

Professional Standards and Resource Development



Effective training in the workplace enables every Postal Inspection Service employee to contribute to the organization's success.

Professional Standards & Resource Development (PS&RD) oversees and promotes all facets of strategic planning, employee training and development, workforce strategic planning, training assessment and budget and administration. PS&RD comprises the offices of Strategic Planning & Management Process, Career Development, Finance & Administrative Services and human resource functions.

PS&RD implements training initiatives and employee development programs and processes to enhance individual employee performance and increase organizational effectiveness. The office also monitors and coordinates work "details" and other developmental opportunities, participation in the Postal Service's Advanced Leadership Program and supervisory and mid-level managerial training for Inspection Service personnel.

PS&RD funded the Basic Law Enforcement Supervisory Training Program (BLESTP) for 35 Postal Inspector-Team Leaders and Postal Police Officer Supervisors in FY 2001. It also coordinated the Federal Law Enforcement Management Training Program (FLEMTP) for 11 Assistant Inspectors in Charge and Field Office



Photo by United States Postal Service

Postal Inspectors receive basic training at the Postal Service's William F. Bolger Center for Leadership Development in Potomac, MD, pictured here.

Inspectors in Charge at the Federal Law Enforcement Training Center (FLETC) at Glynco, GA. BLESTP gives law enforcement professionals the opportunity to expand and refine their supervisory skills, and FLEMTP focuses on leadership and management skills vital to mid-level managers.

Also during the past fiscal year, certified Master Facilitators delivered more than 40 training sessions to Inspection Service personnel in intercultural and gender communications, team building and career development skills. PS&RD staff members coordinated and deployed the new eTravel program, an automated travel expense system, for Postal Inspection Service employees. ETravel stream-

lines expense reporting, eliminates paperwork and speeds expense reimbursements to travelers.

Strategic Planning and Management Process

The office of Strategic Planning & Management Process assists the Postal Inspection Service in determining how to respond effectively to short- and long-term changes that will affect the agency. During FY 2001, the office published a *2001–2006 Strategic Plan* for the Postal Inspection Service, identifying the challenges the agency faces in continuing to meet the needs of the U.S. Postal Service and the American public in the years ahead.

The Postal Inspection Service also published its first *2001–2004 Information Technology Strategic Plan* this fiscal year. Focusing on information technology (IT) requirements throughout the organization, the plan acknowledges the importance of partnerships with other law enforcement agencies, the business community and the American public. It offers a comprehensive overview of IT architecture, programs and processes to ensure that IT support reaches all Postal Inspection Service stakeholders.

Career Development

The Career Development Division (CDD) of the Postal Inspection Service provides basic training for candidate Postal Inspectors, in-service training comprising 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, MD, CDD's large campus offers the advanced features of an elite law enforcement training program, with dormitory, dining,

classroom, fitness and firearms facilities.

Inspector candidates undergo 13 weeks of scenario-based training that covers investigative techniques, defensive tactics, firearms, legal matters, search and seizure, 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.

Upon successful completion of the program, new Postal Inspectors participate in four to six months of formal, post-basic training designed and monitored by CDD and administered at an assigned Inspection Service field location. Post-basic training is administered by experienced Postal 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. During FY 2001, CDD successfully graduated one Inspector class, and two more classes were started in August 2001. The 24 graduates are currently completing various phases of post-basic training.

Postal Police Officers (PPOs) undergo a 10-week basic training course at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA. In August 2001, a class of 48 PPO candidates began training at FLETC.

CDD co-sponsored training for 1,705 Postal Inspection Service employees during FY 2001. Using NetMeeting, an electronic vehicle for delivering training, CDD staff members assisted in deploying eTravel training and training for Postal Inspectors on the redesigned Inspections Review Program. Partnering with the Office of Counsel, members of

CDD also developed and provided legal training for 940 Postal Inspectors from across the country.

Finance and Administrative Services

The Finance & Administrative Services group (FAS) oversees the planning, administration and reporting of the national and capital budgets of the Postal Inspection Service. FAS streamlines decision-making for Inspection Service managers by supplying them with detailed financial analyses, forecasting data and cost-accounting reports, thereby helping ensure the financial stability of the Postal Inspection Service.

While FAS dedicates the majority of its efforts to the budget process, the group is also responsible for managing the Postal Inspection Service's administrative programs. These include the vehicle fleet program, employee time-keeping program, national asset tracking system, travel and relocation program, health and medical exams, credit card program and facility project and space administration. FAS staff monitors and evaluates the programs through modeling and cost-benefit analysis.

FAS staff also oversees the Postal Inspection Service's general office services at National Headquarters, including office machine maintenance, mailroom services, office space requirements and office supply and furnishing procurements.