MIKE L. BARBER
VICE PRESIDENT
PROCESSING AND MAINTENANCE OPERATIONS

**UNITED STATES
POSTAL SERVICE**

November 15, 2021

JOSEPH WOLSKI
DIRECTOR, AUDIT OPERATIONS

SUBJECT: Audit Resolution – Manual Mail Processing Efficiency, Project
Number 21-131-R21 (Recommendations #3 & #4)

Representatives of the Office of the Inspector General (OIG) and United States
Postal Service management held an audit resolution meeting on November 9,
2021 to discuss management's disagreement with Recommendations #3 and #4
as stated in the September 7, 2021, management response in the subject audit
report.

As a result of the meeting, an agreement was reached pertaining to
Recommendations #3 and #4, which reads as follows from the September 21,
2021 final audit report:

> **Recommendation #3**:
> We recommend the **Vice President, Processing and
> Maintenance Operations**, properly account for workhours and
> workload in manual operations in accordance with Postal Service
> policy. At a minimum, require facility management to:
> - Communicate to employees the importance of changing
>   operations on the time clock and the importance of
>   scanning all packages via stand-up talks and/or
>   communication boards.
> - Place time clocks in areas that are easily accessible when
>   employees change operations and monitor changes daily.
> - Monitor manual package processing operations routinely
>   throughout the day to visually confirm scans occur in each
>   manual process that requires workhours to handle a
>   package.
> - Update manual letter and flat volume estimates yearly to
>   ensure accurate volumes are being recorded.

**Recommendation #4**:
We recommend the **Vice President, Processing and Maintenance Operations**, direct facility management to assign a - gatekeeper" within each manual operation to reduce the volume of mail being processed in manual operations that could be run on mail processing machines.

The recommendation status will be changed to "Agreed" in both the OIG's and management's tracking systems.


Recommendation #3:

In order to close Recommendation 3, management agrees to take the following actions:

Management will reissue the standard work instructions for supervisors which direct them to monitor clock rings.

**Target Implementation Date:** 01/31/22

**Responsible Official:** Vice President, Processing & Maintenance Operations


Recommendation #4:

In order to close Recommendation 4, management agrees to take the following actions:

USPS will reissue machine specific instructions for rerunning bins for letters, flats, and packages.

**Target Implementation Date:** 1/31/22

**Responsible Official:** Vice President, Processing & Maintenance Operations


Mike L. Barber