Efficiency of Operations at the Curseen-Morris Processing and Distribution Center, Washington, DC

AUDIT REPORT

Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

April 11, 2024

MEMORANDUM FOR: DAVE WEBSTER
CHESAPEAKE DIVISION DIRECTOR,
PROCESSING OPERATIONS

BRIAN KESLO
CHESAPEAKE DIVISION DIRECTOR,
LOGISTICS

FROM: Joseph E. Wolski
Director, Field Operations, Atlantic and WestPac

SUBJECT: Audit Report – Efficiency of Operations at the Curseen- Morris
Processing and Distribution Center, Washington, DC -
(Report Number 24-063-R24)

This report presents the results of our audit of the Curseen-Morris Processing and
Distribution Center.

All recommendations require OIG concurrence before closure. Consequently, the OIG requests
written confirmation when corrective actions are completed. All recommendations should not be
closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation
that the recommendations can be closed.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or
need additional information, please contact Monica Brym, Audit Manager, or me at 703-248-2100.

Attachment

cc: Postmaster General
Chief Processing and Distribution Officer and Executive Vice President
Chief Logistics Officer and Executive Vice President
Vice President, Processing and Maintenance Operations
Vice President, Logistics
Vice President, Eastern Regional Processing Operations
Atlantic Regional Director, Logistics
Corporate Audit Response Management

Results

Background

The U.S. Postal Service needs effective and productive operations to fulfill its mission of providing prompt, reliable, and affordable mail service to the American public. It has a vast transportation network that moves mail and equipment among approximately 330 processing facilities and 31,100 post offices, stations, and branches. The Postal Service is transforming its processing and logistics networks to become scalable, reliable, visible, efficient, automated, and digitally integrated. This includes modernizing operating plans and aligning the workforce; leveraging emerging technologies to provide world-class visibility and tracking of mail packages in near real time; and optimizing the surface and air transportation network. The U.S. Postal Service Office of Inspector General (OIG) reviews the efficiency of mail processing operations at facilities across the country and provides management with timely feedback to further the Postal Service's mission.

This report presents the results of our self-initiated audit of the efficiency of operations at the Curseen-Morris Processing and Distribution Center (P&DC) in Washington, DC (Project Number 24-063). We judgmentally selected this P&DC based on a review of first and last mile failures;[1] workhours; scanning compliance;[2] and late, canceled, and extra trips. The Curseen-Morris P&DC is in the Chesapeake Division and processes letters, flats, and packages. The Curseen-Morris P&DC services multiple 3-digit ZIP Codes in urban communities[3] (see Table 1).

Table 1. Population Demographics

3-Digit ZIP Codes	Urban Population	Total Population
200	688,126	688,126
202	8	8
204	194	194
205	90	90

Source: Postal Service National Distribution Labeling List and 2020 Census Bureau data.

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Curseen-Morris P&DC.

To accomplish our objective, we focused on five audit areas: mail clearance times,[4] delayed mail, late, cancelled, and extra outbound trips; dock scanning; and security of registry items. We reviewed Surface Visibility Web (SVWeb)[5] data for late, canceled, and extra trips, as well as scan compliance for the period January 1, 2023, to December 31, 2023. Further, we identified mail clearance time goals for the Curseen-Morris P&DC and compared them with operations shown in the Run Plan Generator report.[6] During our site visit the week of February 5, 2024, we interviewed P&DC management and observed mail processing and dock operations.

During this time, the OIG also audited three delivery units[7] serviced by the Curseen-Morris P&DC. We will provide the results of those audits to Maryland District management in separate reports. See Appendix A for additional information about our scope and methodology.

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1   First mile failures occur when a mailpiece is collected and does not receive a processing scan at the origin processing facility on the day that it was intended. Last mile failures occur after the mailpiece has been processed at a processing facility on a final processing operation and is not delivered to the customer on the day it was intended.
2   Scans include load, depart, unload, close, assign, and arrive.
3   We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.
4   The latest time committed mail can clear an operation for proper dispatch or delivery.
5   A website dedicated to the Surface Visibility program, which provides real-time transportation updates and reports on the movement of trailers in the surface network. The data captured to identify early, on-time, late, or canceled trips is also used to evaluate and improve transportation schedules.
6   An application mail processing facilities use to plan machine use based on volume, clearance times, and other criteria.
7   The three delivery units were Brookland Station in Washington, DC (project number 24-065-1); Lammond Riggs Station in Washington, DC (project number 24-065-2); and Ward Place Carrier Annex in Washington, DC (project number 24-065-3).

Results Summary

We identified deficiencies for four of the five areas we reviewed that affected the efficiency of operations at the Curseen-Morris P&DC (see Table 2). We also identified other issues related to safety and security.

Table 2. Summary of Results

Audit Area	Issues Identified	
	Yes	No
Clearance Times		X
Delayed Mail	X	
Late, Canceled, and Extra Outbound Trips	X	
Scan Compliance	X	
Security of Registry Items	X	
Other Issues	X	

Source: Results of OIG data reviewed from January 1, 2023, to December 31, 2023, and fieldwork conducted from February 5 to February 8, 2024.

We analyzed mail processing schedules and data to verify the plant was meeting the scheduled clearance times.

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Finding #1: Delayed Mail

What We Found

On each day from February 6 through February 8, 2024, we observed delayed mail in the manual operations unit. Specifically, we identified approximately 36,000 delayed letters on February 6; 36,000 delayed letters on February 7; and 27,000 delayed letters on February 8.[8] (See Figure 1). In addition, we observed some of this mail could have been run on machines instead of sorted manually.[9] Management reported this mail in the Mail Condition Visualization (MCV) system[10] but did not report it properly. This mail was reported in the MCV system under Delayed Mail Flow,[11] but should have been reported under Delayed Inventory.[12]

Figure 1. Examples of Delayed Mail in Manual Letter Operations
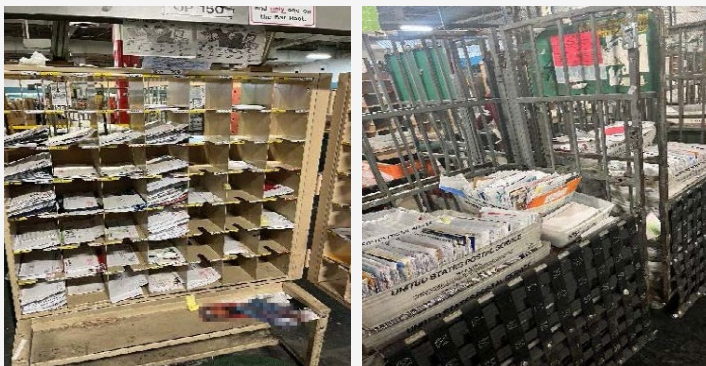
Source: OIG photos taken February 6 and February 7, 2024.

In addition, we observed delayed or potentially delayed mail in the manual letter operations unit that was sent back from delivery units to the Curseen-Morris P&DC. Specifically, we identified approximately 332,450 mailpieces on February 6, 158,050 mailpieces on February 7, and 168,950 mailpieces on February 8, 2024, of delayed or potentially delayed mail. Some of this mail was not properly labeled so we could not determine how much of it was delayed. We observed this mail on multiple days during our site visit and,

based on the placards, some was as old as January 23, 2024 – 14 days prior to our site visit.

This mail was labeled "missent," but it contained Postal Automated Redirection System (PARS)[13], Computerized Forwarding System,[14] Return-to-Sender, missent, and collection mail (see Figure 2). However, PARS mail and collection mail are not processed by the Curseen-Morris P&DC, and the delivery units should have dispatched the mail to another processing facility in the area. Management acknowledged this has been an ongoing issue.

Figure 2. Example of Comingled Mail Labeled as Missent in the Manual Letter Operation Unit

Source OIG photos taken February 7, 2024.

During the week of our visit, management did not report any missent mail in the MCV system. In addition, management did not consistently report mail irregularities, such as incorrectly separated mail arriving from delivery units, in the Mail Arrival Quality/Plant Arrival Quality (MAQ/PAQ)[15] system. Specifically, the last entry in MAQ/PAQ regarding mail quality issues was reported December 31, 2023.

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8   OIG estimates based on calculations made using Manual M-32, *Management Operating Data System*, Table D-3, dated September 2022.
9   The Postal Service refers to this type of mail as machinable.
10 Mail Condition Visualization provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, and oldest mail date by mail category and processing operation and stores historical trailer information.
11 Delayed Mail Flow includes pieces that did not complete their next predicted processing operation by the National Operation Clearance Time for the pieces class, shape, and processing operation.
12 Delayed Inventory includes pieces that remain on hand at their facility and that have not received their next expected processing operation by 7 a.m. for destinating final processing operations and 6 a.m. for all other operations.
13 Postal Automated Redirection System can intercept mail identified as undeliverable-as-addressed during processing.
14 Computerized Forwarding System is a centralized, computerized address label generating operation that performs address correction services.
15 The MAQ/PAQ system facilitates communication and resolution of issues with the movement of mail, including collection mail, between postal facilities.

Why Did it Occur

Management did not allocate the resources needed to manually process mail timely and limit the amount of machinable mail entering the manual letter operations unit. Plant management acknowledged the manual letter operations unit was not properly staffed to process mail in time for dispatch to the delivery units that morning. Additionally, plant management did not designate an employee in the manual letter operations unit to identify machinable mail[16] that could be run on processing machines and prevent it from being processed manually, which takes more time.

In addition, a lack of preventative maintenance on machines that process letters at the Curseen-Morris P&DC could be a contributing factor to machinable mail being rejected and sent to the manual unit for processing, potentially delaying the mail. From September 2023 through February 2024, daily preventative maintenance on the Delivery Barcode Sorter (DBCS) machines had a completion rate of 77.6 percent, well below the goal of 95 percent. Maintenance management acknowledged daily preventative maintenance on the DBCS machines was well below the goal and attributed the low completion rate to mail processing operations running into the planned maintenance window on those machines. For the period of February 1, 2024, through February 14, 2024, there were 31 occurrences when mail was processed on the DBCS machines during part of the time planned for preventative maintenance. Each of the six DBCS machines was schedule to have preventative maintenance once daily.

Due to a lack of oversight, management did not take action to identify and address the volume of missent mail or issues with the mail quality from delivery units. Management acknowledged that they need to use MAQ/PAQ as a tool to resolve issues with the delivery units.

Finally, management did not properly report delayed and missent mail in the MCV system because they were unclear of the proper reporting procedures.

What Should Have Happened

Postal Service policy[17] states that management should continually gauge how well they are managing the flow of mail and have managerial control over the workload, personnel, and equipment needed for a well-run operation. Postal Service procedure requires processing facilities to maintain a "gatekeeper" employee in manual letter operations who ensures machinable mail is not manually sorted in manual letter operations.[18] Further, preventative maintenance should also be performed daily to keep machines running efficiently.[19] In addition, management should use the MAQ/PAQ to communicate and resolve issues with mail quality from delivery units.[20]

Effect on the Postal Service and Its Customers

When mail is not processed in accordance with proper procedures, there is an increased likelihood of delays. Further, when preventative maintenance is missed, the quality of the mail sorted can be diminished and delayed or missent mail can result. When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

> ### Recommendation #1
> We recommend the **Chesapeake Division Director, Processing Operations**, verify staffing is aligned to process mail in the manual letter operations unit for timely dispatch by the Curseen-Morris Processing and Distribution Center.

> ### Recommendation #2
> We recommend the **Chesapeake Division Director, Processing Operations**, direct management to delegate an employee for manual operations to reduce the manual processing of machinable mail at the Curseen-Morris Processing and Distribution Center.

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16 Mail that meets certain standards, such as size, weight, and shape, to be sorted on mail processing equipment.
17 Handbook PO-413, *Platform Operations*, Sections 2-1.1 and 2-4.4, dated December 2013.
18 Job Instruction, *DPS-08 Residual and Rejected Mail Run*, dated January 2013.
19 Instruction Sheet, MS-63, *Maintenance Operations*, Section 11.1, dated June 22, 2006.
20 *MAQ/PAQ User Guide*, dated 2020.

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Recommendation #3

We recommend the **Chesapeake Division Director, Processing Operations**, verify daily preventative maintenance is completed on all Delivery Barcode Sorter machines to increase compliance at the Curseen-Morris Processing and Distribution Center.

Recommendation #4

We recommend the **Chesapeake Division Director, Processing Operations**, conduct a review at the Curseen-Morris Processing and Distribution Center to identify why delivery units are returning so much mail, take corrective actions, and use the Mail Arrival Quality/Plant Arrival Quality to communicate with delivery units about mail separation.

Recommendation #5

We recommend the **Chesapeake Division Director, Processing Operations**, verify that delayed mail and missent mail are properly reported in the Mail Condition Visualization system at the Curseen-Morris Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. The target implementation date for Recommendation Nos. 1–4 is July 31, 2024, and the target implementation date for Recommendation No. 5 is May 31, 2024. See Appendix B for management's comments in their entirety.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations.

Finding #2: Late, Canceled, and Extra Trips

What We Found

From January 1 through December 31, 2023, there were a total of 37,869 outbound trips from the Curseen-Morris P&DC. Of the total outbound trips, there were 5,289 late trips, 2,892 canceled trips, and 984 extra trips at the Curseen-Morris P&DC. This represented about 24.2 percent of all outbound trips (see Table 3).

Table 3. Outbound Late, Canceled, and Extra Trips

Transportation Metric	Number	Percentage of Total Trips
Late Trips	5,289	14.0%
Canceled Trips	2,892	7.6%
Extra Trips	984	2.6%

Source: SVWeb.

Why Did it Occur

The late and canceled trips were due to traffic in the local area and Postal Vehicle Service scheduling failures. The last review of Postal Vehicle Service transportation schedules at the Curseen-Morris P&DC was completed about 24 months ago. The intent of these reviews is to annually assess transportation staffing and scheduling.

What Should Have Happened

According to Postal Service policy,[21] key elements to effective dispatch and routing include evaluating transportation performance to planned schedules and ensuring that planned dispatches are compatible with an effective mail arrival profile at the destination. In addition, postal policy[22] requires the annual review of Postal Vehicle Service transportation schedules.

Effect on the Postal Service and Its Customers

When there are late and canceled trips, there is an increased risk the mail will not be delivered on time, which can adversely affect Postal Service customers, harm the brand, send mailers to competitors, increase operating costs, and cause the Postal Service to lose revenue.

> **Recommendation #6**
> We recommend the **Chesapeake Division Director, Logistics**, complete an annual review of the Postal Vehicle Service transportation schedules and implement any schedule changes at the Curseen-Morris Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. The target implementation date is August 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation.

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21 Handbook M-22, *Dispatch and Routing Policies*, dated July 2013.
22 Handbook PO-701, dated March 1991.

Finding #3: Scan Compliance

What We Found

The Curseen-Morris P&DC did not meet load and unload scan[23] goals. From January 1 to December 31, 2023, the average compliance for load scans at the Curseen-Morris P&DC was 84 percent, while average scan compliance for unload was 88 percent (see Figure 3). The Postal Service goal for load and unload scans was 92 percent in FY 2023 and 93.25 percent in FY 2024.

Additionally, during the week of February 5, 2024, we observed load scans were not always performed.

Why Did it Occur

Load and unload scans were not being performed consistently because there was a lack of oversight by Processing Operations and Logistics Operations management. Specifically, management acknowledged that employees do not always scan on the docks. In addition, management said that sometimes too many placards[24] are printed, and the extra placards are not cancelled, as required, resulting in lower scan compliance

scores. Plant management said they used to have a Surface Visibility[25] coordinator who assisted with management by monitoring scanning compliance, but they no longer have this position.

What Should Have Happened

Postal Service policy[26] states that employees are required to perform outbound and inbound scans of containers and trailers to ensure mail visibility.

Effect on the Postal Service and Its Customers

Scans help the Postal Service track mail as it flows through the network. Low scanning compliance contributes to inaccurate use data, missent mail, and operational inefficiencies. Management uses scanning data to streamline outbound container operations, enhance dispatch quality, and increase efficiency in the use of transportation containers and trailers. When scans are not made, management may not have the information needed to make accurate operational decisions.

Figure 3. Scanning Compliance at the Curseen-Morris P&DC From January 2023 to December 2023
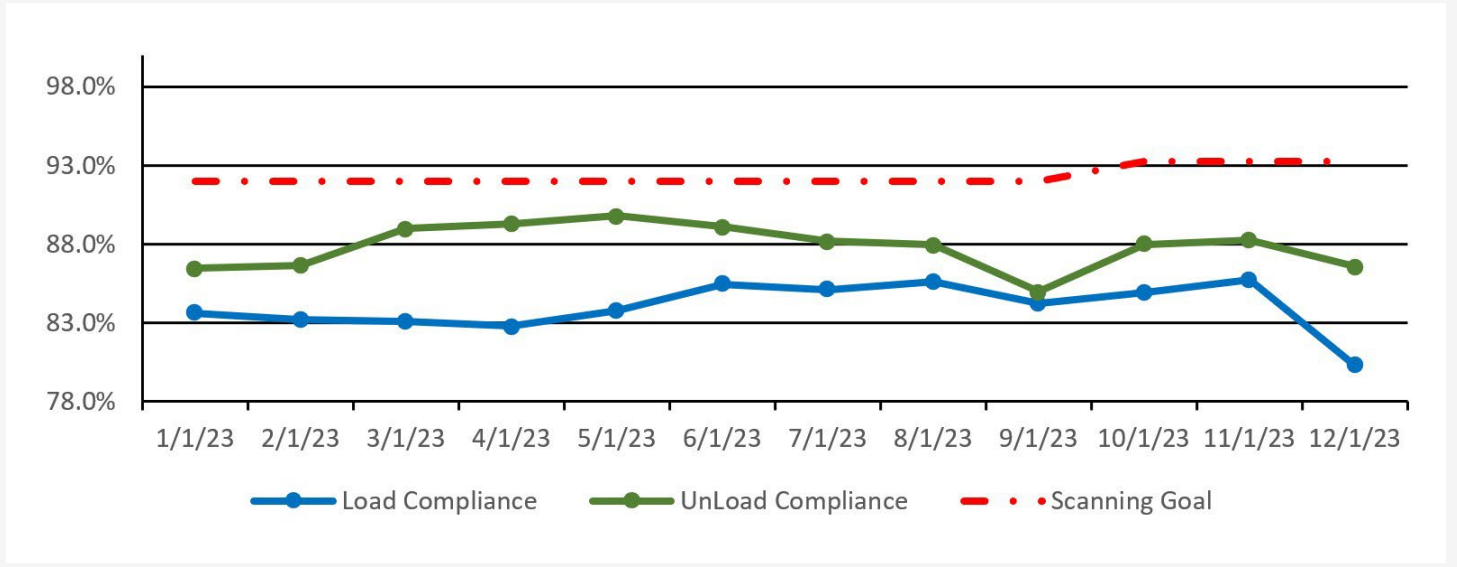
Source: SVWeb.

23 Load scans are performed when a container is loaded onto a trailer for dispatch and unload scans are performed when a container is removed from a trailer.
24 A large sign or card attached to various types of mail transport equipment that provides internal information about the content, mail processing operation, or dispatch of the mail.
25 Surface Visibility is a mobile scanning application that enables Postal Service Personnel at SV-equipped sites to scan trays, tubs, and sacks of mail into containers and onto trailers and to track the mail across the surface network.
26 *Surface Visibility Program User* booklet, updated January 10, 2023.

Recommendation #7

We recommend the **Chesapeake Division Directors, Processing Operations** and **Logistics**, develop and implement a plan to verify load and unload scanning is consistently completed in accordance with policy at the Curseen-Morris Processing and Distribution Center.

Recommendation #8

We recommend the **Chesapeake Division Director, Processing Operations**, take action to verify the appropriate number of placards are printed, and extra placards are canceled at the Curseen-Morris Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. The target implementation date for Recommendation No. 7 is August 31, 2024, and the target implementation date for Recommendation No. 8 is July 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations.

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Finding #4: Security of Registry Items

What We Found

Employees at the Curseen-Morris P&DC did not consistently follow procedures for the security of registry items. Specifically, we observed that registry clerks did not verify the receipt of all registry pouches arriving from delivery units. For example, on February 5, 2024, registry personnel did not verify receipt of registry pouches from 21 of 44 stations (or about 48 percent). In another example, a registry pouch contained a bank deposit dispatched to the Curseen-Morris P&DC on January 26, 2024, but was not received at the registry section until January 31, 2024. Registry personnel were unaware that the deposit was missing until it arrived five days later.

In addition, employees at the Curseen-Morris P&DC did not complete Postal Service (PS) Form 1625, *Record of Entry – Registry Section* properly. Specifically, the times that employees and visitors departed the registry cage were not always recorded in the form.

A Postal Service review of registry controls and operations at the Curseen-Morris P&DC, conducted in May 2023,[27] also identified deficiencies with procedures to verify the receipt of arriving registry pouches and completion of PS Forms 1625. According to management's responses to this review, issues with the verification of incoming registry pouches were abated as of September 11, 2023, and the PS Form 1625 issues were abated as of May 31, 2023.

Why Did it Occur

Employees did not consistently follow procedures to verify receipt of registry pouches or complete PS Forms 1625 due to a lack of management oversight and training. Plant management did not provide training to employees on registry policies and procedures. Management acknowledged they did not ensure registry personnel were aware of all registry policies and performed the procedures required.

What Should Have Happened

Management should ensure that all registry pouches are accounted for daily, and any missing pouches reported to designated receiving employee for action.[28] In addition, postal policy[29] requires employees and those regularly assigned to the registry section to sign in and out of the registry section using PS Form 1625.

Effect on the Postal Service and Its Customers

Registered Mail provides added protection to the customer by providing evidence of secure mail and delivery for valuable and important items. When Registered Mail is not secured in accordance with proper procedures, there is an increased risk of loss or theft of items that customers have entrusted the Postal Service to provide added protection for secure delivery.

> **Recommendation #9**
>
> We recommend the **Chesapeake Division Director, Processing Operations**, verify training is provided to clerks and supervisors responsible for registry items and the procedures for the security of registry items are followed at the Curseen-Morris Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. The target implementation date is May 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation.

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27 USPS Headquarters Field Accounting, *Registry Review Site Action Plan JCTM PDC,* dated May 31, 2023.
28 Handbook DM 901, *Registry Mail*, Section 6-1.1.3, dated January 2016.
29 Handbook DM-901, *Registry Mail*, Section 7-1.3, dated January 2016.

Finding #5: Safety and Security

What We Found

During our site observations, we observed several safety and security issues.

Safety Issues:

- Trucks and trailers parked at the docks without wheel chocks placed next to the tire to prevent them from rolling away (see Figure 5).

- Two blocked electrical panels (see Figure 6).

- Two blocked fire extinguishers (see Figure 6).

Security Issue:

- Several exit doors on the dock area were propped open (see Figure 7).

Why Did it Occur

Management at the Curseen-Morris P&DC did not provide sufficient oversight to ensure safety rules were consistently followed. Management did not provide enough wheel chocks for drivers to use at ten dock doors, and supervisors did not verify that drivers used available wheel chocks at the remaining dock doors. In addition, dock supervisors did not verify that exit doors in the dock area were secured.

What Should Have Happened

The Postal Service requires management to maintain a safe environment for employees and customers.[30] Postal Service policy[31] states that drivers must prevent trailers from rolling away from docks by using wheel chocks. Postal Service policy also states that door locks must not be disabled or doors propped open.[32] Postal Service policy[33] also addresses the importance of keeping fire-fighting equipment free from obstructions at all times.

Figure 5. Trailer Without Wheels Chocked

Source: OIG photo taken February 7, 2024.

Figure 6. Example of Blocked Electrical Panel and Fire Extinguisher
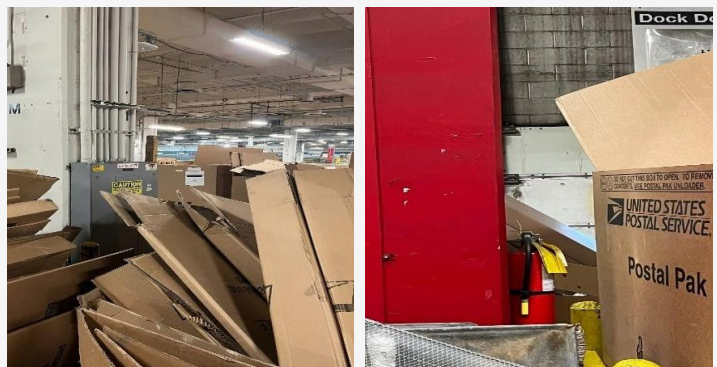
Source: OIG photos taken February 7, 2024.

Figure 7. Door on the Dock Propped Open

Source: OIG photo taken February 7, 2024.

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30 Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 1-1, dated July 2020.
31 Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1, subsection C dated July 2020.
32 Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 8-16, dated July 2020.
33 Handbook EL-814, *Postal Employee's Guide to Safety*, Section V, dated April 2023.

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Effect on the Postal Service and Its Customers

When employees do not observe safe working practices and safety rules, there is an increased risk of employee accidents and injuries. Management's attention to maintenance, safety, and security deficiencies can reduce the risk of injuries to employees; reduce related costs, such as workers' compensation claims, lawsuits, and Occupational Safety and Health Administration[34] penalties.

Management Actions

Plant management took action to address the blocked fire extinguishers and blocked electrical panels after our visit. Therefore, we will not be making a recommendation regarding this matter.

> **Recommendation #10**
> We recommend the **Chesapeake Division Director, Logistics**, verify wheel chocks are available for use at all docks and that all drivers use wheel chocks at the Curseen-Morris Processing and Distribution Center.

> **Recommendation #11**
> We recommend the **Chesapeake Division Directors, Processing Operations** and **Logistics**, verify exit doors on the dock are secured at the Curseen-Morris Processing and Distribution Center.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. The target implementation date for both recommendations is May 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations.

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34 Occupational Safety and Health Act of 1970.

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Appendix A. Additional Information

We conducted this audit from January through April 2024, in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on March 22, 2024, and included their comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the Mail Processing Operations internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed theinternal control components and underlying principles, and we determined that the following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to control activities, information and communication, and monitoring that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of Web End of Run,[35] MCV, and SVWeb data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined that the data were sufficiently reliable for the purposes of this report.

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35 Web End of Run is a web-based application used in collecting operational data from automated and mechanized mail processing equipment.

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Appendix B: Management's Comments

UNITED STATES
POSTAL SERVICE

April 1, 2024

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Efficiency of Operations at the Curseen-Morris Processing
and Distribution Center, Washington, DC (Report Number 24-063-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings
contained in the draft audit report *Efficiency of Operations at the Curseen-Morris Processing and
Distribution Center, Washington, DC.*

Management generally agrees with the findings related to delayed mail, late, canceled, and
extra trips, scan compliance, registry items, and safety and security.

Following are our comments on each of the eleven recommendations.

Recommendation 1: We recommend Chesapeake Division Director, Processing, verify staffing
is aligned to process mail in the manual letter operations unit for timely dispatch by the
Curseen-Morris Processing and Distribution Center

Management Response/Action Plan: Management agrees with this recommendation.
Management will have supervisors initial all mail volume entered in the manual letter operation
to properly assess staffing needed for timely dispatch. Additionally, management will monitor for
compliance.

Target Implementation Date: 07/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 2: We recommend Chesapeake Division Director, Processing, direct
management to delegate an employee for manual operations to reduce the manual processing
of machinable mail at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation.
Management will allocate resources, when available, to the manual operation to identify and
expedite machinable mail to processing operations.

Target Implementation Date: 07/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 3: We recommend Chesapeake Division Director, Processing, verify daily preventative maintenance is completed on all Delivery Barcode Sorter machines to increase compliance at the Curseen-Morris Processing and Distribution Center

Management Response/Action Plan: Management agrees with this recommendation. Management has a schedule and maintenance log for maintenance personnel to document the servicing of Delivery Barcode Sorters and will monitor for improvement.

Target Implementation Date: 07/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 4: We recommend Chesapeake Division Director, Processing, conduct a review at the Curseen-Morris Processing and Distribution Center to identify why delivery units are returning so much mail, take corrective actions, and use the Mail Arrival Quality/Plant Arrival Quality to communicate with delivery units about mail separation.

Management Response/Action Plan: Management agrees with this recommendation. Management has regular cadences to discuss issues reported in MAQPAQ and try to identify root causes. Management will also conduct a service talk to report irregularities in MAQ/PAQ.

Target Implementation Date: 7/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 5: We recommend Chesapeake Division Director, Processing, verify that delayed mail and missent mail are properly reported in the Mail Condition Visualization system at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct a service talk on proper recording of delayed mail in MCV and monitor for compliance.

Target Implementation Date: 05/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 6: We recommend Chesapeake Division Director, Logistics, complete an annual review of the Postal Vehicle Service transportation schedules and implement any schedule changes at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct and document the required zero-base review of Postal Vehicle Service transportation schedules and implement any required schedule changes.

Target Implementation Date: 08/31/2024

Responsible Official: Chesapeake Division Director, Logistics

Recommendation 7: We recommend Chesapeake Division Directors, Processing and Logistics develop and implement a plan to verify load and unload scanning is consistently completed in accordance with policy at the Curseen-Morris Processing and Distribution Center

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct service talks on scan compliance and monitor to ensure load and unload scans are performed consistently.

Target Implementation Date: 08/31/2024

Responsible Official: Chesapeake Division Directors, Processing and Logistics

Recommendation 8: We recommend Chesapeake Division Director, Processing, take action to verify the appropriate number of placards are printed, and extra placards are canceled at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will monitor placard utilization and ensure extra placards are canceled.

Target Implementation Date: 07/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 9: We recommend Chesapeake Division Director, Processing, verify training is provided to clerks and supervisors responsible for registry items and the procedures for the security of registry items are followed at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will give a service talk to registry personnel on proper handling and security of registry items and monitor for compliance.

Target Implementation Date: 05/31/2024

Responsible Official: Chesapeake Division Director, Processing

Recommendation 10: We recommend Chesapeake Division Directors, Processing and Logistics, verify wheel chocks are available for use at all docks and that all drivers use wheel chocks at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Logistics management will provide a service talk on use of wheel chocks and conduct reviews to monitor for compliance. Wheel chock observations are included with daily Gemba. Signage will also be posted.

Target Implementation Date: 05/31/2024

EFFICIENCY OF OPERATIONS AT THE CURSEEN-MORRIS PROCESSING AND DISTRIBUTION CENTER, WASHINGTON, DC
REPORT NUMBER 24-063-R24

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Responsible Official: Chesapeake Division Directors, Processing and Logistics

Recommendation 11: We recommend Chesapeake Division Directors, Processing and Logistics, verify exit doors on the dock are secured at the Curseen-Morris Processing and Distribution Center.

Management Response/Action Plan: Management agrees with this recommendation. Management will have supervisors perform regular Gemba walks on the dock to ensure exit doors are secured.

Target Implementation Date: 05/31/2024

Responsible Official: Chesapeake Division Directors, Processing and Logistics

E-SIGNED by VERNAL.D WEBSTER JR
on 2024-04-02 08:51:33 EDT
_____
Dave Webster
Sr. Division Director, Chesapeake Processing Operations

E-SIGNED by Brian.J Kelso
on 2024-04-01 10:41:34 EDT
_____
Brian Kelso
Division Director, Chesapeake Logistics

cc: Vice President, Regional Processing Operations (Eastern)
    Corporate Audit Response Management

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