

Administrative Operat

Career Development Division

The Career Development Division (CDD) of the U.S. Postal Inspection Service provides basic training for candidate Postal Inspectors, in-service refresher and specialized courses for all Inspection Service personnel, and certification for threat-management instructors. Located at the William F. Bolger Center for Leadership Development in Potomac, Maryland, the CDD campus offers the advanced features of an elite law enforcement training

program, with a dormitory, full dining amenities, classrooms, a fitness center, and firearms facilities.

Inspector candidates undergo 12 weeks of scenario-based training that covers investigative techniques, defensive tactics, firearms, legal matters, search and seizure tactics, arrest techniques, court procedures, postal operations, and a

detailed study of the federal laws over which the Postal Inspection Service has jurisdiction. Training focuses on problem-solving abilities, critical thinking, and cognitive skills. All candidate Inspectors must successfully complete academic, firearms, and practical exercises to graduate from the program. From December 2002 through September 2003, CDD successfully graduated

seven Inspector classes.

Upon successful completion of the program, new Postal Inspectors participate in four to six months of formal, post-basic training that is designed and monitored by CDD and provided at an assigned Postal Inspection Service site.



Post-basic training is administered by experienced Inspectors and includes at least two weeks of assessed field training in each functional area for a minimum of 400 hours. New Inspectors spend a minimum of 200 hours in their initial assignments under the direct supervision of a Team Leader or senior Inspector.

CDD co-sponsored training for 901 Inspectors this past fiscal year, including the first hazwoper training in biohazard detection systems (BDS) offered by the Inspection Service. Work continues on an eLearning initiative, a pilot project sponsored jointly by the Postal Inspection Service and the Federal Law Enforcement Training Center (FLETC). A six-week pilot for 492 registered employees began on July 7, 2003. Postal Inspection Service employees are authorized to access



more than 1,000 training courses online at the FLETC Web site, which features a virtual learning environment. Course development and learning management opportunities are also available at the site.

Human Resource Performance

The Employee Development Group implemented the Supervisory Training Program in FY 2003, which incorporates online lessons, self-study modules (reviewed with certified On-the-Job Instructors), instructor-led classroom training, and eLearning. This specialized training was developed with subject-matter experts for newly promoted supervisors in three groups: Team Leaders (Inspectors), Administrative Support, and Postal Police Supervisors.

Human Resource Performance staff gave employees at more than 16 sites an opportunity to enhance their

skills in preparing PS Form 991, the Postal Service's job application form, by enrolling in its course, "411 on the 991," which included the award-winning video, "PS Form 991 Exposed," pro-

duced by staff members. More than 600 Inspection Service employees elected to receive the highly rated training. The group also led an effort to

implement a Training Prioritization Model to identify and set priorities for training needs in line with Postal Inspection Service goals and objectives.

The Executive Resources and Leadership Development Group hosted the Postal Inspection Service's first Successor Forum in July 2003 to identify potential successors for executive positions. Titled "Filling Inspection Service Executive's Shoes," the forum invited 30 participants to discuss leadership concepts relative to the future of the U.S. Postal Service. The forum emphasized the new Succession Plan-



Employee Development staff won awards for two training videos they produced for Postal Inspection Service employees in FY 2003: "PS Form 991 Exposed," and "Get With the Program."

ning Process, Individual Development Plans, the Structured Interview Process, and the Strategic Diversity Management Program. Chief Postal Inspector Heath was joined by the Postal Service's Chief Financial Officer Richard Strasser, its Vice President of Diversity Development Murray Weatherall, and its Acting Vice President of Strategic Planning Julie Moore.

As part of its commitment to support employee self-development, the Executive Resources and Leadership Development Group tapped into the Postal Service's Advanced Leadership Program to enhance employee skills through facilitated sessions in personal awareness, business foundations, business decisions, business leadership, and related courses at an accredited college or university. Thirteen Postal Inspection Service employees graduated from the program in November 2002.

Employees at National Headquarters participated in the Summer Internship Program sponsored by the Postal Service's Corporate Personnel Department in support of recruitment and communications goals. Four college students gained experience working with Human Resource Performance staff during its second year of participation in the program.

Also during FY 2003, 45 students, dubbed "Future Leaders," toured the Postal Inspection Service's National Forensic Laboratory at Dulles, Virginia, where forensic staff provided overviews of the Fingerprints, Physical Evidence, and Questioned Documents sections of the lab. The Inspector in Charge of Congressional and Public Affairs spoke about the history and mission of the Postal Inspection Service, and other Postal Inspectors discussed basic training requirements and allowed the students to observe arrest exercises in progress.

Information Technology

The U.S. Postal Inspection Service continues to maintain a secure and reliable information technology (IT) infrastructure. Maintaining this strategic and effective IT resource is essential to meeting organizational priorities and

goals. A secure IT infrastructure has become increasingly important as the Postal Inspection Service faces new challenges: the growth of electronic commerce and communication, which increases the likelihood of cyber security threats, such as computer viruses, worms, and intrusions; the globalization of business and crime; and the rapid pace of technological change.

The Information Technology Division (ITD) has multiple roles in improving the Postal Inspection Service's investigative capabilities. Integrating business systems, securing and speeding access to information, implementing new technologies, and upgrading the IT infrastructure and technology all require the attention of an IT staff with specialized skills.

To help meet new demands imposed by technological changes, ITD deployed nearly 1,400 new desktop and laptop computers with a new



Wanted: U.S. Postal Inspectors Only the exceptional need apply.

Postal Inspectors are federal law enforcement officers with investigative jurisdiction in all criminal matters involving the integrity of the mail and the security of the U.S. Postal Service.

Postal Inspectors investigate criminal and civil violations of postal laws and protect the revenue and assets of the U.S. Postal Service. Inspectors carry firearms, make arrests, testify in court, serve subpoenas, and write comprehensive reports. It is a demanding position, often requiring frequent and extended travel and absences from home. Postal Inspectors may work under hazardous conditions, have irregular work hours, and be assigned anywhere in the country.



Inspection Service software toolkit for increased security and enhanced performance. All computers on the network now have software that allows employees to consistently manage and support the IT infrastructure. More than 200 high-performance network printers were also purchased.

The Postal Inspection Service is developing a Web-based, case management system to improve the accessibility and completeness of case information, investigative data, and administrative work. The first part of this multi-phased system was deployed in October 2003.

ITD also enhanced existing applications during the past fiscal year, including the Laboratory Information Management System, Prohibited Mailings-Narcotics System, Property Disposition System, Fraud Complaint System, Recruitment Applicant Processing System, eMaria System, and the Firearms System.

ITD staff coordinate the Postal Inspection Service's security program to ensure the confidentiality, integrity, and availability of information and operations. To safeguard the network from malicious cyberattacks, minimize security risks, and prevent intruders from accessing the network, ITD enhanced its information security systems. Special-use, dedicated servers were deployed to secure the Inspection Service's IT infrastructure by scanning all incoming Internet traffic for viruses. Additionally, the servers improved performance for end-users by maintaining copies of frequently used Web sites to decrease Internet use.

Finance and Administrative Services

The Finance and Administrative Services (FAS) Group oversees planning and administration for the Postal Inspection Service and the reporting of its national and capital budgets. FAS members analyze financial data, develop data forecasts and cost-accounting reports, and assist in financial decision-making to ensure the overall stability of the U.S. Postal Inspection Service.

While FAS dedicates the majority of its efforts to the budget process, the group also manages administrative areas of the Postal Inspection Service, including the Vehicle Fleet Program, Travel Program, Credit Card Program, Facilities Program, space administration, and health and medical exams. The FAS group monitors and evaluates the programs using benchmarking, financial modeling, and cost-benefit analysis.

Sharing responsibility for oversight of administrative duties and the national budget is the Procurement & Administrative Service Center at Bala Cynwyd, Pennsylvania. As a branch of FAS, the group supports, reviews, and guides work in these program areas, in addition to managing the National Assets Tracking System, Firearms Program, Relocation Program, and the Time and Attendance Collection System.

FAS established the National Administrative Committee (NAC) in FY 2003 to enhance administrative processes and serve as a liaison for managers on administrative personnel issues. During FY 2003, NAC rede-

signed the capital investment and purchasing process to increase its efficiency and effectiveness. NAC staff members review workloads for administrative personnel at field offices and design and conduct training for administrative specialists.

The National Threat Management Coordinator position was assigned to FAS during FY 2003 to provide program management for the Firearms, Officer Survival, and Defensive Tactics programs. The position will be responsible for developing policies and procedures for the Postal Inspection Service's threat management programs and will serve as a liaison with other agencies.