

EXCELLENCE IN MANAGEMENT

This award is for excellence in the management of an in-house mail operation that stands alone, or is combined with related services such as print, copy, courier, or receiving. The person making the nomination must explain why this candidate's operation meets these high standards. The candidate should have experience in management or supervision and be a NACUMS member in good standing.

**2016
Don McCarty
East Tennessee State University**

Don McCarty has been the Manager of Postal Services since February, 2013. He recently became the Director of Postal Services after leading the restructuring project for the entire Postal Services Department in March, 2016. Upon his arrival, he immediately assessed the current status of the ETSU Postal Services department and started an aggressive plan to totally revamp and modernize the entire department. Don's overall plan included the creation and implementation of numerous statistics to measure the department's overall performance, focusing on cost reduction, reducing or eliminating unnecessary procedures, improving the overall appearance and functionality of the workspace and creating a postal education program for all employees. Once the statistics were established, Don was able to devise many solutions based on his vast experience and shrewd negotiating skills. He worked closely with numerous vendors to provide state of the art solutions and technology to achieve significant improvements in all areas of the department.

After improving current services, Don realized that the department would be able to offer additional services and increase customer access hours to services without having to increase staffing or increase hours of operation due to the implementation of the Intelligent Package Delivery System and a self-service postal kiosk. The department added the ability to process all addresses for ZIP+4 processing, "Move Update" verification and printing for all departments. Postal Services began providing tabbing, folding and inserting at no additional cost to the departments. Don worked with two other departments on campus to develop a website that the entire university could utilize to request bulk mailings and drastically reduce the mailings from being outsourced. This initiative saved the school over 150K in the first full year of implementation. In another effort to reduce mail preparation and processing time, Don established the ability for his office to store significant numbers of the most commonly used envelopes at an overall cost savings to the school. This allowed for same-day printing of business reply envelopes and addressing of envelopes. This overall process of ordering, delivering and printing envelopes cut an average of 2 weeks processing down one day.

Additional improvements that were completed: implemented a First Class Presort Permit which achieved over 9k in savings per year; purchased new mail run delivery carts, one to provide proper security of the mail and another electric cart to allow for heavier mail volumes; worked with vendors to design mail sorting throw cases to increase efficiency in mail sorting, provide flexibility for future changes, became ADA compliant and improve the overall workspace.

Don wanted to reduce the time needed to provide service to the customers at the service window. He was able to accomplish this through several new and innovative programs. He had several systems installed, including the Intelligent Package Delivery System and a self-service postal kiosk. These two systems provided customers access to pick up their packages and mail packages 20 hours a day, seven days a week. While proving to be a huge success with the customers, it also significantly reduced the wait line at the service window and freed up the clerks to help in other areas. A postal specific Point of Sale (POS) system was acquired and provided a more accurate, faster and professional service for the customer. It also added the ability to process customs forms and international packages electronically. His extensive operational knowledge of postal processes allowed Don to work with vendors to design an integrated service, display and storage area that allowed for over four times the

previous workspace and display area and provided customers with a professional environment allowing them to choose from over forty free USPS boxes and envelopes.

Don has made tremendous improvements in the presentation of the 8,500 post office boxes. He had the entire section repainted, renumbered and relabeled. He coordinated with the Office of Information Technology to have the Post Office Box Manager Program completely redesigned to add features like forwarding, First Class mail notification and reporting. The new reports provide detailed data on all the key functions mentioned and additional ones like new boxes opened, boxes closed, and rental fee notifications. After reviewing data on mail sorting Times, Don reconfigured the entire sorting section to significantly cut the time needed to sort all the mail into the PO Boxes. Don worked with a vendor to create and implement numerous changes to their existing package tracking system to meet the needs for mail forwarding, holds and outbound tracking. This system was able to integrate with the PO Box Manager Program and streamline processing.

Don realized the significance of getting the proper information out to all his customers. He coordinated the complete redesign of the Postal Services website and arranged to have several "how to" videos developed to show customers some of procedures most requested and to provide answers to the most frequently asked questions. When Don realized that students were only using a correct mailing address 27% of the time, he instituted a comprehensive information campaign to improve the addressing. In one semester, student addressing improved to a correct mailing address 96% of the time.

Another significant area of improvement was in the training and education of the employees. Don created quizzes and training guides that encompassed all the areas of postal operations. Since the number of student workers increased from two to ten, more training was required and each student worker was given more responsibilities than previously expected or allowed. The additions of these thoroughly trained student workers were instrumental to the overall improvement of the entire Postal Services department.

In the 3 years since Don's arrival he has become an active member of NACUMS, IMPA, MSMA, NACAS and CUMSA. He was elected as a board Member at large for CUMSA and serves as the Committee Chair of Membership. He has been a presenter at each of the conferences he attended. He has recently become an elected director for NACUMS and has been working with the Professional Resources Committee to implement an association certification program and a benchmarking survey. He earned his Certified Mail Manager (CMM) Certification and the USPS Mailpiece Design Professional (MDP) certification. All of this has allowed him to increase his postal knowledge and management skills. In addition to everything listed, he volunteered to serve on two different committees at ETSU examining efficiencies and standardization which enabled him to better understand processes on the campus.

Some of Don's most significant traits that allows him to excel in postal operation is his relentlessness in pursuing efficiency by streamlining every process, his attention to detail and his constant pursuit of innovation to improve postal operations. His steadfast insistence that his staff and student workers be able to perform all the required duties and never be satisfied with current processes and services motivates everyone to strive to improve.

Submitted by Jennifer Crigger