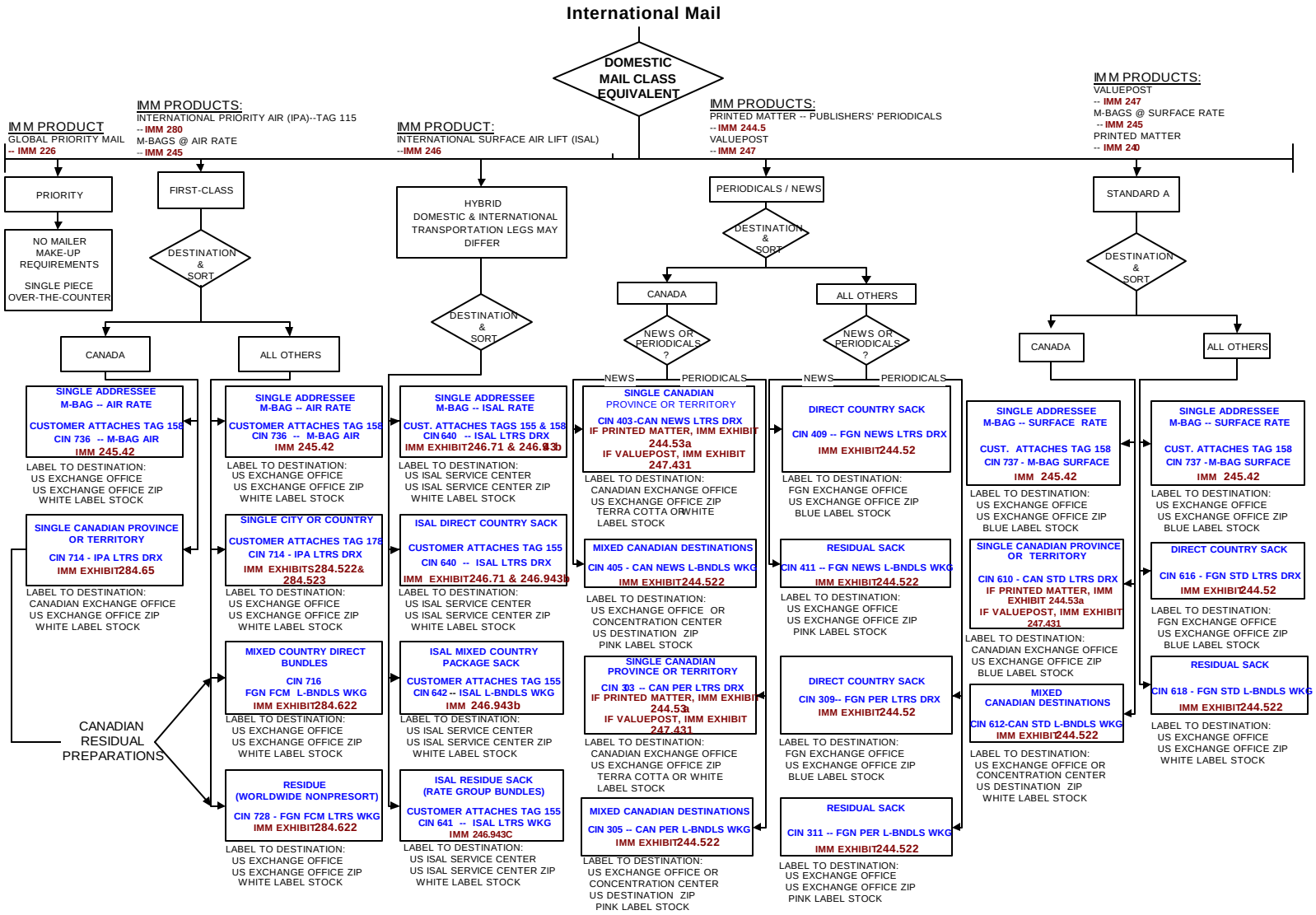
Note: See Note on current information on page 57.

USPS-processed Parcels



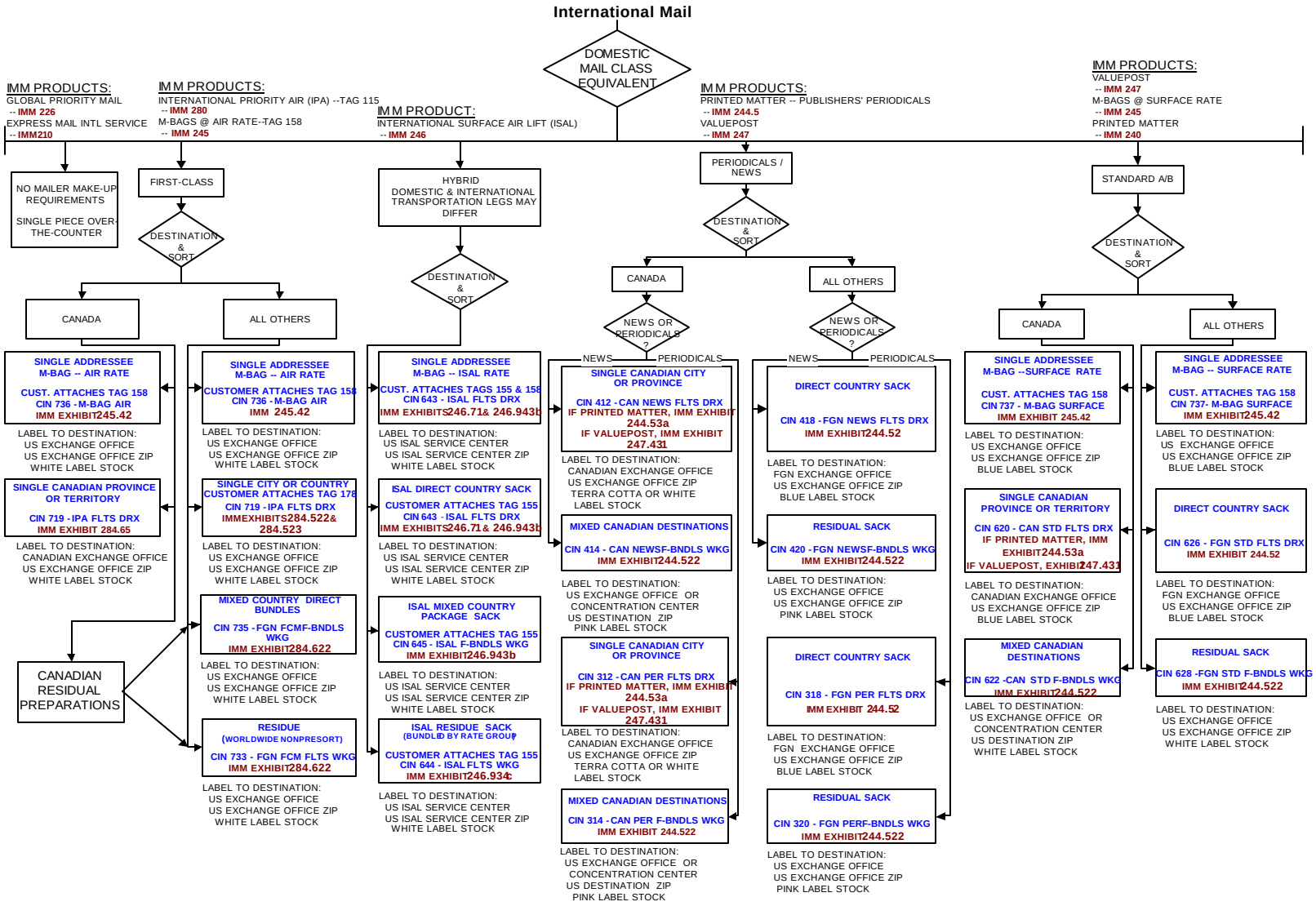
Note: See Note on current information on page 57.

Mailer-prepared Letter Mail



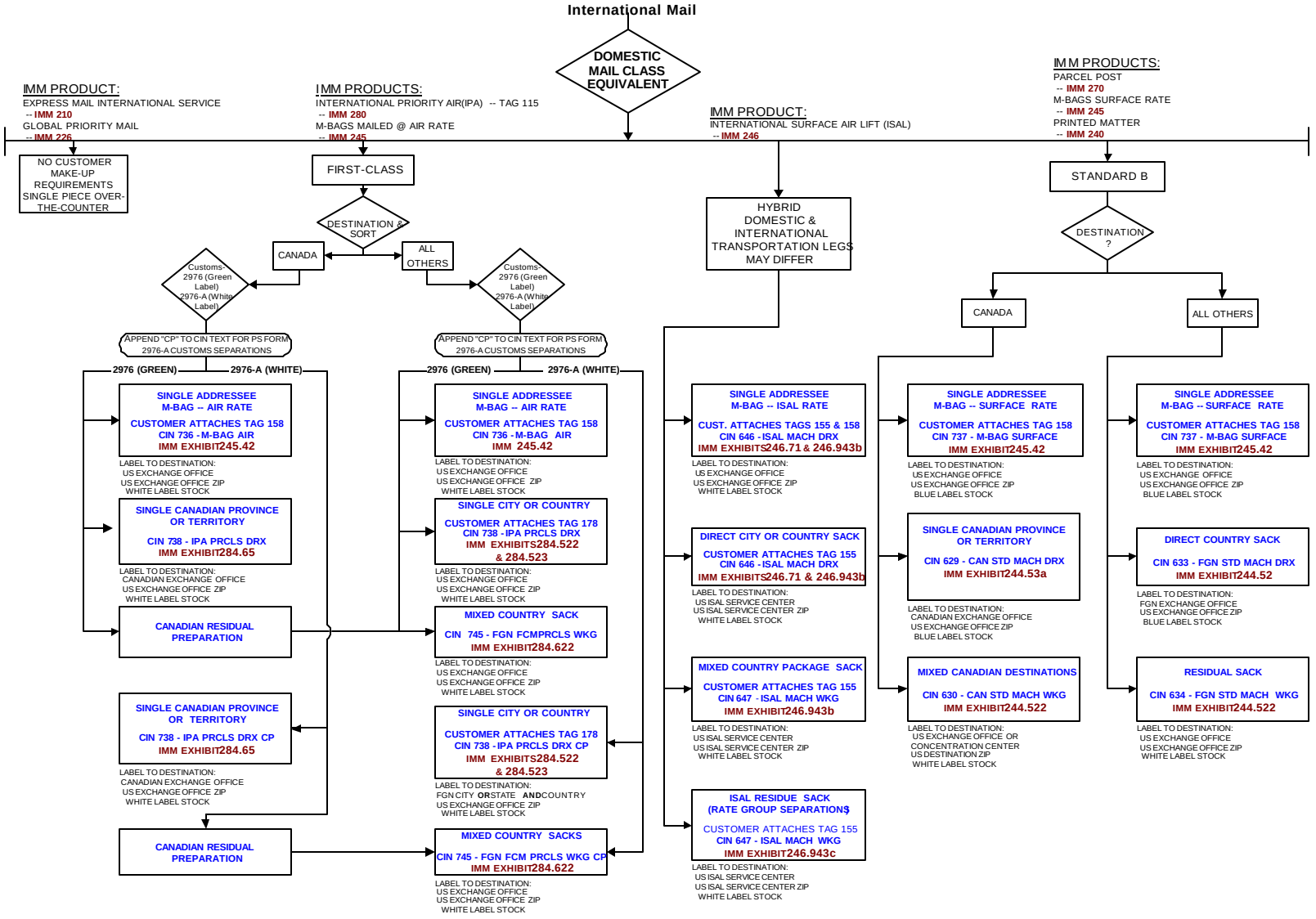
Note: See Note on current information on page 57.

Mailer-prepared Flats



Note: See Note on current information on page 57.

Mailer-prepared Parcels



Note: See Note on current information on page 57.

Appendix H

USPS Process Management System

A flowchart showing the USPS Process Management System is shown on the following page.

USPS Process Management System

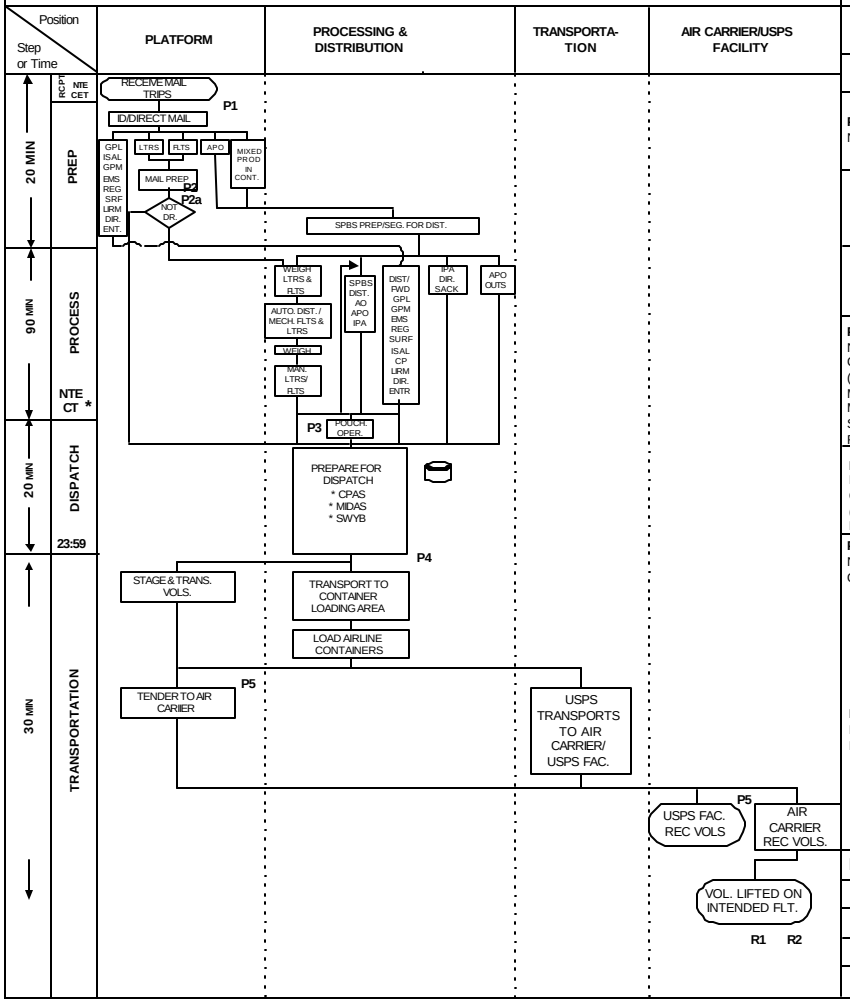
Process Description: DALLAS ISC INTERNATIONAL MAIL (2ND LEVEL MACRO)

Process Customer: AIR CARRIER/ USPS FACILITY

Customer Valid Requirements: MAIL PROCESSED, DISPATCHED TIMELY AND LIFTED

Outcome Results Indicator(s): % OF MAIL NOT LIFTED ON INTENDED FLIGHT

Process Flowchart



Process and/or Results Indicators		Checking				Misc. Information
Process Control Charts	Control Limits	Checking Item	Fre-quency	Respon-sibility	Contingency Plan	Include: * Abbreviations * Procedures * Remarks, etc.
Outcome Results Indicator Charts	Specs/ Targets	What to check	When to check	Who checks	Action Req'd for Exception	
P1 = % OF TRIPS NOT ON TIME	0%	TIMES REPORT	DAILY	ATS	CONTINUOUS IMPROVEMENT EFFORT	CET = CRITICAL ENTRY TIME A/C = AIRCARRIERS ISAL = INTERNATIONAL SURFACE AIRLIFT GPM = GLOBAL PRIORITY MAIL DOV = DISPATCH OF VALUE CPAS = CUSTOMS PREADVISORY SYSTEM GPL = GLOBAL PACKAGE LINK EMS= EXPRESS MAIL SERVICE REG=REGISTER MIDAS = MILITARY INTERNATIONAL DISPATCH ACCOUNTABILITY SYSTEM SWYB = SCAN WHERE YOU BAND * SEE 'OPERATIONS EFFECTIVENESS REPORT'
P2 = % OF MAIL NOT MAKING CET	0%	# OF TRAYS/ TUBS	DAILY	SUPERVISOR/ PREP. UNIT		
P2A = % OF STALE MAIL	0%	SAMPLE OF 3 LETTERS PER TRAY	DAILY	SUPERVISOR/ PREP. UNIT		
P3 = % OF MAIL NOT MAKING CLEARANCE TIME (INCL. VOLS. MAKING/NOT MAKING CET - SEE OPS. EFF. RPT.)	0%	# OF TRAYS/ TUBS ON HAND AFTER CT	DAILY	SUPERVISOR/ DESIGNEE		
P4 = % OF MAIL NOT DISPATCHED ON DOV (INTENDED FLIGHT)	0%	MIDAS FILES	DAILY	MIDAS COORD./ QUAL. SPEC.		
P5 = % OF MAIL NOT TENDERED ON TIME	0%	RECEPTCLS	DAILY	SUPERVISOR/ RAMP CLERK		
R1 = % OF MAIL NOT LIFTED ON INTENDED FLIGHT	0%	2759'S/ RAMP REPORTS	DAILY	SUPERVISOR/ RAMP CLERK		
R2 = % OF "FAIL" DAYS ON 'OPS. EFF. RPT.'	0%	OPS. EFF. RPT.	DAILY	SDO'S/MDO'S	COMMENCE CORRECTIVE ACTION	

REV#	DATE	Revision Description	By	Appr
	3/4/97	FIRST DRAFT	RLL	
10	6/17/98	REVISE FLOW	RCC	MLC
11	6/23/98	CORRECTIONS	RCC	MLC
12	9/9/98	ADD 'OPS. EFF. RPT'	RCC	MLC

Appendix I

International Labeling Lists

Note: The information in this appendix is current as of the publication of this handbook in May 2000. The information is subject to change. For the latest information, check the applicable appendix in the current edition of Handbook T-5, *International Mail Operation,* available on the corporate internet at the following address: *http://blue.usps.gov/cpim/t5.htm.*

The following international mailing lists appear in this appendix:

- I101
- I102
- I201
- I301
- I302
- I303
- I304
- I305
- I401
- I402
- I403

International Mailing List I101

Originating Office to International Facility

International Express Mail and Airmail (Except Canada)
Domestic Equivalent: Express, Priority, First-Class Mail

NASS Code	Label To	From Origin ZIP Code
JFK	AMC KENNEDY NY 003	004-005, 010-089, 100-199, 250-267
201	P&DC DULLES VA 201	200-249, 254, 268, 270-297, 400-418, 420-427, 470-471, 476-477
MIA	ISC MIAMI FL 33112	006-009, 298-339, 341-342, 344, 346-347, 349-397, 399
ORD	AMC O'HARE IL 606	430-469, 472-475, 478-516, 520-528, 530-531, 532, 534-535, 537-567, 570-588, 600-620, 622-631, 633-641, 644-658, 660-662, 664-681, 683-693, 739
753	ISC DALLAS TX 753	700-708, 710-738, 740-799, 885
SEA	AMC SEATTLE WA 980	590-599, 821, 832-838, 970-999
SFO	ISC SAN FRANCISCO 94013	800-816, 820, 822-831, 840-847, 893-898, 937-961
LAX	ISC LOS ANGELES CA 90899	850, 852-853, 855-857, 859-860, 863-865, 870-875, 877-884, 889-891, 900-908, 910-928, 930-936
HNL	P&DC HONOLULU HI 967	967-969

Note: See the Note regarding current information on page 67.

International Mailing List I102

Originating Office to International Facility

International Express Mail and Airmail — Canada
Domestic Equivalent: Express, Priority, First-Class Mail

NASS Code	Label To	From Origin ZIP Code
JFK	AMC KENNEDY NY 003	004-009, 010-089, 100-129, 150-199, 250-267
14240	P&DC BUFFALO NY 140	130-149
201	P&DC DULLES VA 201	200-249, 254, 268, 270-297, 400-418, 420-427, 470-471, 476-477
MIA	ISC MIAMI FL 33112	298-326, 330-334, 344, 349-397, 399, 723
TPA	AMC TAMPA FL 336	327-329, 335-339, 341-342, 346-347
DTW	AMC DETROIT MI 48242	430-459, 480-497
ORD	AMC O'HARE IL 606	460-469, 472-475, 478-479, 498-516, 520-528, 530-567, 570-588, 600-631, 633-641, 644-658, 660-662, 664-681, 683-693, 739, 800-816, 822-831, 840-847, 870-884, 893, 898
753	ISC DALLAS TX 753	700-708, 710-722, 724-738, 740-799, 885
SEA	AMC SEATTLE WA 980	590-599, 821, 832-838, 970-986, 988-999
SFO	ISC SAN FRANCISCO 94013	820, 894-895, 937-961
LAX	ISC LOS ANGELES CA 90899	850, 852-853, 855-857, 859-860, 863-865, 889-891, 900-908, 910-928, 930-936
HNL	P&DC HONOLULU HI 967	967-969

Note: See the Note regarding current information on page 67.

International Mailing List I201

Network Origin Offices

International Global Priority Mail (Except Canada and Mexico)
Domestic Equivalent: Express, Priority Mail

Country	Label To	From Origin ZIP Code
Austria	AMC KENNEDY NY 003	All Network Origin Zip Codes
Belgium	AMC KENNEDY NY 003	All Network Origin Zip Codes
Denmark	AMC KENNEDY NY 003	All Network Origin Zip Codes
Finland	AMC KENNEDY NY 003	All Network Origin Zip Codes
France	AMC KENNEDY NY 003	All Network Origin Zip Codes
Germany	AMC KENNEDY NY 003	All Network Origin Zip Codes
Great Britain (includes England, Northern Ireland, Scotland, Wales, Guernsey, Jersey, and Isle of Man)	AMC KENNEDY NY 003	All Network Origin Zip Codes
Iceland	AMC KENNEDY NY 003	All Network Origin Zip Codes
Ireland	AMC KENNEDY NY 003	All Network Origin Zip Codes
Israel (limited to Jerusalem, Tel Aviv, and Haifa)	AMC KENNEDY NY 003	All Network Origin Zip Codes
Liechtenstein	AMC KENNEDY NY 003	All Network Origin Zip Codes
Luxembourg	AMC KENNEDY NY 003	All Network Origin Zip Codes
Monaco	AMC KENNEDY NY 003	All Network Origin Zip Codes
Netherlands	AMC KENNEDY NY 003	All Network Origin Zip Codes
Norway	AMC KENNEDY NY 003	All Network Origin Zip Codes
Portugal	AMC KENNEDY NY 003	All Network Origin Zip Codes
Saudi Arabia (limited to Riyadh, Jeddah, and Dammam)	AMC KENNEDY NY 003	All Network Origin Zip Codes
Spain	AMC KENNEDY NY 003	All Network Origin Zip Codes
Sweden	AMC KENNEDY NY 003	All Network Origin Zip Codes
Switzerland	AMC KENNEDY NY 003	All Network Origin Zip Codes
Brazil (limited to Sao Paulo and Rio de Janeiro)	ISC MIAMI FL 33112	All Network Origin Zip Codes
Chile (limited to Santiago, Valparaiso, and Vina del Mar)	ISC MIAMI FL 33112	All Network Origin Zip Codes
Australia	ISC LOS ANGELES CA 90899	All Network Origin Zip Codes
New Zealand	ISC LOS ANGELES CA 90899	All Network Origin Zip Codes
China (limited to Beijing, Chongqing, Dalian, Guangzhou, Qindao, Shanghai, Shenyang, Shenzhen, Suzhou, Tainjin, Wuhan, Wuxi, Xiamen, Xian, and Zhuhai)	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Hong Kong	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Japan	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Philippines	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Singapore	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
South Korea	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Taiwan	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Thailand	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes
Vietnam	ISC SAN FRANCISCO 94013	All Network Origin Zip Codes

Note: See the Note regarding current information on page 67.

International Mailing List I201

Network Origin Offices

International Global Priority Mail — Canada and Mexico
Domestic Equivalent: Express, Priority Mail

Country	Label To	From Origin ZIP Code
Canada	AMC SEATTLE WA 980	590-599, 821, 832-838, 970-986
Canada	ISC SAN FRANCISCO 94013	800-816, 820, 822-831, 840-847, 893, 898, 937-961
Canada	ISC LOS ANGELES CA 90899	850, 852-853, 855-857, 859-860, 863-865, 870-875, 877-884, 889-891, 900-908, 910-928, 930-936
Canada	P&DC HONOLULU HI 969	967-969
Canada	AMC O'HARE IL 606	All Other Network Origin ZIP Codes
Mexico *	ISC LOS ANGELES CA 90899	850, 852-853, 855-857, 857-860, 863-865, 870-875, 877-884, 889-891, 900-908, 910-928, 930-936
Mexico *	ISC DALLAS TX 753	All Other Network Origin ZIP Codes

* Limited to Mexico City, Guadalajara, and Monterrey

Note: See the Note regarding current information on page 67.

International Mailing List I301

All Origins to BMC

International Surface Mail — Printed Matter (Except Periodicals), Parcels, M-Bags
Domestic Equivalent: Standard Mail (B)

NASS Code	Label To	From Origin ZIP Code
01Z	BMC SPRINGFIELD MA 05500	010-067, 120-123, 128-129
07Z	BMC JERSEY CITY NJ 00102	005-009, 068-079, 085-098, 100-119, 124-127, 340
19Z	BMC PHILADELPHIA PA 19205	080-084, 137-139, 169-199
20Z	BMC WASHINGTON DC 20499	200-212, 214-239, 244, 254, 267, 268
140	P&DC BUFFALO 140	130-136, 140-149
15Z	BMC PITTSBURGH PA 15195	150-168, 260-266, 439-447
45Z	BMC CINCINNATI OH 45900	250-253, 255-259, 400-418, 421-422, 425-427, 430-433, 437-438, 448-462, 469-474
27Z	BMC GREENSBORO NC 27075	240-243, 245-249, 270-297, 376
30Z	BMC ATLANTA GA 31195	298, 300-312, 317-319, 350-352, 354-368, 373-374, 377-379, 399
32Z	BMC JACKSONVILLE FL 32099	299, 313-316, 320-339, 341, 342, 344, 346-347, 349
48Z	BMC DETROIT MI 48399	434-436, 465-468, 480-497
60Z	BMC CHICAGO IL 60808	463-464, 530-532, 534-535, 537-539, 600-611, 613
63Z	BMC ST LOUIS MO 63299	420, 423-424, 475-479, 614-620, 622-631, 633-639
38Z	BMC MEMPHIS TN 38999	369-372, 375, 380-397, 700-701, 703-705, 707-708, 713-714, 716, 717, 719-729
55Z	BMC MPLS/ST PAUL MN 55202	498-499, 540-551, 553-567, 580-588
50Z	BMC DES MOINES IA 50999	500-516, 520-528, 570-577, 612, 680-681, 683-689
66Z	BMC KANSAS CITY KS 64399	640-641, 644-658, 660-662, 664-679, 739
75Z	BMC DALLAS TX 75199	706, 710-712, 718, 730-731, 733-738, 740, 741, 743-799, 885
80Z	BMC DENVER CO 80088	590-599, 690-693, 800-816, 820-834, 836, 837, 840-847, 850, 852, 853, 855-857, 859, 860, 863-865, 870-875, 877-884, 893, 898, 979
90Z	BMC LOS ANGELES CA 90901	889-891, 900-908, 910-928, 930-935
94Z	BMC SAN FRANCISCO CA 94850	894, 895, 897, 936-969
98Z	BMC SEATTLE WA 98000	835, 838, 970-978, 980-986, 988-999

Note: See the Note regarding current information on page 67.

International Mailing List I302

All Origins to Concentration Centers

International Surface Mail — Printed Matter and Residue Periodicals (See IMM Exhibit 244.522)
Domestic Equivalent: Periodicals and Standard Mail (A)

NASS Code	Label To	From Origin ZIP Code
010	MXD SPRINGFIELD MA 010	010-067, 120-123, 128-129
07099	MXD DV DANIELS NJ 07099	005-009, 068-079, 085-098, 100-119, 124-127, 340
190	MXD PHILADELPHIA PA 190	080-084, 137-139, 169-199
207	MXD SOUTHERN MD 206	200-212, 214-239, 244, 254, 267, 268
140	MXD BUFFALO 140	130-136, 140-149
150	MXD PITTSBURGH PA 150	150-168, 260-266, 439-447
450	MXD CINCINNATI OH 450	250-253, 255-259, 400-418, 421-422, 425-427, 430-433, 437-438, 448-462, 469-474
270	MXD GREENSBORO NC 270	240-243, 245-249, 270-297, 376
301	MXD NORTH METRO GA 301	298, 300-312, 317-319, 350-352, 354-368, 373-374, 377-379, 399
320	MXD JACKSONVILLE FL 320	299, 313-316, 320-339, 341, 342, 344, 346-347, 349
481	MXD DETROIT MI 481	434-436, 465-468, 480-497
600	MXD PALATINE IL 600	463-464, 530-532, 534-535, 537-539, 600-611, 613
630	MXD ST LOUIS MO 630	420, 423-424, 475-479, 614-620, 622-631, 633-639
380	MXD MEMPHIS TN 380	369-372, 375, 380-397, 700-701, 703-705, 707-708, 713-714, 716, 717, 719-729
553	MXD MINNEAPOLIS MN 553	498-499, 540-551, 553-567, 580-588
500	MXD DES MOINES IA 500	500-516, 520-528, 570-577, 612, 680-681, 683-689
660	MXD KANSAS CITY KS 660	640-641, 644-658, 660-662, 664-679, 739
75Z	MXD BMC DALLAS TX 75197	706, 710-712, 718, 730-731, 733-738, 740, 741, 743-799, 885
800	MXD DENVER CO 800	590-599, 690-693, 800-816, 820-834, 836, 837, 840-847, 850, 852, 853, 855-857, 859, 860, 863-865, 870-875, 877-884, 893, 898, 979
900	MXD LOS ANGELES CA 900	889-891, 900-908, 910-928, 930-935
945	MXD OAKLAND CA 945	894, 895, 897, 936-969
980	MXD SEATTLE WA 980	835, 838, 970-978, 980-986, 988-999

Note: See the Note regarding current information on page 67.

International Mailing List I303

BMC/Concentration Centers to All Countries (Except Canada)

International Surface Mail — Printed Matter, Parcels, M-Bags
Domestic Equivalent: Standard Mail (A) and Standard Mail (B)

Country	From BMC Service Area	Label
Australia	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Hong Kong	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
India	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Japan	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
New Zealand	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Philippines	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Singapore	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
South Korea	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Taiwan	Springfield, Philadelphia, Washington, Pittsburgh	FOREIGN CENTER NJ 099
	All Other	P&DC OAKLAND CA 946
Mexico, Baja CA only	Los Angeles, Seattle, and San Francisco	BMC LOS ANGELES 90901
	All Other	BMC DALLAS TX 75199
Mexico, all other	All	BMC DALLAS TX 75199

Note: See the Note regarding current information on page 67.

International Mailing List I303

BMC/Concentration Centers to All Countries (Except Canada)

International Surface Mail — Printed Matter, Parcels, M-Bags
Domestic Equivalent: Standard Mail (A) and Standard Mail (B)

Country	From BMC Service Area	Label
Brunei Darussalam	All	P&DC OAKLAND CA 946
Burma	All	P&DC OAKLAND CA 946
Cambodia	All	P&DC OAKLAND CA 946
China	All	P&DC OAKLAND CA 946
Cook Island	All	P&DC OAKLAND CA 946
East Timor	All	P&DC OAKLAND CA 946
Fiji	All	P&DC OAKLAND CA 946
French Polynesia	All	P&DC OAKLAND CA 946
Indonesia	All	P&DC OAKLAND CA 946
Kiribati	All	P&DC OAKLAND CA 946
Laos	All	P&DC OAKLAND CA 946
Macao	All	P&DC OAKLAND CA 946
Malaysia	All	P&DC OAKLAND CA 946
Mongolia	All	P&DC OAKLAND CA 946
Nauru	All	P&DC OAKLAND CA 946
New Caledonia	All	P&DC OAKLAND CA 946
North Korea	All	P&DC OAKLAND CA 946
Papua New Guinea	All	P&DC OAKLAND CA 946
Pitcairn Islands	All	P&DC OAKLAND CA 946
Solomon Islands	All	P&DC OAKLAND CA 946
Thailand	All	P&DC OAKLAND CA 946
Tonga	All	P&DC OAKLAND CA 946
Tuvalu	All	P&DC OAKLAND CA 946
Vanuata	All	P&DC OAKLAND CA 946
Vietnam	All	P&DC OAKLAND CA 946
Wallis and Futuna Islands	All	P&DC OAKLAND CA 946
Western Samoa	All	P&DC OAKLAND CA 946
Tibet	All	P&DC OAKLAND CA 946
Tahiti	All	P&DC OAKLAND CA 946
All other countries except Canada	All	FOREIGN CENTER NJ 099

Note: See the Note regarding current information on page 67.

International Mailing List I304

BMC/Concentration Centers to Canada

International Surface Mail — Canada — Parcels, Printed Matter, M-Bags
Domestic Equivalent: Standard Mail (A) (Flats) and Standard Mail (B)

Postal Code	Province or Area	From ZIP Code	Label
A	Newfoundland	All	MONTREAL STLAU QC FWD 099
B	Nova Scotia	All	MONTREAL STLAU QC FWD 099
C	Prince Edward	All	MONTREAL STLAU QC FWD 099
E	New Brunswick	All	MONTREAL STLAU QC FWD 099
G, H, J,	Quebec	All	MONTREAL STLAU QC FWD 099
K	Ottawa	All	MONTREAL STLAU QC FWD 099
L, M, N, P, & uncoded	Ontario	004-249, 254, 260-268, 376, 270-297, 439-447	TORONTO EO ON FWD 140
		All Other Origins	TORONTO EO ON FWD 48399
R	Manitoba	All	WINNIPEG MB FWD 568
S	Saskatchewan		
T	Alberta	835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	CALGARY AB FWD 98000
		All Other Origins	CALGARY AB FWD 568
V	British Columbia	All	VANCOUVER BC FWD 98000
X	Northwest Territories	004-499	MONTREAL STLAU QC FWD 099
		All Other Origins	CALGARY AB FWD 98000
Y	Yukon	835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	VANCOUVER BC FWD 98000
		Other origins	CALGARY AB FWD 568

Note: See the Note regarding current information on page 67.

International Mailing List I305

Concentration Center

International Surface Mail — Residual Publishers' Periodicals
Domestic Equivalent: Periodicals

To	From Origin ZIP Code	Label
Canada	005-129, 137-139, 150-250, 270-379, 439-447	FOREIGN CENTER NJ 099
Canada	130-136, 140-149	P&DC BUFFALO NY 140
Canada	250-260, 380-438, 448-497, 600-729	P&DC DETROIT MI 481
Canada	498-599, 680-693, 730-884	P&DC ST PAUL MN 568
Canada	885-999	AMC SEATTLE WA 980
Mexico	All	ISC DALLAS TX 753
Brunei Darussalam	All	P&DC OAKLAND CA 946
Burma	All	P&DC OAKLAND CA 946
Cambodia	All	P&DC OAKLAND CA 946
China	All	P&DC OAKLAND CA 946
Cook Island	All	P&DC OAKLAND CA 946
East Timor	All	P&DC OAKLAND CA 946
Fiji	All	P&DC OAKLAND CA 946
French Polynesia	All	P&DC OAKLAND CA 946
Indonesia	All	P&DC OAKLAND CA 946
Kiribati	All	P&DC OAKLAND CA 946
Loas	All	P&DC OAKLAND CA 946
Macao	All	P&DC OAKLAND CA 946
Malaysia	All	P&DC OAKLAND CA 946
Mongolia	All	P&DC OAKLAND CA 946
Nauru	All	P&DC OAKLAND CA 946
New Caledonia	All	P&DC OAKLAND CA 946
North Korea	All	P&DC OAKLAND CA 946
Papua New Guinea	All	P&DC OAKLAND CA 946
Pitcairn Islands	All	P&DC OAKLAND CA 946
Solomon Islands	All	P&DC OAKLAND CA 946
Thailand	All	P&DC OAKLAND CA 946
Tonga	All	P&DC OAKLAND CA 946
Tuvalu	All	P&DC OAKLAND CA 946
Vanuata	All	P&DC OAKLAND CA 946
Vietnam	All	P&DC OAKLAND CA 946
Wallis and Futuna Islands	All	P&DC OAKLAND CA 946
Western Samoa	All	P&DC OAKLAND CA 946
Tibet	All	P&DC OAKLAND CA 946
Tahiti	All	P&DC OAKLAND CA 946
All other countries	All	FOREIGN CENTER NJ 099

Note: See the Note regarding current information on page 67.

International Mailing List I401

Mailer

International Surface Mail — Publishers' Periodicals (IMM Exhibit 244.52)
Domestic Equivalent: Periodicals

Country	From Origin ZIP Codes	Route To
Australia	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
Hong Kong	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
India	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
Japan	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
New Zealand	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
Philippines	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
Singapore	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
South Korea	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946
Taiwan	010-067, 080-084, 120-123, 128-129, 137-139, 150-168, 169-199, 200-212, 214-239, 244, 254, 260-266, 267, 268, 439-447	FOREIGN CENTER NJ 099
	All Other Origins	P&DC OAKLAND CA 946

Note: See the Note regarding current information on page 67.

International Mailing List I401

Mailer

International Surface Mail — Publishers' Periodicals (IMM Exhibit 244.52)
Domestic Equivalent: Periodicals

Country	From Origin ZIP Codes	Route To
Brunei Darussalam	All Other Origins	P&DC OAKLAND CA 946
Burma	All Other Origins	P&DC OAKLAND CA 946
Cambodia	All Other Origins	P&DC OAKLAND CA 946
China	All Other Origins	P&DC OAKLAND CA 946
Cook Island	All Other Origins	P&DC OAKLAND CA 946
East Timor	All Other Origins	P&DC OAKLAND CA 946
Fiji	All Other Origins	P&DC OAKLAND CA 946
French Polynesia	All Other Origins	P&DC OAKLAND CA 946
Indonesia	All Other Origins	P&DC OAKLAND CA 946
Kiribati	All Other Origins	P&DC OAKLAND CA 946
Laos	All Other Origins	P&DC OAKLAND CA 946
Macao	All Other Origins	P&DC OAKLAND CA 946
Malaysia	All Other Origins	P&DC OAKLAND CA 946
Mongolia	All Other Origins	P&DC OAKLAND CA 946
Nauru	All Other Origins	P&DC OAKLAND CA 946
New Caledonia	All Other Origins	P&DC OAKLAND CA 946
North Korea	All Other Origins	P&DC OAKLAND CA 946
Papua New Guinea	All Other Origins	P&DC OAKLAND CA 946
Pitcairn Islands	All Other Origins	P&DC OAKLAND CA 946
Solomon Islands	All Other Origins	P&DC OAKLAND CA 946
Thailand	All Other Origins	P&DC OAKLAND CA 946
Tonga	All Other Origins	P&DC OAKLAND CA 946
Tuvalu	All Other Origins	P&DC OAKLAND CA 946
Vanuata	All Other Origins	P&DC OAKLAND CA 946
Vietnam	All Other Origins	P&DC OAKLAND CA 946
Wallis and Futuna Islands	All Other Origins	P&DC OAKLAND CA 946
Western Samoa	All Other Origins	P&DC OAKLAND CA 946
Tibet	All Other Origins	P&DC OAKLAND CA 946
Tahiti	All Other Origins	P&DC OAKLAND CA 946
Mexico, Baja Calif Norte	835, 838, 889-891, 894, 895, 897, 900-908, 910-928, 930-935, 936-969, 970-978, 980-986, 988-999	TIJUANA BC 920
All Other Mexico	835, 838, 889-891, 894, 895, 897, 900-908, 910-928, 930-935, 936-969, 970-978, 980-986, 988-999	ISC DALLAS TX 753
All Mexico	All Others Zips	ISC DALLAS TX 753
All other countries except Canada	All Origins	FOREIGN CENTER NJ 099

Note: See the Note regarding current information on page 67.

International Mailing List I402

Mailer

International Surface Mail — Canada — Publishers' Periodicals (IMM Exhibit 244.53a)
Domestic Equivalent: Periodicals

Postal Code	City and/or Province	Origin Area by ZIP Code	Label
A	Newfoundland	All	N SYDNEY TL NS (NF) FWD 099
B	Nova Scotia	All	HALIFAX NS FWD 099
C	Prince Edward Is	All	SAINT JOHN NB FWD 099
E	New Brunswick	All	SAINT JOHN NB FWD 099
G0-G8	Quebec	All	QUEBEC QC FWD 099
H1-H9	Montreal	All	MONTREAL CNTREVLLE QC 099
J4	Quebec	All	MONTREAL CNTREVLLE QC 099
G9, H0, J0-J3, J5-J9, Uncoded	Quebec	All	MONTREAL STLAU QC FWD 099
K0-K8	Ontario	004-129, 137-139, 169-249, 254, 267-268, 270-297, 376	OTTAWA ON FWD 099
		130-136, 140-168, 260-266, 439-447	OTTAWA ON FWD 140
		Other Origins	OTTAWA ON FWD 481
L2, L7-L9, N3	Ontario	All	HAMILTON ON FWD 140
K9, L0-L1, L3-L6, Uncoded	Ontario	004-249, 254, 260-268, 270-279, 376, 439-447	TORONTO WLPP ON FWD 140
		Other Origins	TORONTO WLPP ON FWD 481
M1-M9	Ontario	004-249, 254, 260-268, 270-279, 376, 439-447	TORONTO SCLPP ON 140
		Other Origins	TORONTO SCLPP ON 481
N	Ontario	004-249, 254, 260-268, 270-279, 376, 439-447	LONDON ON FWD 140
		Other Origins	LONDON ON FWD 481

Note: See the Note regarding current information on page 67.

International Mailing List I402

Mailer

International Surface Mail — Canada — Publishers' Periodicals (IMM Exhibit 244.53a)
Domestic Equivalent: Periodicals

Postal Code	City and/or Province	Origin Area by ZIP Code	Label
P	Ontario	004-249, 254, 260-268, 270-279, 376, 439-447	TORONTO WLPP ON FWD 140
		498-499, 540-564	WINNIPEG MB FWD 568
		Other Origins	TORONTO WLPP ON FWD 481
R	Manitoba	All	WINNIPEG MB FWD 568
S	Saskatchewan	All	REGINA SK FWD 568
T0A-T0J, T0N-T0Z, T5-T9	Alberta	835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	EDMONTON AB 98000
		Other Origins	EDMONTON AB 568
Other "T," Uncoded	Alberta	835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	CALGARY AB FWD 98000
		Other Origins	CALGARY AB FWD 568
V	British Columbia	All	VANCOUVER BC FWD 98000
X	Northwest Territories	004-249, 254, 260-268, 270-279, 376, 439-447	MONTREAL STLAU QC FWD 099
		835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	EDMONTON AB 98000
		Other origins	EDMONTON AB 568
Y	Yukon	835, 838, 889-891, 894-897, 900-908, 910-928, 930-978, 980-999	VANCOUVER BC FWD 98000
		Other origins	EDMONTON AB 568

Note: See the Note regarding current information on page 67.

International Mailing List I403

Mailer Drop Ship To NJI & BMC

International Surface Mail — Canada — Publishers' Periodicals (IMM Exhibit 244.53b)
Domestic Equivalent: Periodicals

Postal Code	City and/or Province	Label
A	Newfoundland	N SYDNEY TL NS (NF) FWD 099
B	Nova Scotia	HALIFAX NS FWD 099
C	Prince Edward Is	SAINT JOHN NB FWD 099
E	New Brunswick	SAINT JOHN NB FWD 099
G0-G8	Quebec	QUEBEC QC FWD 099
H1-H9	Montreal	MONTREAL CNTREVLLE QC 099
J4	Quebec	MONTREAL CNTREVLLE QC 099
G9, H0, J0-J3, J5-J9, Uncoded	Quebec	MONTREAL STLAU QC FWD 099
K0-K8	Ontario	OTTAWA ON FWD 099
L2, L7-L9, N3	Ontario	HAMILTON ON FWD 140
K9, L0-L1, L3-L6, Uncoded	Ontario	TORONTO WLPP ON FWD 140
M1-M9	Ontario	TORONTO SCLPP ON 140
N	Ontario	LONDON ON FWD 140
P	Ontario	TORONTO WLPP ON FWD 140
R	Manitoba	WINNIPEG MB FWD 568
S	Saskatchewan	REGINA SK FWD 568
T0A-T0J, T0N-T0Z, T5-T9	Alberta	EDMONTON AB 98000
Other "T," Uncoded	Alberta	CALGARY AB FWD 98000
V	British Columbia	VANCOUVER BC FWD 98000
X	Northwest Terr.	MONTREAL STLAU QC FWD 099
Y	Yukon	VANCOUVER BC FWD 98000

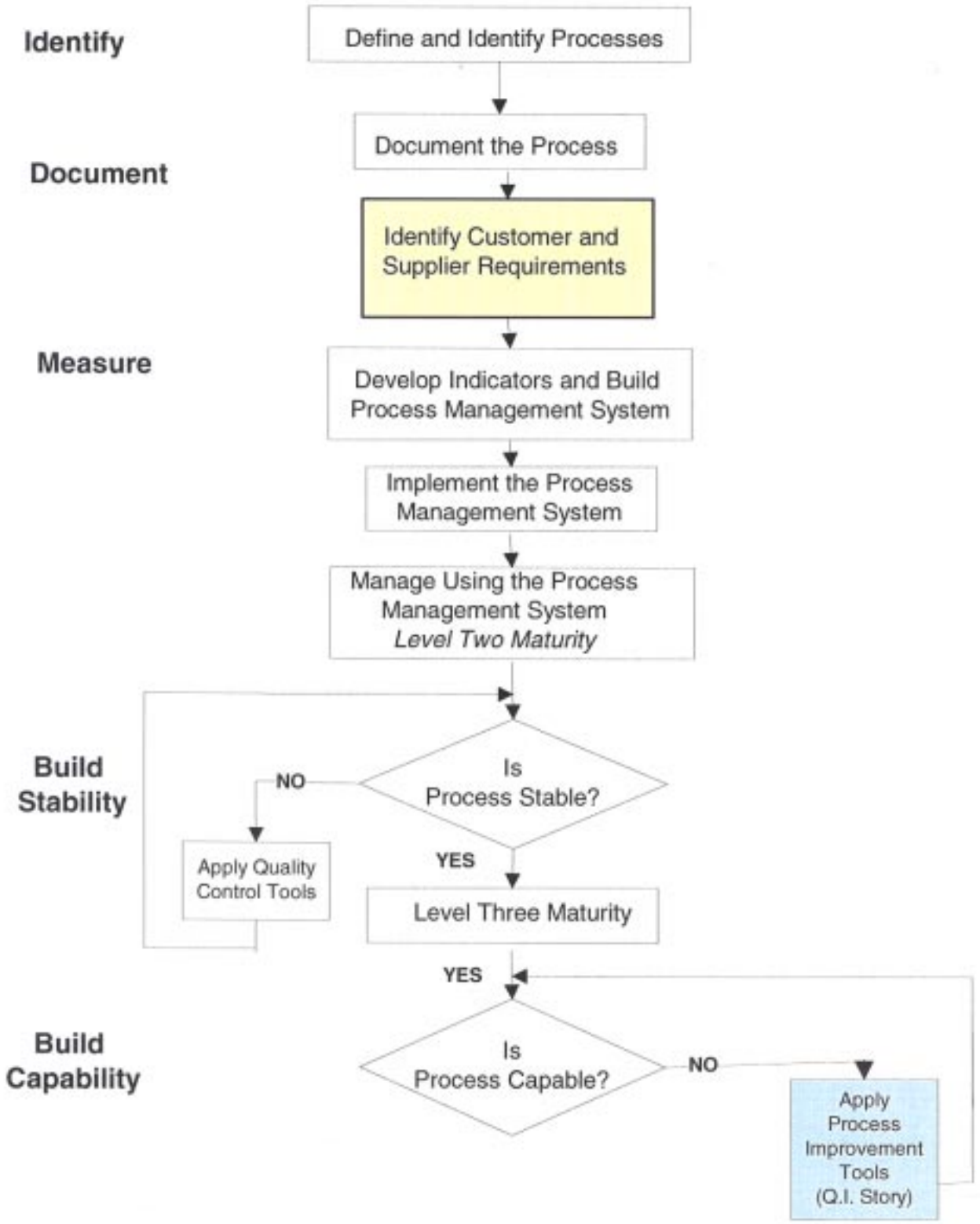
Note: See the Note regarding current information on page 67.

Appendix J

Process Management Flowchart

A process management flowchart is shown on the following page.

Process Management Flowchart



Appendix K

Customer-Supplier Agreement

The customer-supplier agreement appears on the following page.

Customer-Supplier Service Agreement for International Outbound Mail

This agreement is part of a national effort to improve the service and arrival times for mail that destinates at international service center/facilities (ISC/Fs) or exchange offices (EO). The creation of a customer-supplier contract is a key element in establishing the requirements that are needed to successfully meet international service commitments and compete in the global marketplace.

The following contract is being created between the _____ Processing and Distribution Center/Facility (or Customer Service Processing Plant) and the _____ International Service Center/Facility or Exchange Office (EO).

The processing plant and the ISC/EO listed above have agreed to the following customer requirements:

1. International mail will be processed as overnight committed mail and will be ready for dispatch at _____hrs. **Note:** Not Later Than (NLT) 01:30.
2. Outgoing automation sort plans will contain separations for international and Canada.
   - Does Mexico qualify for a separation (ADV 250 pcs.)? ☐ YES ☐ NO
   - Does international "default" qualify for a separation (ADV 250 pcs.)? ☐ YES ☐ NO
3. Mail from manual / mechanized operations will contain separations for international and Canada.
   - Does Mexico qualify for a separation (ADV 100 pcs. req.)? ☐ YES ☐ NO
4. The nationally established critical entry time (CET) for mail arriving at the ISC is 12:00 (noon) on Day One. However, this agreement exceeds the national requirement and establishes the CET at _____ hrs.
5. If the origin plant has more than one trip to the ISC, _____ percent of the mail for the ISC will be dispatched prior to the dispatch of value.
6. The option of containerizing (ERMCs or GPMCs) small parcels with outsides in lieu of the national sacking requirements has been discussed. The supplier and customer agree to the following (check **one** box):

   ☐ The supplier **will be** allowed to containerize small parcels.

   ☐ The supplier **will not be** allowed to containerize small parcels.

A copy of this agreement must be sent to the area Operations Support manager. Changes to transportation and routing affecting the arrival time of the mail at the ISC/EO will require that this agreement be updated to reflect those changes.

This agreement is approved for implementation on ____/____/____ by the managers indicated below.

_____

Plant Manager

_____

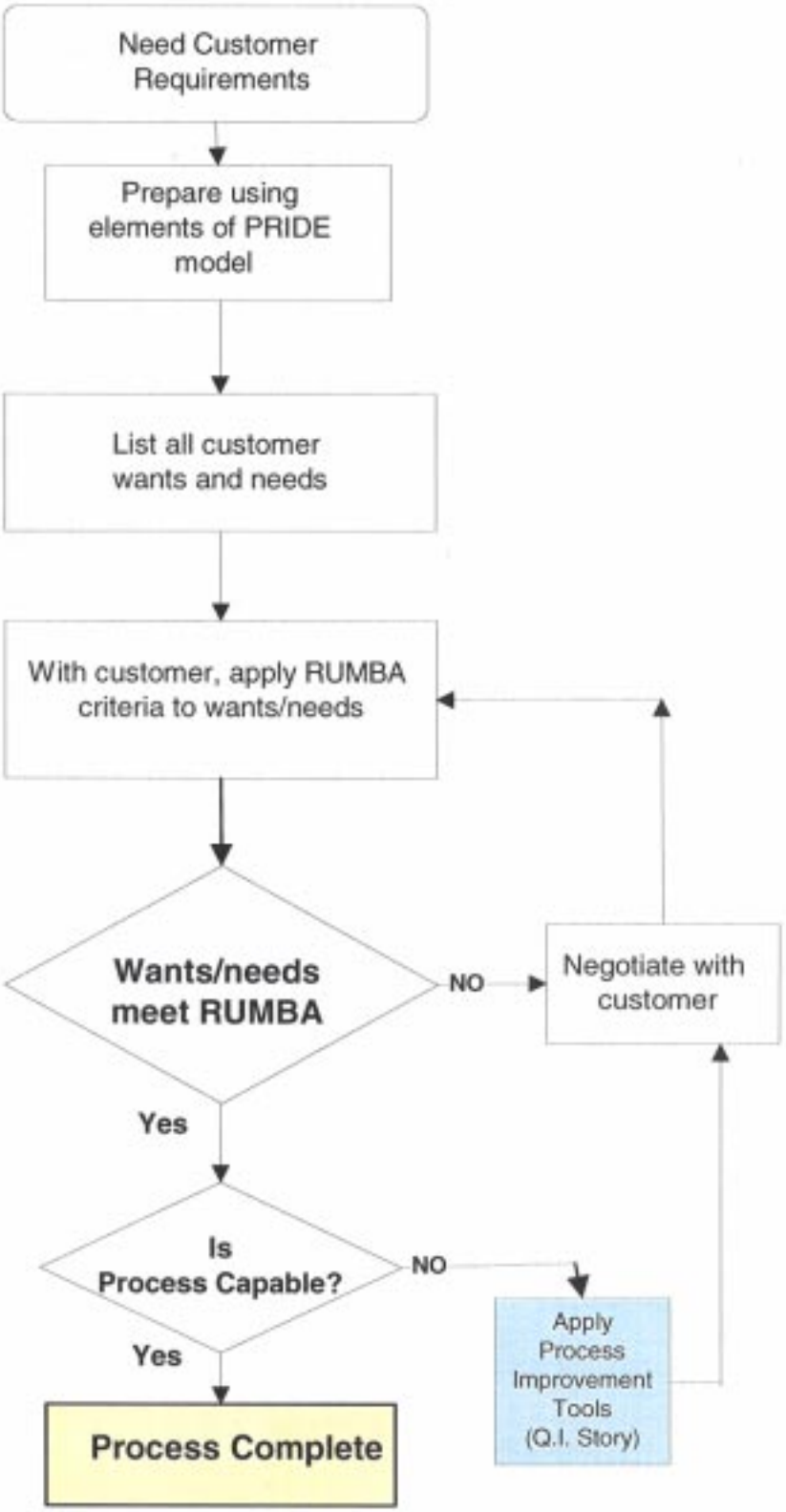
ISC/F/EO Manager

Appendix L

Process to Establish Customer Requirements

A flowchart showing the process to establish customer requirements is shown on the following page.

Process to Establish Customer Requirements



Appendix M

Quality Improvement Story — Dallas PC CET Control Chart

The following chart shows “out-of-bounds” quality levels for arrival times for mail originating at the Dallas TX and Fort Worth TX feeder plants.