MAIL MANAGEMENT IN GOVERNMENT DEPARTMENTS AND AGENCIES

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1. INTRODUCTION

1.1 Purpose Of This Guide

1) To be used as a reference for government Mail Room Managers and all others who have any responsibility for mail handling operations;

2) As an outline of sound mail management practices that will provide our government with the best value for each mail handling dollar spent; and

3) As an authoritative source of technical information and operational guidelines that will enable all Mail Room personnel to do their jobs more effectively.

1.2 Definition Of Mail Management

1) The receiving, screening, sorting, opening, routing, controlling, and distributing of *incoming* mail;

2) The collecting, sorting, and distributing of paperwork coming from within the building or area serviced by the Mail Room; and

3) The collecting, preparing, sorting, controlling, and dispatching of *outgoing* mail.

1.3 Function Of A Mail Room

1) The Mail Room must maintain the flow of mail, documents, files, and other paperwork in three channels:

   - From outside to offices within the department or agency;
   - From office to office within the building or area being serviced; and
   - From offices within the department or agency to outside individuals or organizations.

2) The Mail Room must be the first line of defence to apply secure measures to all incoming mail.

1.4 Government Mail Costs

The activities of the federal government have great importance in the business, social, and economic functions of our society. These activities usually depend on the efficiency and effectiveness of our Mail Room services to achieve the many objectives of

government. Each day, a vast amount of mail is sent and received. This mail, in addition to the time and stationery required to compose, type, and sign it, costs money:

- To process within the departments and agencies; and
- To transport to and from the Canada Post Corporation; and
- To process at the Canada Post Corporation.

1.5 Methods Of Reducing Mailing Costs

Mail processing within a department or agency should be included in senior management's budgetary control systems to ensure that:

- Mandatory Standing Offers as negotiated by Public Works Government Services Canada (PWGSC) must be utilized in order to secure cheaper rates for courier services;
- K1A mail service is utilized for inter-departmental mail delivery service for members of the KIA Consortium Group in the National Capital Region due to the concentration of federal government buildings;
- Bulk envelope mailings are used for large quantities of mail addressed to region, district and field offices, and to other addresses, to reduce costs to the Canada Post Corporation, courier services and, eventually, to the department;
- Motor vehicles, when used only for mail collections and deliveries, are hired on contract rather than purchased by the department, to reduce departmental transportation costs;
- Use of local couriers instead of motor vehicles when deemed to be more cost-effective;
- All mail is separated into letter mail and signature mail and also pre-sorted to reduce Canada Post Corporation processing costs;
- Special services, like signature mail, are only used when necessary, to reduce mail transportation costs; and
- "Window envelopes" are used as much as possible, to reduce addressing costs.

1.6 Mail And Courier Consortium - K1a Mail Service

The K1A mail service is an inter-departmental mail delivery service available between Federal Government Departments and Agencies in the National Capital Region. The service was created to reduce the cost of postage for thousands of pieces of mail exchanged between these entities.

The K1A mail service is offered to members of the K1A Consortium Group only and there is no cost for the service. The service is provided by federal mail room employees or by government contracted personnel. Members of the mail consortium group are responsible for the delivery of their K1A mail to their respective HUB

The HUBS are processing outlets in the Federal Department mail rooms and are responsible for the receipt, the sorting and the delivery of all K1A mail on a daily basis. The HUBS are responsible for sorting the mail by postal code and delivering it to the respective departmental headquarters mail room. Each HUB has a list of postal codes, which identify departmental headquarters in the National Capital Region. The headquarters are responsible for completing the delivery to their satellite offices.

The mail HUBS will accept mail only from K1A members. The aim is to have K1A mail delivered within 48 hours from headquarter mail room to headquarter mail room. Only non-urgent correspondence can be sent via K1A mail. These are envelopes or boxes, which do not require a signature or a date stamp. The documents must be in sealed mailing envelopes or boxes with a complete mailing address. Boxes containing personal items should not be sent via this service. As a HUB will only accept a limited number of boxes, a member is advised to call their respective prior to sending their items for confirmation.

1.7 Courier Services

Over the years, PWGSC has negotiated a number of standing offers on behalf of the government. As approved by the cabinet and announced in Budget 2005, it will be mandatory for all departments and agencies to use PWGSC Standing Offers, where they exist. Courier service is one of the commodities for which the use of a standing offer is mandatory therefore; all department mailrooms should use the National Master Standing Offer (NMSO) and Regional Master Standing Offer (RMSO) issued by PWGSC.

The NMSO has no geographic limitations and may be used by all federal departments and agencies. A RMSO has geographical limitations for delivery, and may be used by all federal departments and agencies within the specified region. For additional information, refer to *http://soi.pwgsc.gc.ca/app/start/index.htm*

2. PART 1 – ORGANIZING THE MAIL ROOM

2.1 Principles

The five basic principles of planning, organizing, co-ordinating, controlling and budgeting apply to the mail room and messenger services as they do to any other areas of management. These principles apply not only in setting up or modifying existing operations but also in the daily routine of a mailroom.

2.1.1 Planning

The mailroom manager must conduct surveys to determine the volume of mail to be processed, where and when the mail must be delivered and collected, and how much time must be allotted for complete pick-up and delivery schedules. He must establish workflow patterns, both within the mailroom and for internal and external delivery, and plan the proper mail processing routines for the efficient flow of mail through the unit.

2.1.2 Organizing

This responsibility includes the allocation of duties and responsibilities to the staff members and the systematic use of other resources. The manager must determine who is to be assigned to specific jobs, how many of his staff will be required to perform each operation, and when the particular jobs must be performed.

In some cases the mailroom services are contracted out using a bidding process. In this case, the contractor must adhere to the department's outlined service levels and scope of work.

2.1.3 Co-Ordinating – Controlling

For larger departments, these functions may require to be organized at a level more senior than the Mail Room Manager. If this is the case the way in which the department is organized will be unique to the particular department and depend on the function of the mailroom within the overall department. Some mail rooms fall under the direction of Information Management others Records Management. In such cases the Information Manager or Records Manager will be required to co-ordinate the activities of their department with the mail room services and

operations as well as the several large branches of the department.

The department head will be required to ensure that the messenger services do not overlap and that the mail will not be controlled at more than one point within the department. This co-ordinating and controlling function must be reviewed periodically to ensure that the original methods and procedures are still being carried out or that modifications for improvement are introduced when necessary. In smaller departments, an experienced Mail Manager should be able to resolve without difficulty most problems that may arise.

2.1.4 Budgeting

Budget forecasts for the operation of the mailroom will normally be performed under the direction of the departmental head. These forecasts would include such areas as the postage costs, courier costs, any equipment replacement needs, and the procurement of additional operating equipment when justified. The consolidation of all the other field mailrooms for the overall postage costs would then be undertaken by some other office within the administrative services of the department.

2.1.5 Mail Room Organization Chart

Exhibit I shows one concept of the organization of a mailroom. This will normally be applicable to a larger department and there will be three distinct areas of major operation:

- One for the incoming mail;
- One for the internal messenger services of delivery and pick-up activities; this may require service within one building, or both external and internal service for several separated buildings occupied by the same organization; and
- One for the outgoing mail.

Exhibit II shows in some descriptive detail all the varied operations encountered in carrying out the duties and responsibilities of a Mail Room Manager whether such operations are for a large or small department.

EXHIBIT I

Mailroom Organizational Chart

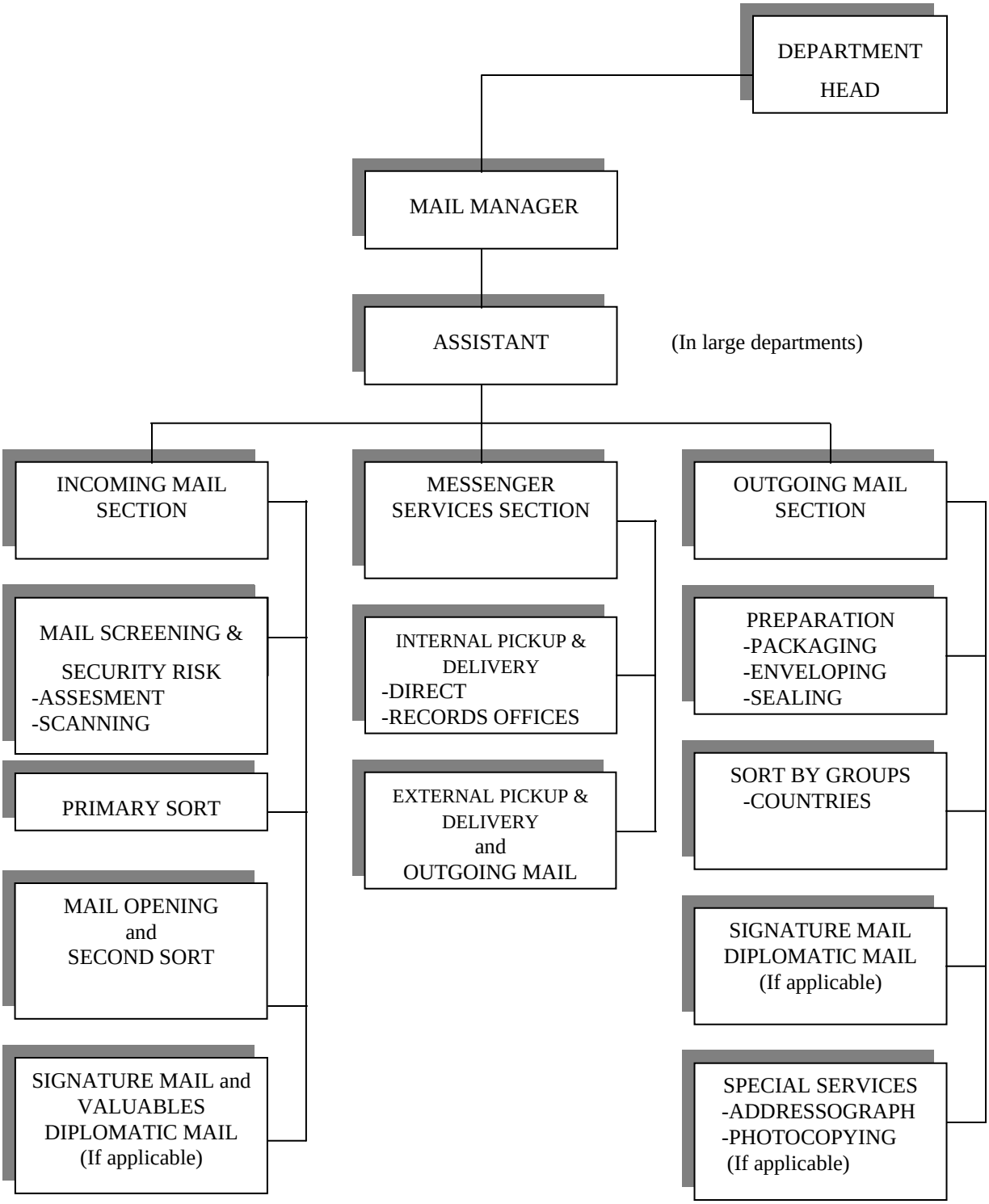
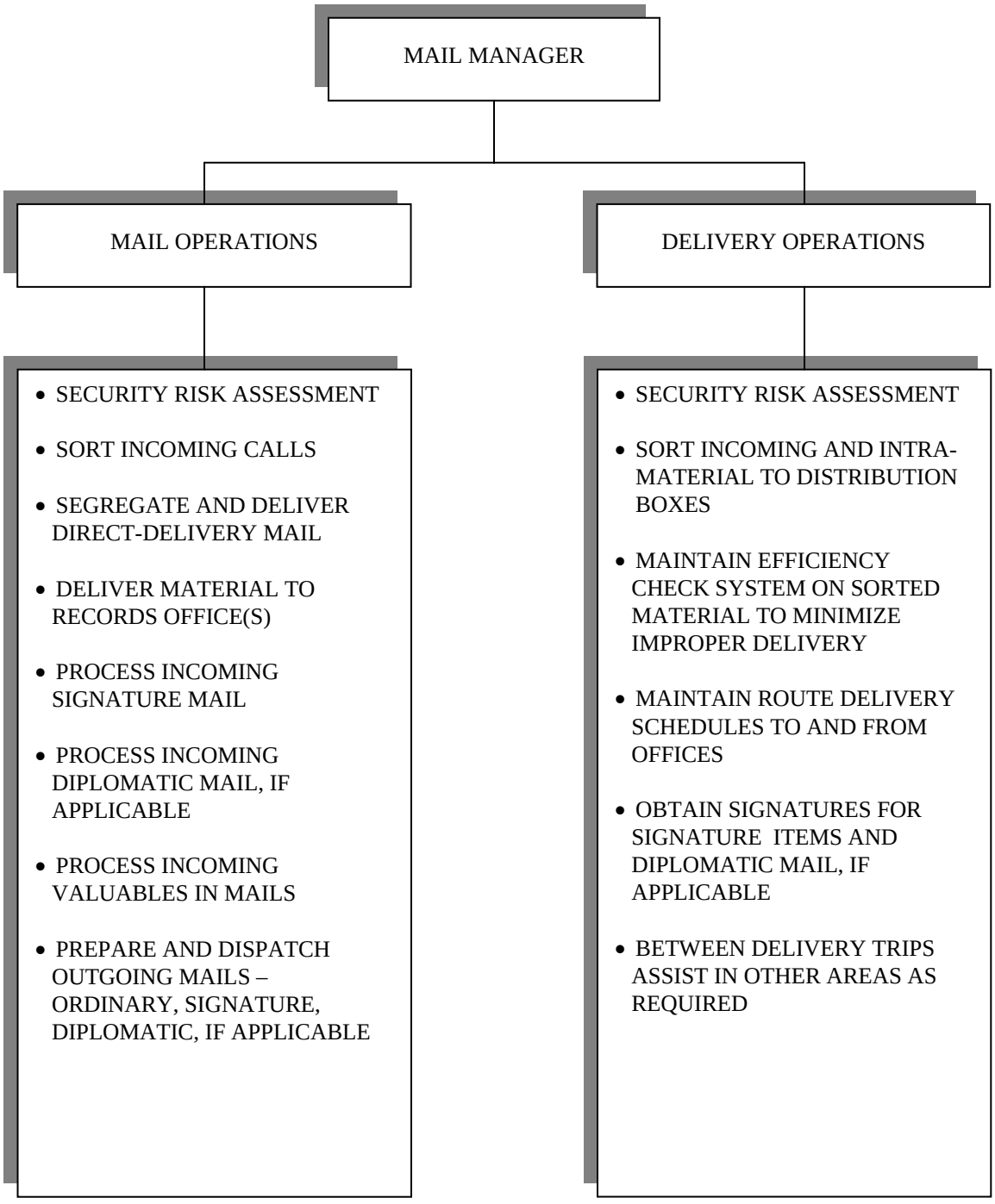


EXHIBIT II

Typical Mailroom Operations



2.2 Space, Layout And Equipment

2.2.1 Basic Arrangement

1) Space and layout refer to the physical arrangement of all mail rooms and their facilities of furniture and equipment. When assessing the arrangement, attention must be paid to the space required for necessary storage and movement of mail within the mailroom. In addition, space, which will be required for the servicing and maintenance of the facilities, also needs consideration. The flow of incoming mail must be arranged so that a natural sequence is followed through the mail room to the actioning offices, while outgoing mail will have its last processing point as close to the exit as possible.

2) To achieve a well laid out mail room, the basic considerations include:

- Reduction of the distances required for the movement of mail and the motions of personnel processing it;
- The rate at which work flows through the unit;
- The use of all space as effectively as possible in both horizontal and vertical directions i.e. space for forklifts if required to load and unload trucks and space for charging of machines;
- Flexibility so that rearrangements can be readily introduced to meet changing demands;
- Convenience for servicing and maintenance; and
- Adequate security.

2.2.2 Approach To The Layout Problem

1) The approach to a layout problem is the same as the systematic approach to any other management problem. The major considerations are:

   - Study the problem: the nature and scope of the job must be clearly defined;

- Establish the facts involved: data must be gathered on mail volume, mail flow, dispatch times, service requirements as to delivery frequency, proper allocation of internal delivery points, and any other relevant factors. Where past records are used, it is necessary to ensure that the information is factual;

- Restate and clarify the problem in the light of the facts obtained: this may show that the original problem was not properly defined;

- Analyse and decide on the best solution: weigh the various considerations against one another, assemble and evaluate the data and compare;

- Initiate action for approval: detailed plans must be agreed upon by all concerned once the solution has been decided upon; and

- Follow up: ensure that the accepted layout continues to meet the demands of a changing or expanding operation.

2) The location of the mailroom should be chosen near an elevator. Ideally, space allocation within the mailroom should be divided to correspond to the distinctive operations.

3) The location of a mailroom should also be located near a loading dock to facilitate the loading and unloading of mail carriers.

4) As an aid to complete planning, the expertise of other departments should be investigated. Such matters as the volume figures of other departments and the actual space assigned to their mail rooms will afford valuable data for comparison and will assist in arriving at a logical decision. In general, the size of the mailroom is usually in proportion to the volume of work and the quality of service it will provide. Ideally, space allocation within the mailroom should be divided to correspond to the distinctive operations.

5) Some companies offer business, government and Institutions assistance in Mailroom Management. For information on this service, contact your local courier company.

2.2.3 Stages In Preparing Layout

1) The actual preparation of a mail room layout consists therefore of the accumulation and study of all the facts available. This will entail compiling a mail room inventory which will be applied:

   a. To establish a list of the special equipment which is peculiar to the needs of a mail room;

   b. To establish a floor area required for this special equipment, along with the other normal office furniture and effects, as well as providing sufficient other space for movement and storage facilities; and

   c. To utilize software drawing packages in order to construct a floor plan whereby various different arrangements of equipment on the allotted space may be determined.

2) In addition to the normal office furniture, the following is given as a typical list of the special mailroom equipment required. This represents the requirements for a large-volume operation. Judicious selection should be made for smaller requirements.

   a. A flatbed hand-truck and/or forklifts (Exhibit III) for transporting the mail flats and mail bags to and from the motor vehicle which operates between the department and the mail carriers;

   b. Proper sort racks with bases for the primary sort of incoming mail fitted with suitable internal-office identification designations (Exhibit IV);

   c. Proper mail opening facilities with suitable table-top sort rack-trays;

   d. A mechanical or electric letter opener (Exhibit V);

   e. A time-stamp for specific items which justify this equipment, e.g. contracts or tenders;

   f. An electric stapler;

   g. Proper internal messenger service hand delivery vehicles;

h. Outgoing mail preparation equipment including;

i. Wrapping table for packaging;

j. Wrapping paper in rolls with dispensing rack;

k. A counter-boy tape dispenser;

l. Tape/wrapping machine;

m. Sort racks with bases for outgoing mail identified for required bulk or group envelope mailing preparation;

n. A second set of sort racks with bases for groupings of outgoing mail, i.e. courier, letter mail, provincial groups, local delivery, United States, International, etc.;

o. Scales to calculate postal expenditures so that these are kept within the estimated budget figures;

p. Postage meter machines, as required;

q. Electronic tracking and shipping systems, as required;

r. Mail bag holders suitable to volume output requirements; and

s. Various rubber stamp aids to promote ease of different operations.

EXHIBIT III **Fork Lift**

EXHIBIT IV **Sort Racks**

EXHIBIT V **Electric Letter Opener**

3) If utilizing a software-drawing package to construct a floor plan, the measurement of each piece of equipment should be drawn to scale. The layout will include the above equipment and also the normal office furniture items. In addition, the space required for the movement of personnel and of the mail delivery vehicles must be kept in mind. The aisle widths should be sufficient to allow freedom of movement and to prevent interference between the different operations of the mailroom.

4) The relative positions of the equipment can be determined by a trial method of different arrangements utilizing a software-drawing package. At this stage, consideration must be given to the position of the equipment from the following points of view:

   a. The flow of incoming mail;

   b. The flow of intradepartmental material, i.e. mail, documents, files, etc.;

   c. Distribution of aisles or passageways;

d. Dimensions of the whole area; and

e. Positions of fixed obstructions such as pillars, recesses, etc.

2.2.4 Work Flow Layout

1) A workflow layout or line production is one in which equipment is arranged according to the sequence of operations necessary to perform a particular job. This type of layout is usual in mailrooms and should be followed, subject to any special needs. When the equipment is placed according to the sequence of operations, work flows in a continuous line and additional walking, doubling back and duplication of actions are avoided or at least reduced.

2) The most effective arrangement of equipment can be determined by utilizing software drawing packages with the following considerations re-emphasized:

a. Mail should flow naturally from the entrance through the mailroom without backtracking or duplication of functions;

b. Space and sometimes equipment should be allocated to allow for the visual or electronic scanning of incoming mail for any suspicious items;

c. Space and equipment should be arranged to permit the use of additional staff at any one work station when required during peak periods; and

d. Space should be allowed for the silent hour's accommodation of the mobile equipment such as flatbed trucks, forklifts and hand delivery vehicles.

2.2.5 Modern Complex Equipment

1) Mail Room Managers will keep abreast of new developments in mail handling and in mailroom equipment by reading current literature on mail management, attending seminars and courses and by maintaining an awareness of any areas for improvement. Close contact should be maintained with mail carriers so that the manager may be kept informed of postal developments that may require an operational change.

2) Most mail equipment is posted on the standing offers PWGSC site and must meet Canada Post requirements.

3) The mail operations should be periodically reviewed to determine if the use of additional or new equipment would affect savings in time or costs. The initial cost of such equipment may well be quickly recovered in the savings made on reduced labour costs. Where the mail room operation is large, consideration could be given to the installation of mechanized devices such as automatic letter openers, envelope sealers, conveyor belt systems, collating aids and mail folders and inserters. The initial cost must then be weighed against the potential savings and a decision taken.

4) Various Mail Management Systems to include the following:

a. Electronic scanning system (Exhibit VI); and

b. Arrival system (Exhibit VII).

EXHIBIT VI **Electronic Scanning System**

EXHIBIT VII **Typical Inbound Courier Tracking System**

2.2.6 Summation

1) When considering the establishment or the revision of a mailroom operation, all the management tools available should be used. Volume data, cost control information, software drawing packages, routing data, delivery aids, etc., should be examined in relation to the proposed new or revised installation. Provisional estimates as to service improvements and cost reductions should be made and submitted to management before any decisive steps are taken.

2) Some government departments have methods or systems units in their organization and full advantage should be taken of this resource in planning and layout of mailrooms. Those government departments, which do not have such units, may find the assistance of other government departments and internal and external agencies helpful.

3) Other postal information services are contained in the *Canada Postal Guide.* This manual is available online from Canada Post Corporation at *http://www.canadapost.ca/* and outlines the general postal laws and regulations as well as charts showing postal rates for all types of service.

2.3 Staff

2.3.1 General

The mailroom provides an excellent training ground for new employees where they will be given an overall review of the total organization and the operations of a department or agency.

2.3.2 The Mail Room Manager

1) In larger departments, the size of the operation will warrant a mail manager. In smaller organizations, the function may be linked to other responsibilities.

2) The responsibilities of a Mail Room Manager will include all the mail handling operations and the organization and control of the messenger delivery services. To carry out these responsibilities, the individual should have good staff management capabilities and should be brought into departmental development and training programmes. While the individual will be assisted by supervisors in the performance of the actual mailroom operations, such managerial responsibilities as the co-ordination of the various sections, the planning of the workflow, the devising, writing and issuing of instructions and the introduction of procedural methods will rest with the manager. In addition, the ability to establish and conduct training programmes for their staff will determine to a great extent the continuous efficiency of the mail room service. The manager must entertain an overall knowledge of all operations, e.g. the processing priorities for departmental mail and the routing schemes for the various types of mail.

3) The duties and responsibilities given in detail below represent a totality of maximum requirements in a large organization. Many other departments whose operations are smaller or more limited will only be required to assign the appropriate proportion to fit the circumstance. Under the general direction of the departmental head:

    a) Performs the function of the Mail Manager involving the management of the mail and messenger operations through the application of sound management principles, such as:

i. Receiving, screening, scanning, sorting, opening, routing, controlling, and distributing of incoming mail;

ii. Collecting, sorting, and distributing of internal mail, documents, files and other material throughout the working day as well as the warehousing of publications if required; and

iii. Collecting, preparing, sorting, controlling and dispatching of outgoing mail.

b. Prepares procedural instructions and continuously reviews and revises such procedures to meet changing or expanding service requirements;

c. Establishes and maintains scheduled mail delivery and collection services and regulates the use of departmental motor vehicles for the conveyance of mail matter, if these are used;

d. Ensures that two persons are present during mail opening at all times;

e. Establishes and maintains proper protective control over money and other negotiable valuables received in the mails by the use of accepted recording procedures as prescribed by the departmental Financial Officers and the Auditor General representatives;

f. Prepares and issues circular letters on all mail and messenger services and corrects abuses of the efficiency of these services;u

g. Establishes and maintains a distribution section or centre supported by such aids as circulation-distribution lists for departmental material;

h. Provides service for the preparation and dispatch of bulk items by rail, surface, air, express and freight points in Canada and outside Canada and completes the required documentation;

i. Reviews all mail room facilities and studies the possibility of introducing new equipment and investigating its useful and economical application for mail room operations;

j. Conducts periodic detailed postage surveys for all mail classes and thereby

determines annual departmental postage expenditures and prepares an annual postage forecast report for financial officers;

k. Trains and evaluates the performance of mail room staff, counsels employees who present problems of work attitude and recommends disciplinary measures where necessary, maintains daily attendance, approves leave and plans holiday rosters;

l. Interprets domestic and international postage regulations as they apply to government mails, maintains liaison with Canada Post Corporation officials and independent courier companies, and conducts postal inquiries with regard to irregularities and lost mail;

m. Applies and enforces security procedures and practices in the preparation and dispatch of outgoing classified information for transmission through domestic and international postal channels, and reports on security infractions revealed in the incoming mails;

n. Ensures the adherence to the Canada Labour Code as it applies to health and safety in the workplace as well as any applicable departmental health and safety procedures. Refer to http://laws.justice.gc.ca

o. Interprets and applies the regulations of the Department of Foreign Affairs in the receipt and dispatch of diplomatic mails, if applicable.

2.3.3 A Mail Services Supervisor

The following set of duties for a position as described could be a requirement in a large department and the incumbent would be in the nature of an assistant to the manager. Under the direction of and responsible to the Mail Manager:

a. Directs the sorting of incoming mail into two main primary categories:

   i. Mail to be forwarded for direct delivery; and

ii. Mail to be opened and processed in the mail room.

b. Ensures that two persons are present during mail opening at all times;

c. Directs the mail opening clerks in mail screening, mail scanning and opening;

d. Directs a check procedure for enclosures and ensures that such enclosures are properly secured to the covering correspondence without resulting damage;

e. Directs the proper protective control procedures over incoming money and other negotiable valuables and duly record such items in a prescribed manner for delivery under signature;

f. Directs the proper protective control procedures for processing signature mail, special delivery items and diplomatic mail, if applicable;

g. Directs the re-direction of incoming mail actionable by other departments and agencies;

h. Directs the receipt, screening, sorting and preparation for dispatch of outgoing mail acceptable as mail matter;

i. Directs the application of the proper mail classes on the covers of outgoing mail to ensure that correct postage handling is afforded to each class, and directs the sort of these classes into specific groupings as a requirement of Canada Post Corporation;

j. Directs the procedures for a bulk envelope mailing system; and

k. Directs the proper procedures for control of outgoing signature mail to both Canada Post and independent courier companies.

2.3.4 Mail Clerks

The duties and responsibilities for mail clerks are given in detail for both aspects – incoming mail and outgoing mail. The operations could be performed by the same employee in a small department; but in a larger department the functions may require a more distinct split for efficient performance. Under direction of the Mail Manager and/or Mail Services Supervisor:

Incoming Mail and Mail Opening

a. Performs a security risk assessment on incoming mail;

b. Sorts incoming mail into its two main primary categories:

   i. Mail for direct delivery action; and

   ii. Mail for opening before delivery to actioning offices.

c. Opens and analyses information content;

d. Checks for enclosures and ensures that these are properly secured to the covering correspondence;

e. Records moneys and other negotiable valuables received in the mails, signs the record to certify its accuracy and completeness, and ensures delivery under a signature receipt procedure to Financial Officers;

f. Receives and checks incoming signature and diplomatic mails, if applicable, and maintains a receipt delivery system for these items;

g. Re-directs incoming items actionable by other departments; and

h. Re-examines envelopes after opening and extracting material to ensure that all contents are removed.

Outgoing Mail

a. Receives, sorts and prepares for postal transmission all categories of outgoing mail acceptable as mail-able matter;

b. Where a bulk or group mailing system is in use, checks loose mail to detect discrepancies in correspondence preparation, i.e. unsigned letters, misdirected mail and breaches of security, extracts such mail from the out-flow and returns to the originators for corrective action;

c. Determines and applies proper mail categories on covers of outgoing mail to ensure and aid in proper handling through Canada Post Corporation;

d. Sorts outgoing mail by country of destination;

e. Records and allocates tracking numbers to outgoing signature mail and obtains signatures from Canada Post Corporation and independent courier companies;

f. Completes necessary customs declaration forms for packages destined to addresses outside Canada;

g. Completes invoices and waybills required when dispatching bulk items via surface or air freight;

h. Prepares outgoing diplomatic mail in accordance with the regulations of the Department of Foreign Affairs, if applicable; and

i. Calculates postage expenditures for each class of outgoing mail when required to establish departmental postage costs.

2.3.5 Messenger And Distribution Services Supervisor

While in large departments it will be found necessary to provide for the supervision of the internal distribution and messenger delivery services, this may not be required as a separate function in smaller organizations. Whether this operation does or does not require a distinct separation of duties and responsibilities, they will be performed during the course of the daily work. Under the direction of the Mail Manager:

a. Supervises the sort-distribution system and the internal-external delivery system;

b. Controls the operations of the delivery messengers;

c. Supervises the care and custody of delivery equipment;

d. Maintains distribution lists for circulation of directives and instructions, etc.;

e. Maintains the distribution identifications of offices to be serviced; and

f. Trains new staff and maintains a spot-check verification to ensure efficient service.

2.3.6 A Messenger

Under the direction of the Supervisor:

a. Removes and checks material for delivery from the distribution boxes;

b. Places material in compartments of the delivery vehicles;

c. For internal delivery, transports material to addressee offices;

d. For external delivery, loads delivery boxes on motor vehicle;

e. Delivers material at addressee points and picks up outgoing material;

f. Maintains the allotted delivery schedules;

g. Obtains signatures for signature and diplomatic mail and gives signatures for material picked up on the route;

h. Ensures safe handling of classified material while in transit; and

i. Operates hand delivery vehicles with due care.

2.3.7 Staff Scheduling

1) Mail room staff schedules may be so arranged that staff is available prior to and after normal working hours. This helps ensure that mail is ready for delivery early in the day and outgoing mail is collected and dispatched at the close of the day's work as well as throughout the day. This principle requires

that the staff be scheduled on a staggered basis to cover all the hours necessary.

2) Some mailrooms schedule staff to report for duty at least one-half hour in advance of the normal working hours for the department. This permits available mail to be delivered and to be on hand when departmental staffs begin work. Early morning backlogs may thus be avoided and staffs may begin their daily operations without delay.

3) Likewise, some staff members may be scheduled to remain for at least one-half hour after the normal close of business for the departmental offices. This ensures that all mail for the day is included in the final mail without the problem of overload and rush situations which lead to poor mail handling.

2.3.8 Training

1) Present day mailroom operations are both manual and computerized and involve a considerable number of junior employees. These staff members should be given training in the broad departmental goals and objectives in addition to their specific job training.

2) These employees should follow a training programme which will not only afford them the opportunity to progress through the various stages of increasing responsibility within the mail room, but which will also prepare them to qualify for more responsible positions in other departmental branches.

3) Training programmes should include teaching in depth in all phases of mail handling and messenger services. Such training should include instruction in the proper preparation, classification and sorting of mail. It should also cover the rights, responsibilities and liability of employees in handling negotiable valuables. At the end of a complete training scheme, employees should have an intensive knowledge of all operations and a thorough knowledge of all regulations, which directly affect government mails.

2.3.9 Checklist For A Mail Manager

The mail manager may find that this checklist will reveal what has been omitted in organizing a departmental mailroom or in a periodic review of the operation of an established mailroom.

1) Is there a written plan for the future development of the mailroom?

2) Has this plan been reviewed during the last six months?

3) Is there a departmental manual showing the duties, responsibilities, and detailed operating procedures for the mailroom?

4) Is there a departmental manual showing the responsibilities of originating offices with respect to the mail function?

5) Is there an organization chart of the mailroom? Is it up-to-date?

6) Has each employee in the mailroom been provided with a written outline of his duties? Have all activities been co-ordinated where possible?

7) Have all controls been checked as to their effectiveness and their necessity within the last year? E.g. incoming signature mail.

8) Is there a process for the identification and handling of suspicious items?

9) Have all procedures been reviewed in the last year?

10) Is there a workflow chart of the mailroom operations?

11) Has the possibility of new equipment been reviewed with supporting data accumulated?

12) Has the staff been scheduled properly to ensure timely delivery to actioning offices?

13) Are steps taken to keep “PERSONAL” mail to a minimum?

14) Is time and date stamping limited to essential mail only?

15) Is there a system for the control receipt of valuables?

16) Is all mail delivered at the end of the day?

17) Is outgoing mail picked up progressively during the day?

18) Is a bulk envelope system used?

19) Is a group sort system used?

2.3.10 Security

1) General security as applied to mail rooms will vary between departments depending on the functions and policies of the individual organization. The extreme need would be where the physical security of the mailroom requires that the area be under an electronic alarm system. Whether this extreme requirement is essential or not, each department should develop a security system for the mailroom operations which will meet the department's standard.

2) Unauthorized persons should not be given access to, and in particular must not be allowed in, a sensitive area such as the incoming signature and incoming valuables section. Where a department handles diplomatic mail the same principle applies.

3) Classified items in the course of delivery by messengers must be protected at all times and not unduly exposed to the chance of pilferage or tampering. Where security classified mail is handled in large volumes, special equipment that can be adequately secured should be used.

4) Messengers on delivery routes must not leave mail carts unattended for any period of time. Call stations should be planned and arranged so that a minimum of time is spent in offices delivering and collecting mail.

5) While classified mail is required to be identified as such on an inner covering envelope or wrapping, in some instances it may be received without such identification. This is a breach of security regulations and any instance must be brought to the attention of the manager who will report it to the proper departmental officer. Every effort must be exercised to ensure that the security

breach is not repeated.

6) In general, incoming security classified material will adhere to the normal regulations. On occasion, a mail-opening clerk will inadvertently open a classified item. If this happens, the envelope or wrapping must be resealed and the item processed through to the section where classified material is handled. This breach must be brought to the attention of the employee to avoid repetition of the error.

7) For specific security regulations, the mail manager should know the departmental security regulations. If these do not exist, then the operating authority is the document "*Government Security Policy," Treasury Board of Canada Secretariat, February 2002.*

3. Part 2 – OPERATING THE MAIL ROOM

3.1 Incoming Mail

3.1.1 General

Operating a mailroom is not as simple as its basic components of receiving, delivering and sending would seem to imply. Even the best operated mailrooms calls for continuous vigilance whereby improvements may be adopted. Urgent correspondence or internal memoranda may be delayed on occasion because of a minor breakdown in one of the three areas of operation.

Since the primary purpose of a mail room is to process mail as fast as possible, there should be a minimum of processing steps consistent with good mail handling practices and proper security considerations, while costs must also be kept in mind. For example, in some instances letter mail will arrive and be delivered as soon as, if not ahead of, signature mail without the added expense of these methods of transmission.

3.1.2 Receipt From Canada Post

When scheduling vehicles to collect mail from Canada Post Corporation it is important to ensure that the mail will be collected and received in the mailroom to correspond with the starting time of the mailroom staff. This principle applies in either case whether the mail is collected by a departmental vehicle or through a private mail delivery contract.

3.1.3 Emptying Mail Bins Or Bags

On receipt of the mail bins or bags from Canada Post Corporation and its conveyance from outside to the mailroom, each mail bin or bag should be emptied onto the counter-top portion of the sorting racks. The emptied mail bin or bag should be thoroughly examined to ensure that no mail item has been inadvertently left inside. If the working counter-top areas permit, more than one bin or bag may be emptied at the same time. An excessive amount of material, however, will only slow down the sorting operation. The mail bins or bags, which have been emptied, should be placed under the sorting rack counter-top as indicated in (Exhibit IV).

3.1.4 Screening And Scanning

Some organizations have special x-ray equipment that they use to scan incoming mail. If x-ray equipment is not available, mail should be physically inspected for suspicious characteristics (Exhibit VIII).

All mailroom employees should follow these guidelines to identify a suspicious item and understand the process to follow for items believed to be hazardous to the personal safety or health of the occupants of the facility.

Incidents have been reported periodically where the mail stream has been used to send potentially hazardous materials. It should be noted that these suspicious items are designed to cause harm when the letter or package is received and opened by the intended target.

Hazardous material can be enclosed in either a parcel or an envelope, and its outward appearance is limited only by the imagination of the sender. However, some unique characteristics may be evident. A combination of the following may constitute a suspicious mail item as per the Canada Post Corporation's Postal Guide at *www.canadapost.ca* :

- Addressed to specific individuals and could bear restricted markings such as **"Personal", "Private", "TO BE OPENED ONLY BY".**
- Special endorsements: **"Fragile – Handle with Care", "Rush – Do Not Delay" or "Special Delivery".**
- Addressee's name/title may be inaccurate.
- No return address or the return address may be fictitious, from a foreign country and/or even indecipherable.
- Distorted handwriting or the name and address may be prepared with homemade labels or cut-and-paste lettering.
- Have protruding wires, aluminium foil, oil, or grease stains on the wrapping, and can emit a peculiar odour.
- Cancellation or postmark indicates a different location than the return address or that the item was mailed from a foreign country.
- Excessive amounts of postage using low denominations.

- Excessive binding, taping, and tying material.
- Unprofessionally wrapped with several combinations of tape used to secure the package.
- Letters that are rigid or appear uneven or lopsided.
- Parcels that have an irregular shape with soft spots or bulges.
- Parcels with a buzzing or ticking noise or a sloshing sound.
- A powdery or crystallized substance may be visible on the exterior.
- From office to office within the building or area being serviced; and
- From offices within the department or agency to outside individuals or organizations.

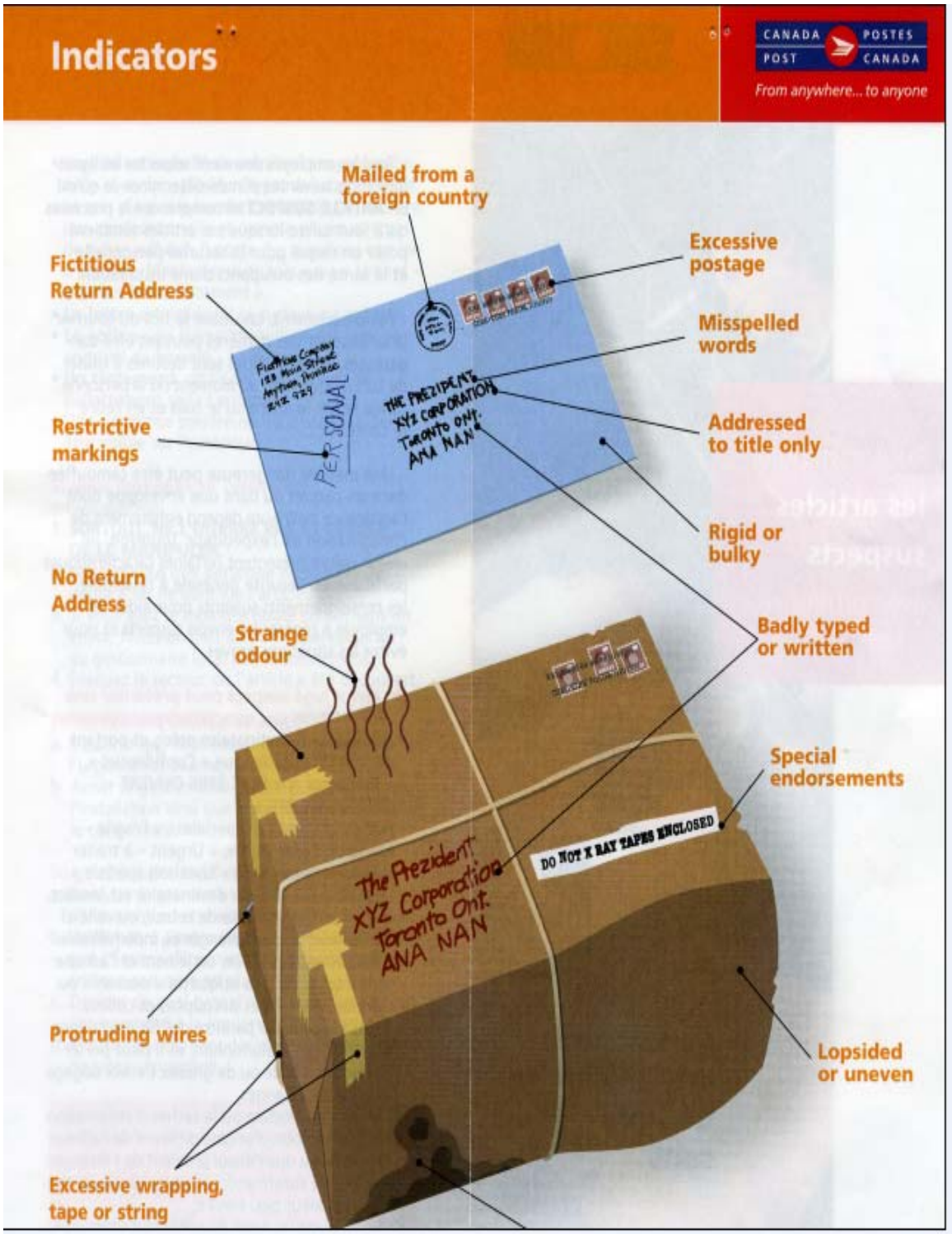


EXHIBIT VIII **Suspicious Item Indicators**

3.1.4 Screening And/Or Scanning – Job Operating Procedures

These job-operating procedures are given as a typical description of the procedural steps involved in the screening and scanning of incoming mail:

1. Perform a manual inspection to see if item is suspicious in nature according to characteristics identified in Section 3.1.4;

2. If item is deemed suspicious, go to step 5;

3. If item does not seem suspicious and special x-ray equipment (Exhibit IX) is available, run the item through the scanning equipment for further inspection;

4. If item does not appear suspicious according to x-ray guidelines proceed to primary sort, if it does continue to step 5;
5. Do not open the article;

6. Do not examine it further;

7. Carefully deposit the article in question on a flat surface or in a special container if available as shown in Exhibit X. Do not subject suspicious articles to open flame, excessive heat, smoke or direct sun rays;

8. Advise co-workers and evacuate the area immediately;

9. Do not use radios or cellular phones;

10. Report incident to your immediate supervisor;

11. Report incident to your security representative;

12. Wash hands immediately with soap and water; and

13. Remain in a nearby safe location. If instructed to evacuate the building, do not stand in front of windows or other potentially hazardous areas.

EXHIBIT IX **X-Ray Machine**

EXHIBIT X **Containment Unit For Airborne Threats**

3.1.5 Primary Sort

1) After the mail has been screened and or scanned and is not deemed to be suspicious a primary sort will normally be required:

   a. Mail to be delivered direct; and

   b. Mail to be opened before delivery.

2) There may be various reasons why certain types of incoming mail should be delivered direct without opening. There will be different causes for this procedure dependent upon varying structures, functions or peculiar requirements of the particular department. Some of these considerations will include the fact that the mail is:

   a. Addressed to the Minister or the Minister's Office;

   b. Forwarded directly to a correspondence unit;

   c. Addressed to an office, which is serviced by another branch or other basis where the mail will be opened and processed as required; this could include security classified matter as well;

   d. Addressed in a specific manner for instant identification in the mail room and agreed upon between the office of such identification, the Records Manager and appropriate Financial Officer that such material shall be delivered unopened;

   e. Personally addressed to an individual; and

   f. *Personal* mail.

3) With regard to personally addressed mail: there is a fine distinction between such mail and *personal* mail. In either event, both should be discouraged. Official mail should be addressed to the position and not the person because the sender of the communication is entitled to assume that it will be dealt with promptly by the proper person responsible for performing the appropriate function. On the other hand, he/she is not entitled to try to choose who will be the appropriate person to deal with it. This is no more than the old and tried

business principle – “Address the firm – not the individuals”.

It is the responsibility of the Manager, to monitor the outgoing mail stream to ensure that mail is used for *Official Purposes* only. It is everyone’s responsibility to post their own non-official mail. The Manager, Mail Operations will reject mail that is found not to be official government business. He/she will also notify the Security Officer of serious offences.

It is permitted to place personal mail in the outgoing mail stream as long as sufficient postage is affixed to the mail item. This mail is not postmarked by the mailroom but is forwarded to the Ottawa Mail Processing Plant for processing.

3.1.6 Primary Sort – Job Operating Procedures

These job-operating procedures are given as a typical description of the procedural steps involved in the primary sort of incoming mail:

1) After initial inspection move mail to the primary sort counter top of the sorting racks. (Exhibit XI) provides a view of one primary sort operation in a large department;

2) Place bin or bag in the appropriate storage space beneath the counter top;

3) Sort mail in prescribed categories as applicable to the particular department, which may be divided into at least two normal separations:

   a. Mail to be delivered direct to the indicated addressee; and

   b. Mail to be routed through the mail opening station within the mailroom for further processing.

4) Take the mail identified as in category (3b) to the mail opening station;

5) Repeat steps 1 to 3 for material other than envelopes, i.e. parcels, newspapers, periodicals, etc.;

6) Sort this material for direct delivery.

EXHIBIT XI **Primary Sort Station**

3.1.7 Signature Mail (Registered And Courier)

1) Signature mail is a service offered to customers who require proof of mailing and/or proof of delivery;

2) Registered Mail is a service offered by Canada Post Corporation whereas courier mail is offered by both Canada Post and other independent courier companies;

3) While courier mail only requires signatures at point of mailing and delivery, registered mail requires a signature from any individual who handles the item;

4) As the registered mail service is more expensive than other forms of signature mail it is not often used and will vary between departments;

5) Signature mail provides the sender with a mailing receipt and secures the signature of the addressee, a print of the signature and the date upon delivery

of the item;

6) Signature mail provides confirmation that the item has arrived at its destination. Upon delivery, or attempted delivery, the item ID number is scanned and the date captured;

7) A secured image of the signature of the person who signed for the delivery is available, on the company website. A hard copy of the signature is also available for a fee and will be sent to the customer via letter mail or by facsimile;

8) Items must have a mail bar code label that allows the item to be tracked;

9) Each mailroom should institute a system to record and process the receipt of incoming signature mail. The size of the room and the procedures used will depend on the volume of registered items handled;

10) Dependent upon volume received, the signature mail unit may be the responsibility of one specific employee;

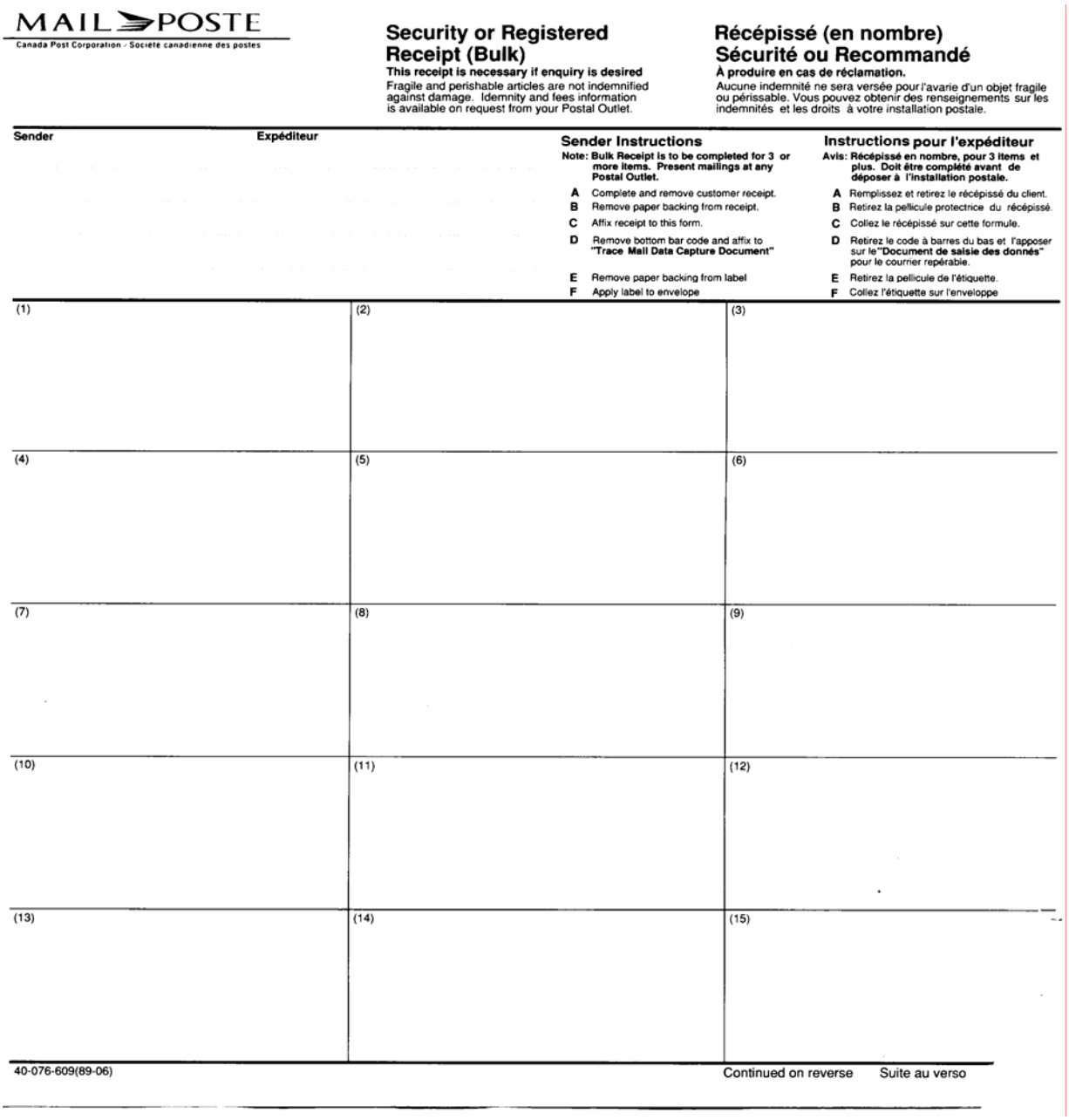
11) For signature mail, the mail clerk must check each item against the manifest entries made by all carriers to ensure that all are accounted for, and that only registered items for the department are accepted. If a shortage appears in the number of items received or there is any other discrepancy, such as a difference between the manifest numbers on the bill and the numbers on the items received, the carrier should be immediately informed so that corrective action can be taken at once or an inquiry started for cases which cannot be resolved at the immediate time of discovery of the discrepancy;

12) In general, the sort procedure is similar to that for ordinary incoming mail except that signatures are received for items as they are delivered to the various addressee offices. Receipt forms are completed for each address office listing all the registered items for that office. A sample is shown at (Exhibit XII);

13) Valuables found contained in signature mail envelopes which require to be opened in the mailroom should be handled as outlined in 3.1.10 an entry is made on the incoming receipt that particulars of delivery will be found in the

cash blotter. All negotiable valuables are to be entered in the cash blotter; and

14) Disposal records in the shape of receipted delivery forms must be retained in accordance with Multi-Institutional Disposition Authorities (MIDA's).



MAIL POSTE
Canada Post Corporation - Société canadienne des postes

Security or Registered Receipt (Bulk)
This receipt is necessary if enquiry is desired
Fragile and perishable articles are not indemnified against damage. Idemnity and fees information is available on request from your Postal Outlet.

Récépissé (en nombre) Sécurité ou Recommandé
À produire en cas de réclamation.
Aucune indemnité ne sera versée pour l'avarie d'un objet fragile ou périssable. Vous pouvez obtenir des renseignements sur les indemnités et les droits à votre installation postale.

Sender **Expéditeur**

Sender Instructions
Note: Bulk Receipt is to be completed for 3 or more items. Present mailings at any Postal Outlet.
A Complete and remove customer receipt.
B Remove paper backing from receipt.
C Affix receipt to this form.
D Remove bottom bar code and affix to **"Trace Mail Data Capture Document"**
E Remove paper backing from label
F Apply label to envelope

Instructions pour l'expéditeur
Avis: Récépissé en nombre, pour 3 items et plus. Doit être complété avant de déposer à l'installation postale.
A Remplissez et retirez le récépissé du client.
B Retirez la pellicule protectrice du récépissé.
C Collez le récépissé sur cette formule.
D Retirez le code à barres du bas et l'apposer sur le **"Document de saisie des donnés"** pour le courrier repérable.
E Retirez la pellicule de l'étiquette.
F Collez l'étiquette sur l'enveloppe

(1)	(2)	(3)
(4)	(5)	(6)
(7)	(8)	(9)
(10)	(11)	(12)
(13)	(14)	(15)

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EXHIBIT XII **Security Or Registered Receipt (Bulk)**

3.1.8 Signature Incoming Mail-Job Operating Procedures

1) The authorized mail clerk receives the signature mail from the mail carrier;

2) The total number of items are checked against the total shown on the Manifest;

3) The tracking numbers on the items are checked against the tracking numbers listed on the Manifest; *OR*

4) Where signature mail is received in locked or sealed bags, it is signed for by the authorized mail clerk as a bulk item;

5) Follow steps 2 and 3 above after opening and emptying the bag(s);

6) Any discrepancies in the number of items or in the tracking numbers will be reported to the supervisor who will immediately take inquiry action with the mail carrier;

7) The mail clerk signs the manifest copy. This can be an electronic or manual signature;

8) Depending on the departmental or agency procedures the signature items may require to be opened by the authorized mail clerk and another individual or delivered unopened to the addressee;

9) Some departments enter the tracking numbers into their own internal tracking system, which keeps a record of where the items are going and who is signing for them. This is accomplished by affixing a barcode on the package, which is subsequently scanned by the clerk once the item is delivered to the client;

10) If tracking is being performed manually receipt delivery forms are filled out for each delivery point listing the items as in the sample completed form (Exhibit XII);

11) The signature items with their receipt forms are given to the mailroom messenger service for delivery;

12) The signed forms or barcode scanner are brought back to the registered mail unit after delivery; and

13) The receipted forms are retained for one year as required by the *Multi-Institutional Disposition Authorities (MIDA's)*

3.1.9 Incoming Valuables

1) As in the case of registered mail, the responsibility for the recording and handling of incoming valuables should be assigned to one particular staff member. In many departments, this duty could be included with the duties of the regular mail clerk. However, in some departments where large amounts and volume are received regularly, it may be a requirement to assign this operation to a specific employee.

2) Incoming valuables include such instruments as:

   a. Credit cards;

   b. Cheques;

   c. Postal notes;

   d. Money orders;

   e. Bank drafts;

   f. Cash; or

   g. Unused air, rail tickets.

   NOTE: The general rule concerning valuables made out payable to the "Receiver General of Canada" is that they will be forwarded to the Financial Office.

3) A record of receipt must be made and maintained for future reference and for the protection of the mail clerk handling these incoming valuables. This record of receipt should be done through a Cash Blotter System (Exhibit XIII) and it will contain the following minimum elements of information:

a. Date of the entries made;

b. Name and address of the remitter;

c. Type of valuable and its number;

d. Amount of the valuable;

e. Date of covering letter;

f. Reference number or subject note;

g. Clerk’s initials;

h. Delivery office designation;

i. Messenger’s initials; and

j. Delivery office signature of receipt on delivery.

The valuables should then be securely attached to the related correspondence and taken with the Cash Blotter to the office concerned where a signature of receipt is obtained. By a method of counter-initialling, the delivery operation can be done by the established messenger service.

Any remaining valuables, which could not be delivered during the working day for that day, should be kept under lock and key.

Fisheries and Oceans Canada / Pêches et Océans Canada

CHEQUE REGISTER / REGISTRE DES CHÈQUES

DATE	PAYEE / BÉNÉFICIAIRE	AMOUNT / MONTANT	DATE OF CHEQUE / DATE DU CHÈQUE	CHEQUE NUMBER / NUMÉRO DU CHÈQUE	TRANSMITTAL METHOD / MÉTHODE DE TRANSMISSION	SIGNATURE	TRANSMITTAL DATE / DATE DE TRANSMISSION

FR-0388 (04/02)

EXHIBIT XIII **Cash Blotter Form**

3.1.10 Incoming Valuables - Job Operating Procedures

These job-operating procedures cover the care and custody of incoming valuables from the point where valuables are found on opening an envelope and continue throughout the remaining steps of the operation.

At Mail Opening Station

1) Two persons will attend to the opening of mail at all times. When an envelope is opened which contains valuables, hand over the valuables with its covering correspondence to the special clerk.

2) This special mail clerk will enter the amount in the cash blotter immediately.

3) The clerk who opened the envelope will initial this entry of amount immediately. In the event that the amount entered is struck from the cash blotter the reason for this action will be indicated opposite the entry and initialled by both the mail opening clerk and the special clerk.

At the Cash Blotter Station

1) Periodically throughout the day, and timed to coincide with the messenger service schedule, the special mail clerk will recheck the items received against the amount of entries and then complete the remaining Cash Blotter entries. See number 3.1.9 (Para 3), page 47 for typical details. (See also Exhibit XIII).

2) The special mail clerk will initial all the entries as one group before passing the material to the messenger. Wherever possible, the special mail clerk should deliver the valuables to the accounting office.

3) The messenger assigned to make the delivery will counter-initial beside the initials of the special mail clerk.

4) The material and the Cash Blotter will be placed in a large envelope (or other suitable container) and addressed for delivery action.

5) Delivery will be made immediately thereafter by the messenger who obtains the payee’s signature on delivery.

6) On return of the messenger to the mailroom, the special mail clerk will check

the Cash Blotter to ensure that all entries are properly signed so as to confirm delivery.

7) At close of work daily, any undelivered valuables and the Cash Blotter, will be placed under lock and key by the special mail clerk.

8) Cash Blotter forms, when completely filled will be retained for six (6) fiscal years after the date of the last entry group, as required by the MIDAs.

Any valuables, which might have been received in unopened mail forwarded to a Records Office or client, should be returned immediately to the mailroom and handled in a similar manner. While it may seem that this system is too elaborate, it is designed to protect the employees handling valuables as well as the valuables themselves.

3.2 Mail Opening

3.2.1 General

1) Mail, other than signature, diplomatic and special items, may be referred to as ordinary incoming mail. Such, mail is opened after the primary sort has determined that this is a requirement, and the opening operation will be performed at the mail opening station or unit.

2) This phase of the incoming mail operations is important in that it serves as the feeder system, which supplies the remaining undelivered material to the records office for processing. Secondly, whether the material does not require further processing can only be determined after the envelopes are opened at thus unit. Any misdirection at this point causes delay in ultimate delivery.

3.2.2 Significant Points

1) A security risk assessment should first be performed to help identify whether the mail is suspicious in nature and poses a possible threat to the organization.
2) A quick scanning procedure should be used to ensure that the material should

be opened. All envelopes of a similar size should then be collated together.

3) If mail is to be opened an electric letter opener as shown in Exhibit V should be used to open large volumes of envelopes. These openers are available for both small and large size envelopes. They will not harm the contents when care is exercised in their use.

4) After the envelopes are opened, the contents are removed and the appropriate actioning office determined through scanning for such guides as:

   a. A file number reference;
   b. A source indication;
   c. A departmental office designation; or
   d. The subject content, which will provide a guideline where all others may be absent.

5) The correspondence must be screened for any mention of enclosures. If it refers to attachments which were supposed to accompany the letter but which are not enclosed, the original container should be rechecked thoroughly. A rubber stamp should be applied at a suitable place and initialled by the mail-opening clerk when the recheck does not produce the attachment referred to as shown in Exhibit XIV. This stamp provides for this eventuality or other cases, which constantly arise in a mailroom.

RECEIVED FROM CANADA POST CORPORATION IN:	
	DAMAGED CONDITION:
	OPENED CONDITION
	WITHOUT ENCLOSURES:
	NO CONTENTS:
MAIL CLERK'S INITIALS:	

EXHIBIT XIV **Incoming Mail Condition Stamp Sample**

6) closures which are other than typed or printed papers and which are usually originals such as:

   a. Birth, death, marriage and education certificates;
   b. Film negatives; and
   c. Plans, drawings, etc.,

   should not be attached to the covering correspondence by a wire staple. They should be placed back into the incoming container and the correspondence then stapled to this container so that the staple will not pass through the attachment. Special care should be taken for enclosures because they may not be the property of the department or the government but the private property of an individual who has the right to expect its return, if this is applicable, in good condition.

7) Correspondence from private citizens requesting information should be screened with care to ascertain that a return address is on the letter. When there is no return address shown, then the covering envelope should be attached to the correspondence.

8) The contents of envelopes or small packets, which are not subject to Records Office procedures, should be forwarded direct to the applicable office. Such material will include:

   a. Vouchers;
   b. Receipts;
   c. Returns; and
   d. Normally other matter not accompanied by a letter.

9) Security classified mail is identified on the inner envelope and such mail should be forwarded unopened to the records office or the consignee for the required processing. Occasionally, classified mail is received and not so indicated. These cases are a breach of security and must be brought to the attention of the supervisor who will take the required action to report the incident.

10) After all envelopes, etc. have been opened and sorted at the mail opening unit

whether for the records office or the actioning office, all mail is then collected and delivered by the messenger service on its scheduled route times.

3.2.3 Routing Of Mail Opened

1) The routing of opened mail has already been covered in the preceding paragraph but this point is restated here in the summary form. Mail, which is not delivered at the primary station, is passed to the Mail Opening Unit. It is opened either by hand or by a mechanical letter opener.

2) On opening, it is determined that the mail should be:

   a. Delivered direct because of reference to files is not a requirement; or
   b. Delivered to the Records Office for subject classification and/or file processing.

3) Mail which is to be forwarded without reference to the Records Office is immediately sorted to the mail opening trays designated for that purpose, while the other mail for the Records Office is sorted to other mail opening trays so identified.

3.2.4 Foreign Language Mail

Incoming letters in a language other than the two official languages of English and French should not be directed for delivery until they have been translated. Where there is no capacity of handling foreign language translations, documents may be sent to the consignee that will make the arrangements for translation:

a. Translation Bureau;
b. Treasury Board Secretariat;
c. PWGSC; and
d. Gatineau.

3.2.5 Mis-Directed Mail

Frequently correspondence is received addressed to government department requesting information or services, which are in fact provided by some other department. Rather than returning the letter to the sender, the letter should be redirected to the appropriate department, which can deal with it, and the sender advised of this action. This could be done by the use of a suitably pre-printed postcard.

3.2.6 Opened Envelopes

Mail opening clerks should ensure that all envelopes, which have been opened are carefully examined during the process. This is to be certain that all material has been extracted. Opened envelopes should be retained for a short period only in case some reference is required. After retaining them for 24 or 48 hours they should be disposed of, except for large envelopes, which could be re-used inside the department by crossing off the original addresses.

3.2.7 Time Stamping

Time stamping of mail is still utilized in the mail room but only when the time of receipt has some legal significance, as in the case of contracts and tenders. As a result care should be taken to ensure that only mail requiring this service is time stamped.

3.2.8 Mail Opening Aids

The mail opening operation should be equipped, where volume dictates, with the following devices to assist the staff in the performance of their duties:

a. Protective gear: gloves, masks glasses etc.;
b. Table sort bins or racks;
c. Electric letter opener for both small and large envelopes (Exhibit V);
d. Electric stapler; and
e. Assorted rubber stamps either single or in a multiple style at Exhibit XIV.

3.2.9 Mail Opening – Job Operating Procedures

The following steps should be followed:

1) Perform security risk assessment;

2) Check-scan addresses before opening;

3) Collate envelopes into uniform sizes;

4) Pass groups of uniform size envelopes through the electric letter opener or open by hand (e.g. if no mechanical opener or if bulky items);

5) Extract contents from envelopes at the mail opening station immediately;

6) Identify, where required, that there is a return address;

7) Determine whether or not there is an enclosure;

8) If so, secure enclosure to the correspondence or replace in the original container and secure this to the correspondence;

9) If there is no enclosure but there should be, apply appropriate stamp with this information and initial;

10) Repair any damaged mail received by suitable tape and apply appropriate stamp with this information and initial;

11) Process any valuables enclosed as detailed in Section 3.1.10;

12) Scan material to determine whether it should be sent to the Records Office for processing or whether it may be delivered direct;

13) Place material opened into respective sort rack trays at the front of mail opening station unit;

Any bulky envelopes should be opened by hand to prevent damage to the contents and to the electric letter opener, if one is in use. The above procedures apply equally within a Records Office for mail received unopened from the mailroom.

3.3 Messenger Service

3.3.1 Purpose

1) Since the messenger services are a vital segment in the total procedures designed to place incoming mail in an action desk as fast as possible, the delivery aspect of the mail should be reviewed periodically with the intent of improving deliveries and preventing delays.

2) The mail manager must know his/her department's requirements for frequency of service. He/she must determine the number and location of the delivery points or "call stations", the flow pattern for the routes, the volume handled, work priorities, the demand for special service and other relevant information. Mail must be delivered and collected on set schedules and defined routes so that service will not interfere with other office work nor cause delays in handling.

3) The mail manager must also ensure that messenger services are not abused. Departments must be encouraged to only request messenger service delivery for letters and documents of an urgent or secret nature so as to not result in unnecessary expenditures and wasted manpower.

3.3.2 Principles Of A Messenger Service

1) A delivery point or "call station" is a clearly designated area for the delivery and pick up of mail, documents and files. Each call station should have separate marked receptacles for the "IN" and "OUT" material. The call station for each office should be near the entrance to that office.

2) Thereby, messengers will be able to service call stations quickly and

efficiently with a minimum of delay in each office. They must not be expected to undertake added special errands for these offices.

3) The delivery routes should be planned and laid out in as direct a route as possible without the need to retrace. Scheduled times of delivery for each call station should be established and the service must conform to the set times. Proper scheduling and routing will avoid the need for any special demands on an individual basis for messenger service.

4) A list of call stations with their call times should be printed and posted for the information of all concerned. However, the messengers should be given some responsibility and authority to make adjustments of a temporary nature when this becomes an obvious requirement due to some special circumstance.

5) Where material for a call station already serviced on the route is received at a later station, this should be carried back to the mailroom for delivery on the next scheduled trip. Backtracking should be avoided.

6) Several offices may be conveniently grouped into a single call station. This will prevent an unnecessary number of call stations within a small area.

7) Where volume warrants, the messenger service should be equipped with a suitable type of mail cart. It should be provided with adequate facilities to handle the volume of mail encountered. For security, material locked containers may be required.

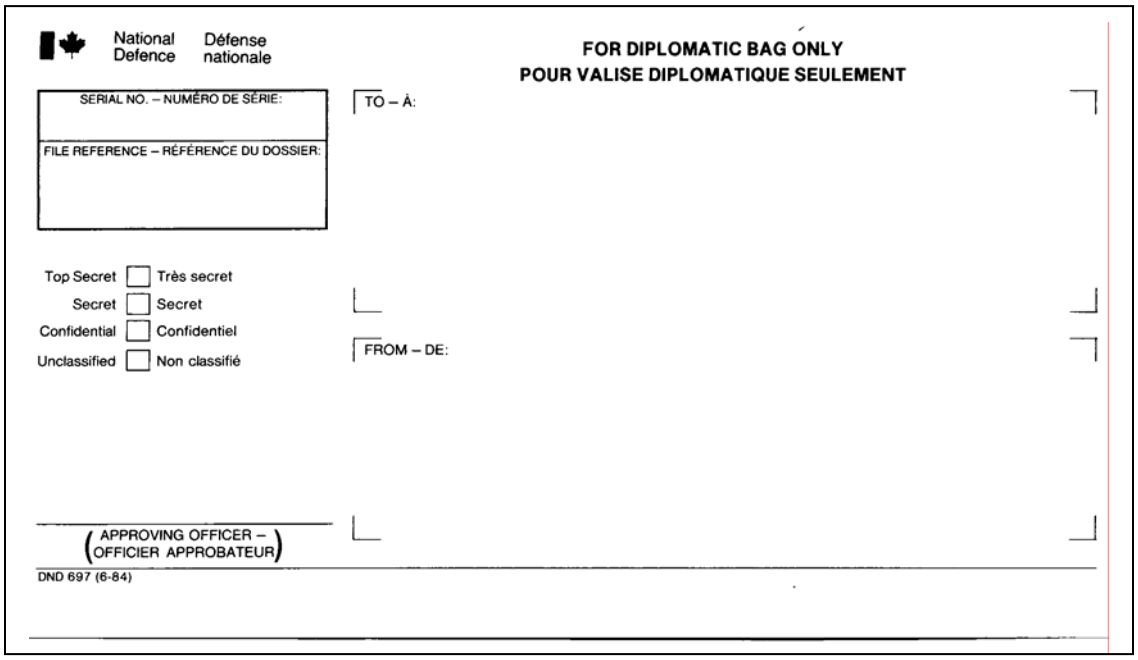
8) As part of their routine duties, messengers should be trained to check each compartment of their delivery cart between each scheduled trip to ensure that no items have been overlooked. This verification check system may also be a requirement for large volume deliveries. In this way, the material is checked as it is withdrawn from the sort racks to verify that the sort has been correctly performed in the first instance. Errors in sorting should be brought to the attention of the supervisor.

9) The entire messenger system should be regularly reviewed to try to improve the service and eliminate changes in the route schedule and the location of the call stations.

3.3.3 Messenger Delivery Of Registered And Other Special Mail

1) Registered, diplomatic or other mail requiring a receipt signature on delivery becomes an added responsibility while the material is in the messenger's custody during delivery. Therefore, the protection of such material becomes of personal importance until he is released from this responsibility by obtaining the necessary signatures.

2) Under no circumstances should material requiring a receipt be left a call station unless it has been signed for.


National Defence Défense nationale

FOR DIPLOMATIC BAG ONLY
POUR VALISE DIPLOMATIQUE SEULEMENT

SERIAL NO. – NUMÉRO DE SÉRIE:

FILE REFERENCE – RÉFÉRENCE DU DOSSIER:

TO – À:

Top Secret ☐ Très secret
Secret ☐ Secret
Confidential ☐ Confidentiel
Unclassified ☐ Non classifié

FROM – DE:

(APPROVING OFFICER – OFFICIER APPROBATEUR)

DND 697 (6-84)

EXHIBIT XV **<u>Diplomatic Bag Receipt Signature</u>**

3.3.4 Messengers – Job Operating Procedures

The following steps should be followed:

1) Remove material in the route sequence from the compartments of the sort racks;

2) Scan –check the material for correct sort by call station;

3) Report any discrepancies noted to the supervisor;

4) Place material into proper identified compartments in the delivery vehicle;

5) Maintain the same delivery call station sequence for the complete route;

6) Maintain the same delivery time schedule for the complete route;

7) Obtain any registered, diplomatic or other signature material;

8) Check item entries against articles for this special mail;

9) Proceed to first call station, deliver material so addressed, obtain signature as required for special material;

10) Pick up outgoing material at that call station;

11) Sort any material addressed to subsequent call stations en route into proper compartments; and

12) Maintain segregation of other collected material such as:

    a. Outgoing mail for the mail carriers;

    b. Material for call stations other than the subsequently en route; and

    c. Material for return to Records Office, i.e. files, papers.

13) Proceed to all succeeding call stations and perform similar operations;

14) Return to mail room after all call stations have been serviced; and

15) Unload the collected material for disposal action as indicated at Step 12.

NOTE: A call must be made at every call station even if there is no material for delivery to that call station for that scheduled trip.

3.4 Outgoing Mail

3.4.1 General

1) In conjunction with the established messenger services, outgoing mail will be collected throughout the working day and taken to the mailroom for preparation and dispatch. Such mail should be processed as it is received and not left to later in the day. This method of immediate processing eases the problem of late day rush periods and inevitable overload situations.

2) Preset pickup and delivery times should be established for all mail carriers. This helps ensure that outgoing mail is available for delivery as incoming mail is being received. Pickup and delivery times should take into consideration, other carriers dispatch schedules.

3.4.2 Dispatch Schedules

1) The mail manager must be aware of dispatch schedules of mail carriers and plan his mail clearances to take full advantage of the available services.

2) Since dispatch times to distant points vary according to the transportation arrangements, schedules of mail carrier dispatches should be obtained and kept posted in the mailroom. These may even be posted in offices frequently dispatching large volumes so that their mail for distant points can be prepared in time to connect with the most advantageous transportation services.

3) Messenger schedules within the department should make the final collection of outgoing mail at or near the official closing time of the department's daily business. This will ensure the inclusion of all mail for that day's work. Similarly, mailrooms must operate for a sufficient time after the official closing time of the other departmental offices as already discussed under "Organizing the Mail Room."

4) There is an excellent slogan "Mail early and often." If this is followed, backlogs will be prevented in the mailroom, the mail will be cleared quickly and the speed of transmission will be increased.

3.4.3 Bulk Or Group Envelope Mailing

1) The “mail early and often” precept should be applied even to a system of bulk or group envelope mailing. The system requires that large envelopes be pre-addressed to departmental field offices and kept in stock in suitable quantities usually in the sort racks or else immediately adjacent to the sort rack where the mail operations to which they refer are done.

2) The mail for the field offices concerned is sorted into relevant separations on a continuous basis until dispatch time. All the mail for such offices is then inserted into one large envelope for each office. Worthwhile annual savings in the cost envelopes, letter preparation and the mail handling, both at the dispatching and the receiving office, will be realized by this system.

3.4.4 Sorting Outgoing Mail – General

1) Mail sorting can be a manual task that involves the separation of mail based on mail size, class and destination (country).

2) Digital mailing systems available today allow for the automatic calculation and printing of postage on envelopes without first separating them by size and weight as shown in Exhibit XVI.

3) Digital mailing systems can also apply the correct postage to oversized envelopes without manual intervention. These mailing systems contain sensors that can detect oversized envelopes and then automatically adjust the postage amount as the mail piece is being processed.

4) Digital mailing systems also feature technology that allows you to allocate the cost of postage for clients, vendors or departments without having to keep manual ledgers or logs. These systems have built in accounting functions that allow operators and managers to accurately track mail usage on-screen and to generate printed reports

5) Electronic scales as shown in Exhibit XVII allow you to weigh and meter

parcels yourself and also provide for a better rate then if you send them to the postal outlet to be done

6) Electronic scales contain the postal rates on a microchip, which requires updating for each Canada Post rate change.

7) Metered mail delivered to the postal outlet enters the mail stream faster since it requires less handling and sorting.

8) Where there is a large volume of mail a sorting rack should be used. Exhibit IV shows one type of rack.

9) Mail sorting allows Canada Post to make optimum use of its mail delivery and processing networks thereby improving mail handling efficiency.

10) Canada Post also offers price incentives to those mailers that prepare and pre-sort their mail in accordance with the specifications available in their guide.

EXHIBIT XVI **Digital Mailing System**

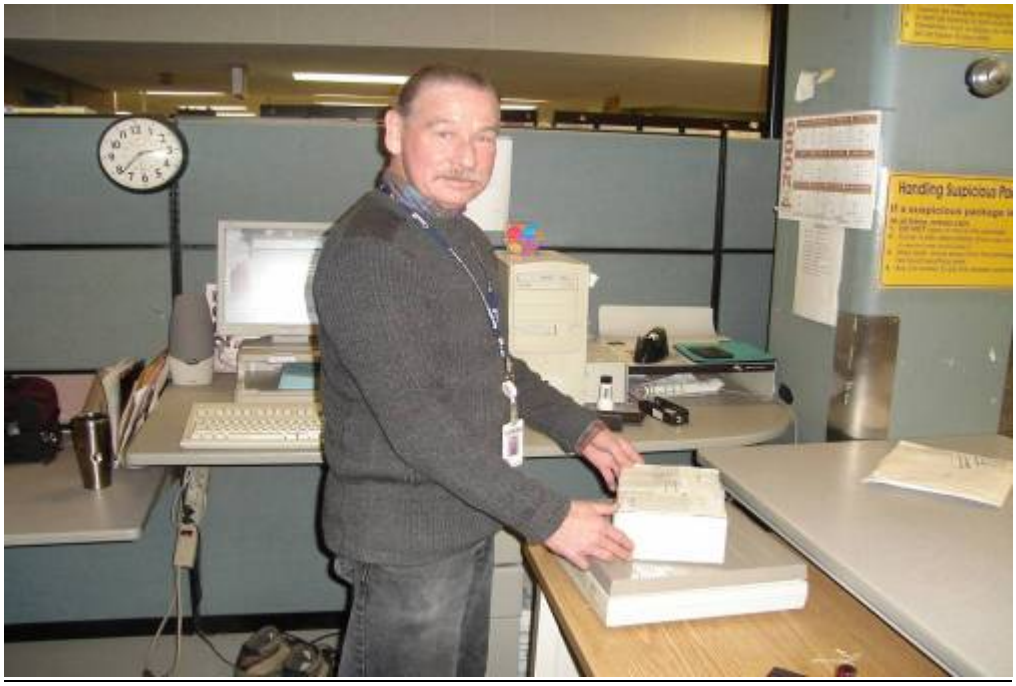


EXHIBIT XVII **Electronic Scale**

3.4.5 Sorting Lettermail

1) Lettermail is the most convenient and cost-effective way in Canada to send personal messages, business correspondence, invoices, and billing statements within Canada.

2) In sorting outgoing mail, lettermail should receive priority of processing and be dispatched as soon as possible to Canada Post Corporation.

3) Lettermail is sorted according to domestic, USA or international mail.

4) Lettermail is mail that has a maximum length of 245 mm, maximum width of 156 mm, and weighs 50 g or less. Items that are paid by account or meter must also bear the correct postal code in order to access the Standard lettermail prices.

5) Oversize lettermail is mail whose size and/or thickness exceeds those of standard items, up to a maximum length of 380 mm and a maximum width of 270 mm, and whose maximum weight is 500 g.

6) Any item that exceeds the size or weight of oversize letter mail is no longer considered a letter mail item and must be mailed using another form of Shipping and Delivery Services.

3.4.6 Sorting Parcels (Expedited And Regular)

1) In some mailrooms, it may be a requirement to prepare parcels for the post. If this is the case, a preparation counter will prove to be eminently suitable for this purpose as well as for any other preparatory needs.

2) All parcels are sorted according to expedited or regular parcel for domestic, USA and international delivery as shown in Exhibit XVIII.

3) Expedited Parcel is more expensive than regular parcel but provides for a speedier delivery.

4) For details on estimated delivery times, please refer to the Canada Post Guide at *www.canadapost.ca*.

5) Customers can ship any item by expedited parcel or regular parcel, provided it meets the size and weight specifications for this service, is properly prepared, properly packaged and does not contain prohibited mail or a dangerous good.

6) Again, parcel items should be sent to Canada Post Corporation separate from other classes of mail.

7) All Canada Post shipping services are available to customers on-line and allow you to select the service you want, print a shipping label from your computer and then affix the shipping label to your package.

EXHIBIT XVIII **Parcel Outgoing Sort Rack**

3.4.7 SIGNATURE MAIL, OUTGOING (Registered And Courier)

1) This service should be used only where it is a definite need, because these mail charges form part of the postal budget of each department. These charges may become excessive, if not discretely controlled.

2) Signature mail involves a system whereby the carrier for an article gives a receipt at the time of posting, a record is kept while the item is in post, and the carrier upon its delivery obtains a signature (electronic or manual). This system is used to ensure special security for items of specific importance or value while being transmitted through the mails.

3) There are various methods of handling outgoing signature mail but these vary only in details of procedure. A type of signature, registered mail, offered only by Canada Post is controlled by a series of delivery signatures as it passes from hand to hand. Other signature mail, offered by both Canada Post and other mail carriers obtain a signature at delivery.

4) When clients are requesting the mailroom to send mail either registered or by courier they must submit a form that informs the mail clerk the destination address, the sender and the affiliated cost center, which specifies who to charge it too.

5) The mail clerk will then date-stamp this form and gives a copy to the client.

6) The mail clerk will enter this information into their electronic shipping system and cross-reference it to the manual form.

7) An electronic shipping system allows you to download any carrier to it for a charge or you can go directly into the company's website.

8) The system will then generate a bar-code label, which will be affixed to the package. Refer to Exhibit XIX for an example of a domestic bar-code label and Exhibit XX for an international bar-code label.

9) The label contains a tracking number which can be entered into the shipping system or the company's website in order to obtain information on the package.

EXHIBIT XIX **Domestic Bar-Code**

EXHIBIT XX **International Bar-Code**

3.4.8 Signature Mail, Outgoing – Job Operating Procedures

The following steps should be followed:

1) Obtain form from client that specifies the destination address of the package, the sender and associated cost center;

2) Date-stamp form and give copy to client;

3) Enter appropriate information into the electronic shipping system or company website and obtain and print a shipping label or waybill;

4) Affix shipping label to package;

5) Give package to mail carrier; and

6) To track package while enroute to destination address go into shipping system and enter tracking number.

3.4.9 Diplomatic Mail, Outgoing

1) In departments where diplomatic mail is an important consideration, this type of mail is normally received in the mailroom already prepared in accordance with the regulations of the Department of Foreign Affairs by the originating office refer to Exhibit XXI. The special diplomatic envelopes or stickers are serially numbered and all other detail entered in the pre-printed blocks.

2) Dispatching procedures from the mailroom are similar to the checking and receipting processes applied to registered mail articles.

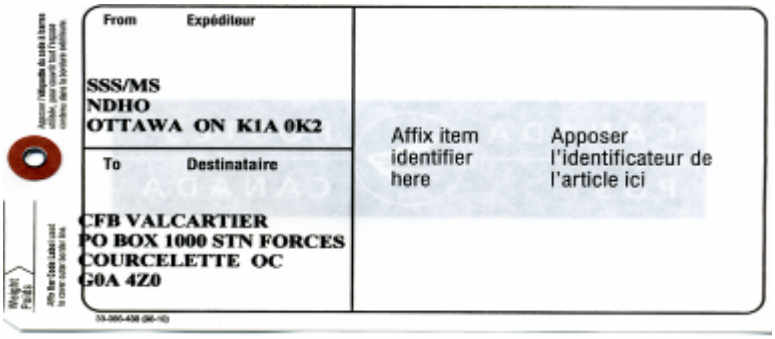


EXHIBIT XXI **Diplomatic Mail Tag**

3.4.10 Mail Reject Notification

To avoid lengthy and possibly confusing telephone calls to departmental offices concerning omissions or irregularities in the dispatch of mail matter, a "Mail Reject Notification" form as shown in Exhibit XXII should be used. It can be used by the mail clerks to return mail to offices where postal security requirements have not been complied with.

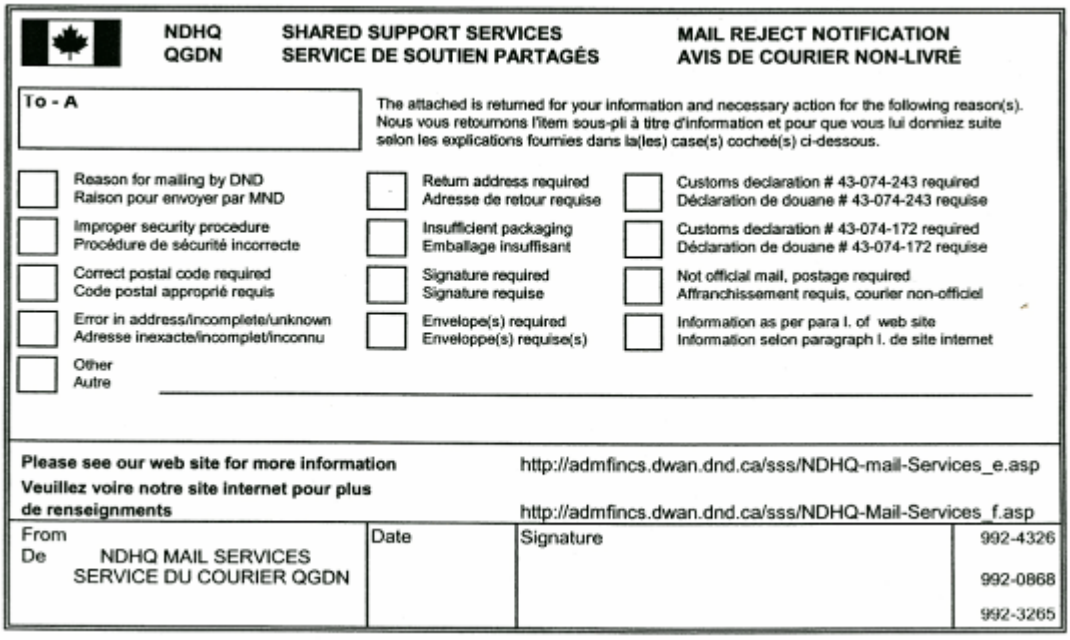
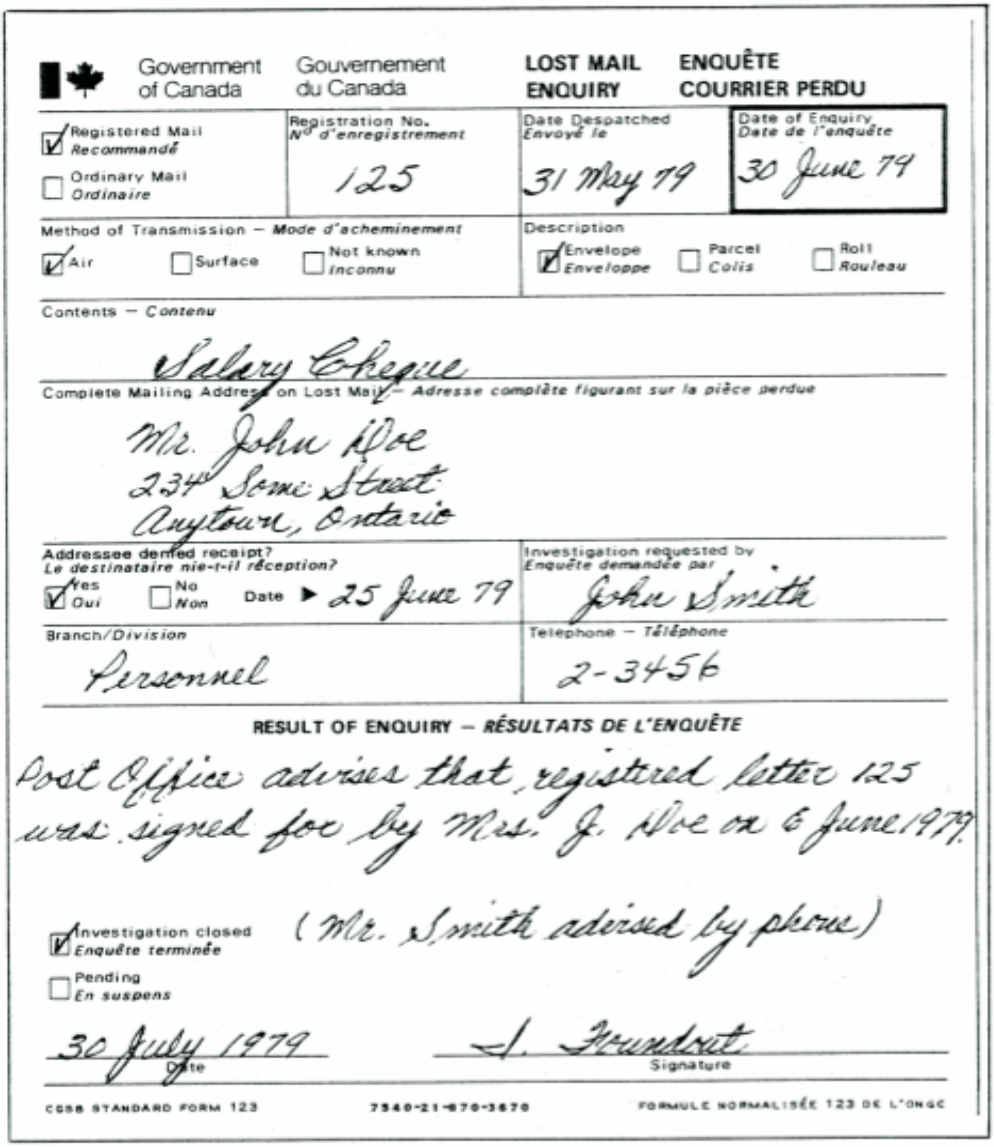


EXHIBIT XXII **Mail Reject Notification**

3.4.11 Lost Mail Inquiry

To cope with the occasional inquiries, which arise concerning lost mail, a form memorandum as shown in Exhibit XXIII should be used by the mailroom to initiate a postal investigation.



Government of Canada / Gouvernement du Canada

LOST MAIL ENQUIRY / ENQUÊTE COURRIER PERDU

☑ Registered Mail / *Recommandé* ☐ Ordinary Mail / *Ordinaire*	Registration No. / *N° d'enregistrement*: 125	Date Despatched / *Envoyé le*: 31 May 79	Date of Enquiry / *Date de l'enquête*: 30 June 79

Method of Transmission — *Mode d'acheminement*: ☑ Air ☐ Surface ☐ Not known / *Inconnu*

Description: ☑ Envelope / *Enveloppe* ☐ Parcel / *Colis* ☐ Roll / *Rouleau*

Contents — *Contenu*: Salary Cheque

Complete Mailing Address on Lost Mail — *Adresse complète figurant sur la pièce perdue*:

Mr. John Doe
234 Some Street
Anytown, Ontario

Addressee denied receipt? / *Le destinataire nie-t-il réception?*: ☑ Yes / *Oui* ☐ No / *Non* Date ▶ 25 June 79

Investigation requested by / *Enquête demandée par*: John Smith

Branch/*Division*: Personnel

Telephone — *Téléphone*: 2-3456

RESULT OF ENQUIRY — *RÉSULTATS DE L'ENQUÊTE*

Post Office advises that registered letter 125 was signed for by Mrs. J. Doe on 6 June 1979.

☑ Investigation closed / *Enquête terminée* (Mr. Smith advised by phone)

☐ Pending / *En suspens*

30 July 1979 — Date

J. Foundout — Signature

CGSB STANDARD FORM 123 7540-21-870-3670 FORMULE NORMALISÉE 123 DE L'ONGC

All postal investigations into matters of lost mail should be instituted by the mail room and not by the different offices of a department.

EXHIBIT XXIII **Lost Mail Inquiry Form**

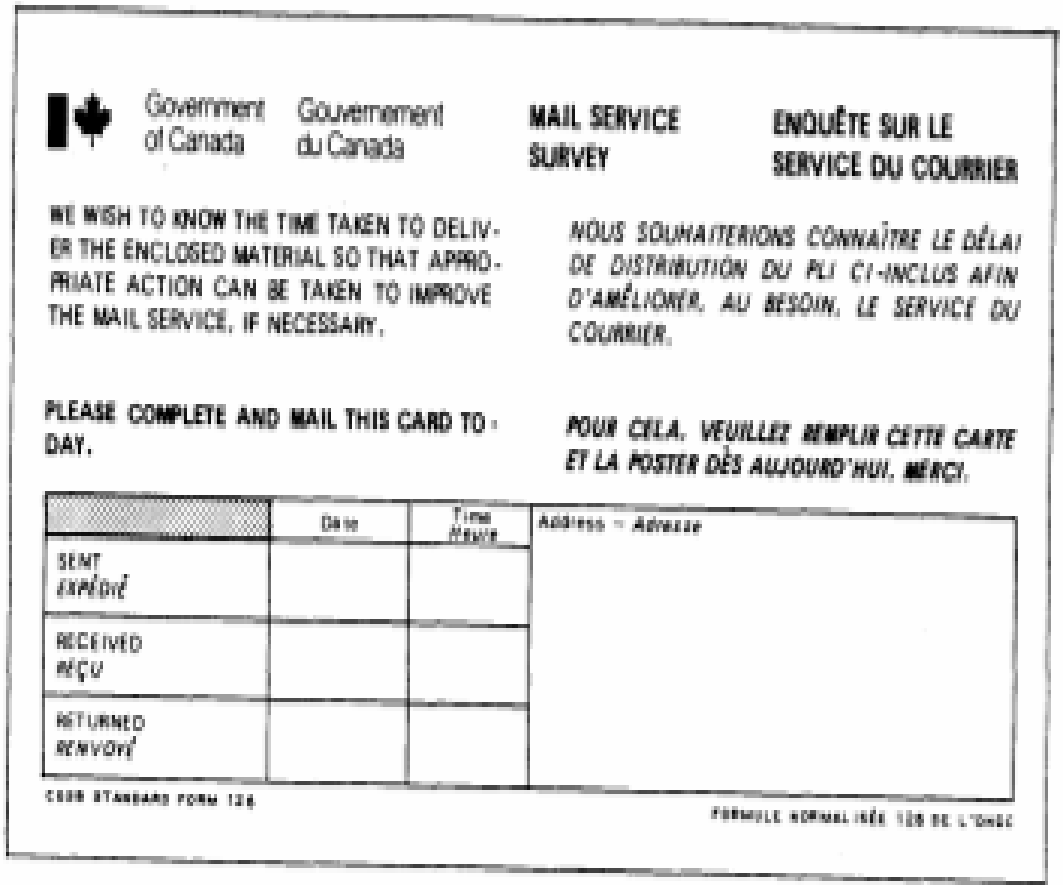
3.4.12 Mail Service Survey

To aid in determining the appropriate service available, the form shown at Exhibit XXIV should be used within a department. Its various uses are listed below:

1) The use of the above form establishes beyond doubt the time elapsed in postal transmission between sender and addressee;

2) It settles administrative arguments; and

3) It determines whether changes in service endorsements are required.



Government of Canada / Gouvernement du Canada

MAIL SERVICE SURVEY

ENQUÊTE SUR LE SERVICE DU COURRIER

WE WISH TO KNOW THE TIME TAKEN TO DELIVER THE ENCLOSED MATERIAL SO THAT APPROPRIATE ACTION CAN BE TAKEN TO IMPROVE THE MAIL SERVICE, IF NECESSARY.

NOUS SOUHAITERIONS CONNAÎTRE LE DÉLAI DE DISTRIBUTION DU PLI CI-INCLUS AFIN D'AMÉLIORER, AU BESOIN, LE SERVICE DU COURRIER.

PLEASE COMPLETE AND MAIL THIS CARD TODAY.

POUR CELA, VEUILLEZ REMPLIR CETTE CARTE ET LA POSTER DÈS AUJOURD'HUI. MERCI.

	Date	Time / Heure	Address = Adresse
SENT / *EXPÉDIÉ*			
RECEIVED / *REÇU*			
RETURNED / *RENVOYÉ*			

CSDD STANDARD FORM 128

FORMULE NORMALISÉE 128 DE L'OSDC

EXHIBIT XXIV **Mail Service Survey Form**

3.4.13 Specialized Operations

In some departments, the mailroom is assigned several associated functions such as:

a. LaserJet printer – print address on envelopes;

b. Copying services;

c. Bulk distribution of pamphlets, circulars, etc.

3.4.14 Mail Addressing

1) Computerized systems used in mailrooms can decipher a wide range of addressing styles – from handwritten notation to typed and printed labels. Studies however have shown that a consistent approach to mail addressing leads to more efficient handling. Consistent and accurate addressing eliminates the need for extra handling or redelivery by Canada Post Corporation. For more technical information on the physical characteristics necessary for effective processing by Canada Post's automated systems view the Canadian Postal Standards in the Canada Postal Guide located at *www.canadapost.ca*.

2) The Postal CODE system is to be utilized as they are a permanent part of a postal address. The CODE is composed of both letters and numbers in the form of "ANA NAN", where "A" is a letter and "N" is a number with one space between the first three and the last three characters.

3) Since these CODES speed up mail processing at the Canada Post Corporation, departmental mailrooms should ensure that departmental dispatching offices are using these CODES on their outgoing mail. For complete information, consult the Postal Code Directory obtainable from Canada Post Corporation.

3.4.15 Detailed Postage Cost Calculation

1) The major portion of this section has dealt with the processes of sorting the outgoing mail for identification of, and segregation into, the particular mail classes normally dispatched by a government department or agency. It has

also covered the further segregation of the outgoing mail into destination groupings, and it has been established that these pre-sort systems will assist in the subsequent speedier handling of the mail.

2) In addition, these processes will assist in the initial stages of mail handling within the departmental mailroom for the efficient calculation and application of the appropriate detailed postage cost amounts to be affixed to the several mail groupings. Refer to the Canada Post Official Guide for detailed postal rates and prices associated with sending letters, documents, parcels and direct mail anywhere in Canada, USA and Internationally.

3) All standard sized letter mail can be fed through a postage meter machine, which has been set to the required postage amount for this type of mail. The postage meter machine will automatically weigh and affix the proper postage to the mail unit.

4) On the other hand, in dealing with bulk or group envelopes, it will be necessary to weigh such envelopes for postage cost calculation on an individual basis more or less. Then, a postage meter gummed tape at the determined amount will be applied to each specific envelope.

5) Electronic Shipping Tools (EST) used in mailrooms allows for a fast and flexible way to prepare Statements of Mailing (SOM) and Manifests when required. These applications eliminate the need for manual paperwork for mailroom staff when using shipping and/or mailing services.

4. PART 3 - THE ROLE OF THE CANADA POST CORPORATION

4.1 Information On Canada Post Regulations

1) Any information pertaining to Canada Post regulations can be located online at *www.canadapost.ca*

4.2 Inquiries And Reports

1) Canada Post assistance to government departments in the field of mail processing is an expanding programme and Canada Post Corporation is prepared to afford technical guidance and advice to other government departments in establishing and organizing mailrooms and mail handling techniques.

2) In addition, Canada Post Corporation is able to provide advice on many mailing problems such as bulk mailings of Printed Matter and Householder items. Such assistance will help the departments to prepare and mail large volumes of various classes of mail in an economical and efficient manner so that the best service will be obtained at a reasonable cost.

3) The mail manager should maintain a good knowledge of the Canada Post Corporation Regulations. He should keep himself informed of the changes in postal regulations, and, in particular, should have knowledge of mail dispatch schedules from Canada Post Corporation to distant points and should be aware of schedule changes as they occur.

4.3 Digital Revolution

New electronic and digital technology mailing systems available today offer greater security than in the past. They also provide additional features such as postage accounting, remote resetting, easy interface with electronic scales as well as other features depending on the meter model.

In March of 1996, Canada Post announced its intention to phase out the use of mechanical meters and the support for meter resets at postal outlets. Since then, Canada Post and Canadian mailing system manufacturers have been

working together to develop a new generation of digital mailing solutions that are more reliable, secure and capable of meeting future needs

Effective December 31, 2006 Canada Post will withdraw approval of postage meters which are not fully compliant with its new remote-reset, security, digital indicia and product data capture requirements.

At the heart of Canada Post's new postage meter regulations is the digital indicia or meter stamp, which is the impression that the postage meter prints on each envelope. The digital indicia includes a two-dimensional bar code that provides enhanced security features, and contains a broader spectrum of information than was possible with electronic or mechanical postage meters.

Canada Post requires postage meter vendors to comply with very specific guidelines governing how information is presented and encoded in the digital indicia. The term "compliance" refers to whether a postage meter prints the approved digital indicia containing the required information in the specified format.

To meet compliance standards, digital postage meters must go beyond the traditional requirement of printing and verifying postage on the mail. In today's digital world meters must also communicate information on the product or class of mail selected (Example: Lettermail, Priority Courier, Xpresspost). Older postage metering technology prints the postage amount but does not provide information about the product or class selected.

APPENDIX A

Incoming Mail Operational Checklist

DEPARTMENT/AGENCY	BRANCH, DIVISION, or UNIT		
LOCATION	OFFICER in CHARGE		PHONE
	YES	NO	OTHER REMARKS
1. Organization a. Is the Mail Operations & Service a responsibility of the Records Manager? b. If not, why not? c. Are there any other Mailrooms in the organization? *			
2. Receipt of Mail from Canada Post Corporation a. At what time(s) is mail received? b. How is it delivered? c. What is the total volume received? (Average per day, week or month) d. What is the total volume determined? (By a count, measure or weight) e. Is the mailroom staff on hand before the regular working hours so that processing is begun immediately when mail is received? f. If mail is time or date stamped, what mail-types are so processed and why? g. What is the volume of mail so stamped? (Average as per above)			
3. Initial Sort a. Into what categories is mail first sorted immediately on receipt? b. After initial sort, what mail-types are forwarded UNOPENED for delivery? c. What is the volume of such unopened mail? (average)			

*** If yes, separate checklist must be completed for each.**

NOTE: The fact that a certain question is asked in any of the three checklists, Appendices, A, B, and C does not necessarily mean that the procedure is desirable or correct.

	YES	NO	REMARKS
4. Mail Opening a. Is the mail opened: i. If not, why not? ii. If so, manually? Or iii. Mechanically? b. Are emptied envelopes retained? c. For how long? d. Or do the opened envelopes go forward with the enclosures? e. If so, are the envelopes also eventually placed on file with enclosures? f. If so, why?			
5. Routing Unopened Mail a. What routing information is placed on envelopes of unopened mail? b. Is this information placed directly on the envelopes or is there: i. a routing attachment? ii. a routing container? c. Do routing guides exist to show where unopened mail is to be delivered? d. If yes, how are these guides kept up-to-date?			
6. Routing Opened Mail a. What types of opened mail are forwarded for delivery directly to the mailroom? b. What is the volume of this mail? (Average) c. What types of opened mail are sent to the Records Office for processing? d. What is the volume of this mail? (Average) e. Is opened unprocessed mail forwarded for direct delivery sent: i. loose? ii. bulk enveloped?			
7. Special Process in Mailroom a. What mail-types, if any, are answered or acknowledged in the Mailroom? b. What is the volume of this mail? (Average) c. Do security classifications on mail impose special handling – such as enveloping, wax-sealing of envelopes, registration entries for receipt signatures, etc.? d. What special processes are followed to handle moneys received in the mail? e. Is the system check-audited by the representative of the Auditor-General?			

8. Distribution Delivery a. How are deliveries made: i. by automated devices? ii. by organized messenger service? iii. by clerical staff? b. What is the time period between the receipt of mail in the Mailroom and delivery to action offices for the following categories: i. forwarded unopened but without further processing? ii. forwarded after opening but without further processing?			
9. Processing cost a. What is the processing rate per employee for one thousand pieces of mail and the cost for: Volume / Time i. Mail opening? ii. Time-date stamping? iii. Screening? iv. Scanning? v. Sorting? vi. Routing? vii. Answering/Acknowledging? viii. Money Processing? b. What is the cost per reference to any incoming mail recording system, i.e. to registered mail, signature mail, etc.? (Total cost of record divided by the number of references) c. What is the average cost of processing 1,000 pieces of mail from time received in Mailroom until delivered to action offices?			Number of Employees / Employees Class'ns Salaries / Cost/ 1,000
10. Equipment, Supplies & Workflow a. List amounts and kinds of equipment used for: i. Mail opening; ii. Time-Date stamping; iii. Screening iv. Scanning v. Sorting; vi. Routing; vii. Recording; viii. Numbering (serially); ix. copying b. Are these equipments adequate as to amount and type? c. Are these equipments placed for maximum efficiency of use by operating staff and workflow? d. What is the schematic workflow for incoming mail – chart of the floor plan of the mailroom?			
11. **Other Observations**			

APPENDIX B

Messenger Services And Interoffice Mail Operational Checklist

	YES	NO	REMARKS
Messenger Services 1. Is delivery and pick-up performed on an established schedule? 2. If so, what is the schedule – is there a written schedule? 3. Does the frequency of trips provide adequate service? 4. Excessive service? 5. Are the delivery routes arranged so that there is no overlapping or duplications? 6. Are the delivery stops based on an assessment of the requirements? 7. Are the requirements re-appraised at specific intervals? 8. Are requirements revised and adjusted to organizational and/or physical changes, which occur? 9. Is there a floor plan of routes and stops? 10. Do messengers sort inter-office mail en route as it is collected so that delivery is made during a trip so far as possible? 11. Is SPECIAL messenger service controlled and provided only for most exceptional cases? 12. Are messengers: i. Centrally pooled? ii. If so, based at the Mailroom? iii. Assigned otherwise on a planned basis? iv. If so, how is this done? 13. What is the average cost of transporting one thousand pieces of mail by the messenger service? (i.e. total cost of messenger service divided by total volume of mail transported, times 1000) 14. Are automated systems in use in lieu of messengers for delivery to central points or stations? 15. If not, are there any plans for such a system? 16. List the amounts and kinds of equipments, supplies (including forms) used by messengers: i. Hand-trucks; ii. Boxes, locked or unlocked; iii. Motor vehicles. 17. If motor vehicles, are they used for purposes other than delivery service as well? (People, furniture, etc.) 18. Does this activity interfere with the delivery schedules? 19. Are clerks being employed in the operation of the motor vehicle?			

	YES	NO	REMARKS
20. If yes, do they have chauffeur's licences? 21. What is the cost of operating the motor vehicles? 22. Are the equipments, supplies, etc. adequate as to amount, type and design? 23. Are special security requirements a factor in the kind of equipments used, i.e. locks, locked boxes, locked trucks? **Inter-Office Mail/Files** 1. What is the volume received in the Mailroom of: i. loose interoffice mail? ii. files interoffice? 2. What volume is sorted for delivery without processing in any other way: i. loose interoffice mail? ii. files interoffice? 3. If other processes are followed, what are they and why? 4. If a record is made, what type is used and how is it arranged? 5. What use is made of this record? 6. What is the rate of reference to this record? 7. How long is it kept? 8. What is the time period between pick-up of interoffice mail/files and redelivery to the addressee offices? **Non-Messenger Duties** 1. Does the messenger staff perform other unrelated duties? 2. If yes, list such duties: i. duplicating ii. furniture moving iii. maintaining supplies iv. minor repairs to equipments 3. Other observations			

APPENDIX C

Outgoing Mail Operational Checklist

	YES	NO	REMARKS
1. Receipt in Mailroom for Canada Post Corporation a. at what time(s) is mail received from departmental offices? b. what is the total volume received? (Averages) c. how is this volume determined? (By count, measure or weight) d. is mail staff on hand after regular working hours so that mail is all processed for delivery to Canada Post Corporation? e. are outgoing dispatches co-ordinated with Canada Post Corporation schedules? f. how is mail delivered to Canada Post Corporation?			
2. Dispatch Preparation a. In preparation for dispatch which of the following actions are performed in the Mailroom: i. a check for proper number and kinds of copies present? ii. a check for all enclosures present? iii. correspondence and letter address comparative check? iv. removal of copies present but not for mailing? v. time-stamping of copies not for mailing? vi. assignment of serial numbers? b. Are mail envelopes sorted before being bagged for delivery to the Canada Post Corporation? c. If so, how: i. by provinces? ii. for International? iii. for U.S.A.? iv. for diplomatic? v. registered mail? vi. courier mail? vii. local delivery? d. Is mail bulk or group enveloped by addresses? e. If not, why not?			

	YES	NO	REMARKS
3. Control Processes – Recording a. What mail types are recorded before dispatch? b. What is volume of such mail? c. What type of record is made or used? (card, ledger, letter-book) d. How is this record arranged: i. by date of letter? ii. by sender source? a. by delivery source? b. What entries are made on this record? c. What use is made of this record? d. What is the rate of reference to this record? e. What time is consumed in making this record? f. How long is this record kept?			
4. Control Processes – Briefing a. What mail types are briefed? b. What is the volume of such mail? c. What use is made of this brief? d. What is the rate of reference to this brief? e. What time is consumed in making this brief? f. How long is this brief kept?			
5. Copying g. Is mail reproduced? i. follow-up? ii. file processes? h. If so, are copies made by: i. printing? ii. photocopying? iii. stencil? i. If so, what is the volume processed for copying? j. What is the volume of copies produced? k. Therefore, the average number of copies is…			
6. Special Processes a. Do security classifications on mail impose special handling processing such as double enveloping, wax-sealing of envelopes, registration entries for receipt signatures? b. Aside from (a) above, what is the volume of registered mail? c. Aside from bulk or group enveloping, are pre-addressed envelopes used? d. Are window envelopes used where bulk or group enveloping is not applicable? e. Does the Mailroom handle print matter in bulk: f. folding? g. envelope stuffing? h. What postage costing system is used? i. Who is responsible for determining this cost?			
7. Processing Time What is the normal period between receipt of mail in the Mailroom and dispatch to Canada Post Corporation Independent Courier Companies?			

	YES	NO	REMARKS
8. Processing Cost a. What is the processing rate per employee for one thousand pieces of mail and the cost for? Volume Time i. preparation for dispatch? ii. recording? iii. briefing? iv. copying? v. addressograph vi. folding? vii. envelope stuffing? b. What is the cost per reference to outgoing mail records? c. What is the average cost of processing 1,000 pieces of mail from time received in Mailroom until delivered to the Canada Post Corporation?			Employees Cost/ Number of 1,000 Class's Salaries
9. Equipment, Supplies and Workflow a. List the amounts and kinds of equipments used for: i. sealing; ii. tying; iii. folding; iv. addressing envelopes; v. stuffing envelopes. b. Are these equipments adequate as to amount and type, and placed for maximum efficiency of use? c. What is the schematic workflow for outgoing mail? See also Appendix A, 10(d)			
10. Other Observations			

APPENDIX D

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APPENDIX E

Glossary

1. **ADDRESOGRAPH MACHINE**: Used to address envelopes electrically for bulk or group mailing procedures.
2. **AISLES**: An area of space sufficient to allow freedom of movement and to prevent interference with and between the different mailroom operations.
3. **BASE**: A stand or table on which sort racks are placed.
4. **BIN**: See "COMPARTMENT"
5. **BULK or GROUP ENVELOPING (or MAILING):** A procedure whereby outgoing loose correspondence destined to one specific field office or other single address is grouped together into one envelope in the mailroom prior to postal dispatch.
6. **COMPARTMENT**: A "pigeon hole", "bin", "cell", or "slot" in a sort rack or a delivery cart in which mail, documents and files are placed according to specific groups.
7. **DISTRIBUTION**: The circulation and delivery of mail, documents and files within a department or agency.
8. **FACILITIES**: The components of the mailroom necessary for the provision of services to the department or agency in the receiving, opening and distribution of incoming mail; the collecting and the preparation of outgoing mail to the Canada Post Corporation.
9. **GROUP ENVELOPING (or MAILING):** See "BULK or GROUP ENVELOPING"
10. **LAYOUT**: The physical arrangement of mailroom equipment and furniture items according to a specific workflow plan.
11. **LETTER OPENER**: A manual or electric machine used for the opening of small and large envelopes.
12. **MAIL BAG HOLDER**: A metal stand on casters used to hold Canada Post Corporation mailbags in an open position.
13. **OFFICE FURNITURE ITEMS**: Desks, chairs, tables, wastebaskets, telephone stands, etc.
14. **RACK**: An item of mailroom equipment consisting if several compartments in which mail, documents and files are placed according to specific groups.
15. **SCALE**: Used to weigh and calculate postal expenditures.
16. **SORT**: The physical act of separating mail, documents and files into specific groups in accordance with functional or geographic identification delivery addresses.
17. **STORAGE**: An area of space set aside in the mailroom proper for delivery vehicles, bulk items, etc.
18. **TAPE DISPENSER**: A manually operated piece of equipment associated with mailrooms, which holds and dispenses moist gummed paper tape used for sealing packages.
19. **WORKFLOW**: The flow of work in a continuous line in accordance with a sequence of operations designed to avoid or reduce the walking, doubling back, or duplicating of actions.
20. **WORKING SURFACE**: That area on a table or countertop that is used to process incoming, outgoing and intradepartmental mail, documents and files.

APPENDIX F

Exhibits

1. Mail Room Organizational Chart
2. Mail Room Operations
3. Forklift
4. Proper Sort Racks
5. Electric Letter Opener
6. Electronic Scanning System
7. Typical Inbound Courier Tracking System
8. Suspicious Item Indicators
9. X-Ray Machine
10. Containment Unit For Airborne Threats
11. Primary Sort Station
12. Security Or Registered Receipt
13. Cash Blotter Form
14. Incoming Mail Conditions Stamp
15. Diplomatic Receipt Signature
16. Digital Mailing System
17. Electronic Scale
18. Parcel – Outgoing Mail Rack
19. Domestic Bar Code
20. International Bar Code
21. Diplomatic Tag
22. Mail Rejection Notification
23. Lost Mail Inquiry Form
24. Sample Mail Service Survey Form