



Office of Inspector General | United States Postal Service

Management Alert

Issues Identified in International Package Operations – Chicago International Service Center

Report Number 21-101-R21 | May 12, 2021



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

May 12, 2021

MEMORANDUM FOR: MIKE L. BARBER
VICE PRESIDENT, PROCESSING AND MAINTENANCE
OPERATIONS

A handwritten signature in black ink, reading "Amanda H. Stafford", is positioned below the "MEMORANDUM FOR" section.

FROM: Amanda H. Stafford
Acting Deputy Assistant Inspector General
for Retail, Delivery, and Marketing

SUBJECT: Management Alert – Issues Identified in International
Package Operations – Chicago International Service Center
(Report Number 21-101-R21)

This management alert presents issues we identified during our audit of *International Election Mail Observations for the 2020 General and 2021 Georgia Senate Runoff Elections* (Project Number 21-007) and relates to significant operational delays of international packages and other safety and security risks at the Chicago International Service Center. The objective of this management alert is to provide U.S. Postal Service officials with immediate notification of issues which require your attention and remediation.

We appreciate the cooperation and courtesies provided by your staff. If you have questions or need additional information, please contact Janet Sorensen, Director, Sales, Marketing, and International, or me at 703-248-2100.

Attachment

cc: Postmaster General
Corporate Audit Response Management

Results

Introduction

While conducting site visits at the Chicago International Service Center (ISC) for our *International Election Mail Observations for the 2020 General and 2021 Georgia Runoff Elections* project (Project Number 21-007), we found significant operational delays of international packages¹ and safety and security risks that we believe warrant management's immediate attention and corrective action.

The U.S. Postal Service processed over 729 million pieces of international mail and parcels in fiscal year (FY) 2020 and the Chicago ISC is one of five Postal Service facilities that are primarily responsible for processing international inbound and outbound volume.² A key segment of these mailings are packages, such as those sent using International First-Class, Priority, or Express Mail service.

Packages typically arrive at the Chicago ISC in labeled containers and are either in sacks or “loose” (not in sacks). Staff members scan each container label upon arrival to indicate acceptance at the facility and record it as an “Arrival at ISC” scan in the Postal Service’s tracking system. Staff members then put a new label placard on each arriving container indicating the arrival date and time and the type of package (e.g., Express Mail, Parcel Post, oversized³, etc.). Figure 1 shows an example of this labeling placard.

Figure 1. Example of Complete Label Placards



Source: U.S. Postal Service Office of Inspector General (OIG) photograph taken January 21, 2021.

The subsequent processing of these containers depends on the type of packages they contain and how they are to be presented to onsite U.S. Customs and Border Protection (CBP) staff. All international inbound and outbound mail is subject to CBP’s review and inspection.

Containers of more time-sensitive Express Mail typically require additional Postal Service processing whereby individual packages are removed from the arriving container (and possibly from individual sacks) and sorted into new containers based on the domestic destination. These “new” Express Mail containers are affixed with a new corresponding label placard and once filled, are staged for presentation to CBP following a “first-in, first-out” approach so the longest-standing containers are accessible and prioritized for presentation first. The Postal Service immediately stages Parcel Post containers for presentation to CBP following a similar “first-in, first-out” prioritization.

¹ Our report focuses on international inbound and outbound Express Mail and Parcel Post packages.

² The other four facilities are the Los Angeles, Miami, New York, and San Francisco ISCs.

³ Packages that are too large to be processed on Postal Service equipment.

When packages are ready for presentation for CBP, the Postal Service performs an “Into Customs” scan. The record of this scan shows customers, via the Postal Service tracking system, that their package is “Into Customs”. This scan also “stops the clock” for service performance measurement purposes because the Postal Service will not be performing any additional processing until the package is cleared by CBP. If/when CBP clears the piece and tenders it back to the Postal Service, Postal Service staff are to scan each piece as “Out of Customs” and re-enter them into the processing network for dispatch to their domestic or international destination. Figure 2 provides an example of the scan data for an inbound international package. The “Out of Customs” scan resumes the clock for Postal Service performance measurement purposes.

Figure 2. Example of Package Scan Data

Mail ID	Origin Country	ISC	Arrival at ISC	Into Customs	Out of Customs
EA123456789NO	NORWAY	ORD	12/27/2020 09:36:22	12/28/2020 8:27:54	12/28/2020 8:55:21

Source: OIG example of Postal Service Product Tracking System data.

We conducted this performance audit in accordance with generally accepted government auditing standards. 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 conducted multiple observations at the Chicago ISC between December 2020 and early March 2021.⁴ We completed the fieldwork for this alert prior to the release of CBP’s interim final rule on advanced electronic data for international inbound packages in mid-March 2021.⁵

Operational Issues

We observed significant operational issues during our visits to the Chicago ISC that delayed the processing of international packages. Specifically, improper container prioritization to CBP, insufficient container label placarding, ineffective container staging, and a cluttered workroom floor collectively contributed to operational inefficiencies and delays, as follows:

Container Prioritization to CBP

We observed multiple instances where the Postal Service did not present containers with the oldest arriving and/or most time-sensitive packages, instead presenting more recently arriving and/or less time-sensitive packages. Figure 3 shows examples of the inconsistent way employees presented package containers to CBP between January 4-6, 2021:

- On January 4, containers with Express Mail (identified as “Express” or “EMS” in [Figure 3](#)) dated as far back as December 20 were presented along with containers dated as recently as January 3. Furthermore, containers with civilian Parcel Post packages (identified as “CN” or “CP” in [Figure 3](#))⁶ dated as far back as December 30 were presented along with containers dated as recently as January 3.
- On January 5, oversized packages (identified as “OS” or “O/S” in [Figure 3](#)) from containers dated December 23 and 24 were presented.
- On January 6, containers with civilian Parcel Post packages dated as far back as December 16 were presented along with containers dated as recently as January 5 (see [Figure 3](#)).

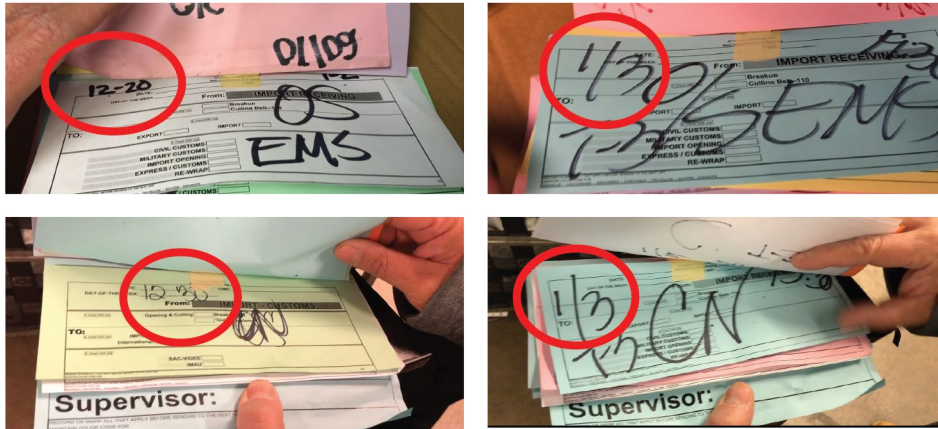
⁴ We conducted onsite observations at the Chicago ISC on December 11 and 15, 2020; and January 4-6, 14, 21, and 27; February 3, 9, 18, and 25; and March 4 and 11, 2021.

⁵ Department of Homeland Security, U.S. CBP, *Mandatory Advance Electronic Information for International Mail Shipments*, Publication Date: 3/15/2021.

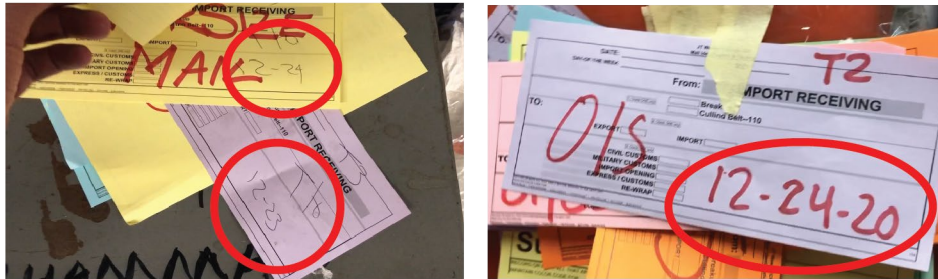
⁶ Civilian Parcel Post packages can be notated as either “CN”, “CP”, or “C” on label placards.

Figure 3. Examples of Container Labels Presented to CBP (January 4 – 6, 2021)

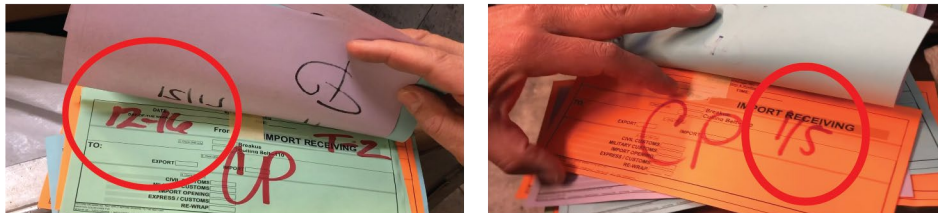
January 4, 2021 Presentation to CBP



January 5, 2021 Presentation to CBP



January 6, 2021 Presentation to CBP



Source: OIG photographs taken at the Chicago ISC between January 4-6, 2021.

Furthermore, the oldest container awaiting presentation to CBP that we observed while at the facility on January 4 was labeled as being accepted at the ISC 25 days earlier on December 10, 2020 (see Figure 4).

Figure 4. Inbound International Container at Chicago ISC Awaiting Presentation to CBP on January 4, 2021 (container dated December 10, 2020)



Source: OIG photograph at the Chicago ISC taken January 4, 2021.

ISC staff acknowledged these container prioritization issues and stated they should have considered the following factors when determining the CBP container prioritization strategy:

- Length of time containers had been at the ISC.
- Time sensitivity of the packages (e.g., Express Mail vs. Parcel Post).
- Amount of on-hand volume and/or number of containers (for example, higher volumes of one class of mail may be prioritized over another for operational movement within the facility).

- Other considerations, such as CBP requests for prioritization (e.g., parcels from a certain country) or other operational considerations (e.g., additional processing belts running which allow “oversized” packages or that outbound dispatches are only available for a certain number of containers).

ISC staff agreed that, to the extent possible, employees should present package containers to CBP in a manner that allows “first-in, first-out” processing. ISC staff stated they did not follow these presentation procedures due to overall plant congestion which caused them to be more focused on presenting the most accessible volumes rather than the oldest volumes.

ISC leadership recognized the detrimental effect of these prioritization issues on the service performance of certain packages and began taking immediate corrective actions, including additional staff training and enhanced management oversight of these operations. We recognize these interim actions taken by management, including some improvements during our observations in February. Going forward, it will be important to implement processes in a manner that ensures the proper container prioritization to mitigate the risks associated with delivery delays and potential harm to customer satisfaction, revenue, and Postal Service brand.

Recommendation #1

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper, consistent prioritization and monitoring of containers for presentation to U.S. Customs and Border Protection at the Chicago International Service Center.

Container Label Placarding

We observed multiple instances where employees did not follow container label placarding policies for processing at the Chicago ISC. Figure 5 shows instances where label placards were not affixed to a container or where they did not contain complete information as required.

Figure 5. Examples of Missing or Deficient Label Placards

*No label placard
(no placards on any sides of the container)*



Blank label placard



No date or time



No date or time



Sources: OIG photographs taken in January 2021 at the Chicago ISC.

Chicago ISC standard work practices require that label placards be placed on every container and include markings indicating the type of mail, date, and time mail arrived at the ISC.

ISC leadership recognized the labeling placarding deficiencies and the negative effect it had on employee’s ability to effectively identify and process parcel containers and began taking immediate corrective actions, including additional staff training, enhancing oversight, and assessing new potential labeling placarding processes. The Postal Service may be able to leverage existing label

placarding systems used in other parts of the processing network to help track and measure the movement of containers within a particular plant. For example, the Mail Transport Equipment Labeler (MTEL), a Postal Service web-based program, allows for the creation of placards within a facility that would provide important information relating to the contents and movement of equipment, such as destination, origin, contents, and date (see examples in Figure 6).

Figure 6. Examples of Potential MTEL Label Placard for the ISC

Source: OIG example based on Postal Service MTEL placard.

While we recognize these interim actions taken by management, it is important to implement processes that ensure proper label placarding to mitigate the risks associated with inefficient identification and processing of parcel containers.

Recommendation #2

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper label placarding at the Chicago International Service Center and monitoring for compliance.

Container Staging

We observed the following instances where containers were improperly staged, leading to inefficient storage and processing:

- *Parcel containers not being organized by date.* We observed multiple instances where parcel containers were not organized by date. For example, the picture in Figure 7, taken on January 4, 2021, shows a container accepted

25 days prior (on December 10, 2020) that was “boxed-in” by containers with much more recent acceptance dates.

Figure 7. Boxed in Parcel Container dated December 10, 2020



Source: OIG photograph taken January 4, 2021.

Figure 8 shows another instance of improperly staged containers where a “January 6” acceptance date container was staged next to a container with a “January 13” acceptance date — a seven-day difference.

Figure 8. Examples of Inefficient Container Staging



Source: OIG photograph taken January 14, 2021.

ISC policy stipulates that parcel containers be staged in a manner that allows “first-in, first-out” processing so that containers with the oldest acceptance dates are staged accessibly and processed before more recently arriving containers.

- *Parcel containers staged among empty equipment.* Figure 9 shows an aerial view of the workroom floor where we observed multiple parcel containers intermingled with containers of empty mail processing equipment (MPE) (e.g., empty bags and sacks). ISC policy stipulates that parcel containers be staged in their own designated areas and not intermingled among containers of empty MPE.

Figure 9. Workroom Floor



Source: OIG photograph taken January 4, 2021.

Note: The red circle shows empty MPE while the red box shows international packages.

The collective improper staging of parcel containers, both by date and location, made it challenging for staff to identify and access these containers and likely resulted in greater processing delays. There were multiple times during our visits where we pointed out either older-dated containers or parcel containers intermingled among containers of empty MPE. ISC staff took immediate corrective actions to prioritize these containers.

ISC leadership attributed these staging issues to a variety of factors, including new staff and facility congestion brought on by the following:

- *Increased volumes.* An influx of volume during the peak season exacerbated staging container staging issues, with staff on more than one visit stating, “we just put them [containers] where we find space.”
- *Challenges in disposing of empty mail processing equipment.* The Postal Service historically either returned its empty MPE to the originating foreign country for additional use or found other recycling disposal methods. International COVID-19-related transportation restrictions hindered the foreign dispatch of this empty equipment and these limitations, combined with additional peak volumes arriving at the ISC, resulted in a major buildup of empty equipment. Figure 10 shows some of this empty equipment staged outside of the ISC.

Figure 10. Excess Mail Processing Equipment Staged Outside the Chicago ISC



Source: OIG photograph taken January 14, 2021.

- *Other staging of empty equipment.* On one occasion we observed empty containers that were improperly staged, with some placed directly under a “Do Not Stage Empty Equipment” sign (see [Figure 11](#)).

Figure 11. Improperly Staged Empty Mail Processing Equipment



Source: OIG photograph taken January 14, 2021.

ISC management began taking immediate action to address container staging issues, including offering additional staff training, conducting enhanced oversight, and contracting for the rapid disposal of empty MPE. While we recognize these interim actions taken by management, our visits in February showed additional progress is needed as the facility remained congested with excess MPE and cardboard (see Figure 12).

Figure 12. MPE Congestion at the ISC



Source: OIG photographs taken February 18, 2021.

Going forward, it is important to implement processes in a manner that ensures the proper staging of containers to mitigate the risks associated with inefficient identification and processing of parcel containers, as well as the timely disposal of MPE and cardboard.

Recommendation #3

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper staging of containers at the Chicago International Service Center, including the timely disposal of mail processing equipment and cardboard.

Cluttered Workroom Floor

We observed mail equipment spilling out onto the workroom floor and walkways at the ISC (see Figure 13). The clutter we observed made it challenging for efficient parcel processing as mail handlers would need to clear the debris before accessing containers.

Figure 13. Cluttered Workroom Floor



Source: OIG photograph taken January 5, 2021.

ISC policy stipulates the workroom floor should be clear of debris. ISC management acknowledged these issues and began to address the workroom floor clutter during our visits, including efforts to promote “housekeeping” and organization (see Figure 14). While we recognize these interim actions taken by management, it will be important that processes are implemented in a manner that ensures cleanliness and organization on the workroom floor.

Figure 14. Improvement in Cleanliness of the Workroom Floor



Source: OIG photograph taken January 21, 2021.

Recommendation #4

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the cleanliness and organization of the workroom floor at the Chicago International Service Center.

Package Scans

We found several issues related to package “Into Customs” scans for international inbound Express packages at the ISC. During our analysis of 15,944 international inbound Express packages the Postal Service received during the week of December 26, 2020 – January 1, 2021, we noted simultaneous “Arrival at Unit”

and “Into Customs” scans as well as packages that were missing “Into Customs” scans⁷, as follows:

- 93.07 percent (14,839 packages) received an “Into Customs” scan at the exact same date and time as the respective “Arrival at ISC” scan (see Figure 15). Consequently, Postal Service processing or sortation that happened between the “Arrival at ISC” scan and the staging of the pieces for presentation to CBP was not visible or measurable. For example, individual packages are typically removed from the arriving container (which could include being removed from individual sacks) and sorted into new containers based on the domestic destination. Once these containers are filled, they are staged for being prepared to presentation to CBP. ISC management stated there is a 24-hour standard for this initial processing.

Figure 15. Example of Simultaneous Scanning Record

Mail ID	Arrival at ISC	Into Customs	Out of Customs
E2423127 HBD	12/27/2020, 10:14:04	12/27/2020, 10:14:04	12/28/2020, 08:35:13

Source: OIG example.

Postal Service staff acknowledged this simultaneous scanning condition, explaining that a process was set up to automatically generate the “Into Customs” scan upon the “Arrival at ISC” scan to help expedite acceptance operations. This scanning approach, however, does not account for Postal Service processing operation and prematurely “stops-the-clock” on service performance management purposes. As a result, any possible processing or sortation delays for these containers/pieces would not be reflected in ISC-specific performance reports or in the messaging available to mailer customers when tracking their packages.⁸

- 0.80 percent (127 pieces) did not have a record of an “Into Customs” scan. All international inbound Express Mail pieces should be presented to CBP⁹ and

receive an “Into Customs” scan. ISC staff stated these issues may have arisen from pieces mistakenly bypassing normal acceptance operations.

These scanning issues may result in unreliable scan data for evaluating operational performance and potential delays. Further, inaccurate scan information can be misleading for customers who want to track the status and location of their packages – it could conceal Postal Service processing delays and/or improperly attribute delays to CBP. The Postal Service began reassessing its acceptance scan procedures. Moving forward, it will be important for the Postal Service to implement processes and controls to ensure proper scanning procedures.

Recommendation #5

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes and controls to ensure proper scanning procedures at the Chicago International Service Center.

Security and Safety Risks

We also observed safety and security risks at the Chicago ISC including broken doors and a rodent infestation that need to be promptly addressed. Specifically, the ISC has various doors for the receiving and dispatching of mail to and from airlines personnel at the adjacent Chicago O’Hare airport. During our observations in early March 2021, we noted that four of these doors were functioning inconsistently due to operational wear-and-tear and severe weather conditions. ISC management has initiated repair requests with the Postal Service’s Facilities group, but funding approval and remediation are still pending. It will be important for the Postal Service to allocate funding and initiate remediation processes as consistent door operability is crucial to efficient mail processing and for the health and welfare of employees and contracted personnel accessing these areas.

7 6.13 percent (978 pieces) had an “Into Customs” scan that happened subsequent to the “Arrival at Unit” scan – an expected condition considering the additional acceptance processing required for these pieces.
8 The Postal Service uses a similar automated “Into Customs” scan process for other non-Express international inbound packages. In these cases, such an approach would be more acceptable as these pieces typically do not undergo additional processing or sortation prior to being presented to CBP.
9 Of these 127 pieces, 44 had resulting “Out of Customs” scans and 102 had resulting “Delivery” scans.

Second, there were rodent infestations at various points throughout the ISC. While ISC management submitted some remediation strategies such as entering into a new pest control contract and covering gaps and cracks in the foundation, issues remained as of our last observation on March 4, 2021. To mitigate these risks, it will be important for the Postal Service to have sufficient pest remediation strategies that foster a safe working environment for ISC employees.

Recommendation #6

We recommend the **Vice President, Processing and Maintenance Operations**, determine funding and remediation processes for the receiving and dispatch doors at the Chicago International Service Center.

Recommendation #7

We recommend the **Vice President, Processing and Maintenance Operations**, implement sufficient rodent infestation remediation strategies at the Chicago International Service Center.

Management's Comments

Management agreed with recommendations 1, 2, 3, 4, and 7, but disagreed with recommendations 5 and 6.

Regarding recommendation 1, management provided two process improvements. First, Headquarters International Processing Operations is implementing an In-Plant Support review process to review and document staging, placarding, and the first-in, first-out (FIFO) process. The review will be sent daily to the ISC Plant Manager and Headquarters, Director, International Processing Operations. The target implementation date for this process was May 1, 2021. Second, the Postal Service will utilize placards to provide nesting and staging capabilities within the Chicago ISC. This process will provide a standardized format for visibility and FIFO staging. The target implementation date for this process is August 1, 2021.

Regarding recommendation 2, management stated they identified this label placarding issue during a processing audit in December 2020.¹⁰ Management stated an effective and consistent container labeling process will be initiated by

May 1, 2021. This process will also be verified daily through the In-Plant Support daily conditions review. The target implementation date is May 31, 2021.

Regarding recommendation 3, management stated they identified and began taking steps to address the staging container issue in early January 2021. Management stated significant improvements have already been made regarding the disposal of mail processing equipment and cardboard. They also stated they are working to prioritize staffing requirements for handling and processing empty equipment and that a program is in place for separating foreign post receptacles for return. The target implementation date is May 31, 2021.

Regarding recommendation 4, management stated they identified issues about the cleanliness and organization of the workroom floor during an operations audit in December 2020. They stated actions are being implemented to improve the cleanliness and organization of the facility, as well monitoring processes. The target implementation date is May 31, 2021.

Regarding recommendation 5, management disagreed the processes and controls to ensure proper scanning procedures were not in place. Management stated that they monitor scanning performance through Informed Visibility and Qlik dashboards. They also stated these dashboards provide visibility to customers and ensure compliance with the Universal Postal Union and International Postal Corporation groups. Management stated they are addressing our concerns by requiring ISC management count, date, and track containers awaiting CBP clearance and monitoring corresponding tracking reports.

Regarding recommendation 6, management disagreed there is not a funding and remediation process for the receiving and dispatch doors. Management stated such a process is in place, and that dispatch doors were requested, approved for funding, and ordered. Management provided subsequent documentation of the scope and timing of this work, including a start date of April 5, 2021.

Regarding recommendation 7, management stated the extermination contractor was instructed to accelerate and increase the inspection and application of treatments. Management noted that treatments have been tripled and appear

¹⁰ Management provided updated information on the timing of this processing audit (that it was conducted in December 2020) in subsequent communications about their agency comments.

to be reducing the rodent infestation. Management provided subsequent documentation of the scope and timing of these treatments and a service contract for additional physical barriers signed on April 12, 2021.

See [Appendix A](#) for management's comments in their entirety.

Evaluation of Management's Comments

Regarding management's disagreement with recommendation 5, we continue to believe that scanning accuracy is key to ensuring scan data integrity but recognize the operational efficiencies that automated scans provide. We believe that management's alternative actions to enhance monitoring and require the ISC to count and report the status of containers awaiting CBP review satisfies the intent of our recommendation.

Regarding management's disagreement with recommendation 6, management's subsequent documentation on the scope and April 5, 2021 start date of the door repair addresses the intent of our recommendation. We will continue to monitor scan compliance and the status of the door repair as part of our ongoing observations of international operations.

The OIG considers management's comments responsive for all recommendations. All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. Recommendations 1 through 4 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 consider management's corrective actions and documentation sufficient to close recommendations 5, 6, and 7 with the issuance of the report.

Appendix A: Management's Comments

Director, International Processing Operations



April 14, 2021

Joseph Wolski
Director, Audit Operations

SUBJECT: Management Alert – Issues Identified in International Package Operations –
Chicago International Service Center (Report Number [21-101-DRAFT])

This memo is in response to the subject audit conducted by the Office of Inspector General. Specifically, our response to each finding is as follows:

Recommendation [1]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper, consistent prioritization and monitoring of containers for presentation to U.S. Customs and Border Protection at the Chicago International Service Center.

Management Response/Action Plan:

Presently, USPS HQ Int'l Processing operations is implementing an In-Plant Support review process to review and document staging, placarding and FIFO process to Customs and Border Protection to ensure all containers are accurately labeled and presented to CBP in a FIFO method. The review will be sent to both the ISC Plant Mgr. and HQ Director, International Processing Operations daily.

In addition, the USPS is working internally to utilize MTEL placards (99H) to provide nesting and staging capabilities within the Chicago IMSC. This will provide a standardized format for visibility and FIFO staging. This effort is being coordinated with the Logistics and Processing groups for international.

Target Implementation Date:

First process - May 1, 2021

Second process – August 1, 2021

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [2]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper label placarding at the Chicago International Service Center and monitoring for compliance.

Management Response/Action Plan:

USPS HQ International Processing Operations also identified this issue during a processing audit conducted in December 2021. An effective and consistent container labeling process will be in place at the Chicago ISC by May 1, 2021. This process will also be verified daily through the In-Plant Support daily conditions review noted in our response to recommendation 1.

Target Implementation Date:

May 31, 2021

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [3]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the proper staging of containers at the Chicago International Service Center, including the timely disposal of mail processing equipment and cardboard.

Management Response/Action Plan:

USPS identified and began taking steps to address this issue the week of January 2nd, 2021. Significant improvements have already been made disposal of mail processing equipment and cardboard. USPS is working internally to prioritize staffing requirements for the handling and processing of empty equipment since taking over the Sac Vides process of returning foreign post receptacles/sacks. A program is in place for separating foreign post receptacles for return.

An effective process for staging of containers at the Chicago ISC will be fully in place by May 1, 2021

Target Implementation Date:

May 31, 2021

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [4]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes to ensure the cleanliness and organization of the workroom floor at the Chicago International Service Center.

Management Response/Action Plan:

USPS identified this issue during an operations audit conducted in December 2020. Actions are being implemented to improve the cleanliness and organization of the facility, as well as monitor this process to ensure it is maintained. In addition, steps noted on planned actions on recommendations 1-3 will also constitute part of this plan.

Target Implementation Date:

May 31, 2021

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [5]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement processes and controls to ensure proper scanning procedures at the Chicago International Service Center.

Management Response/Action Plan:

USPS disagrees that processes and controls to ensure proper scanning procedures are not in place at the Chicago ISC. The USPS monitors scanning performance through dashboards in two systems; IV and Qlik. With these dashboards we are able to monitor the scanning performance for each ISC and use this as a tool for improving scanning and providing visibility to our customers and ensure compliance with the UPU and IPC international postal groups. In addition, daily reports on RVS scanning are sent to the ISCs daily. Request closure with issuance of final report.

Target Implementation Date:

Currently in place and communicated and reviewed with the ISCs.

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [6]:

We recommend the **Vice President, Processing and Maintenance Operations**, determine funding and remediation processes for the receiving and dispatch doors at the Chicago International Service Center.

Management Response/Action Plan:

Management disagrees that there is not a funding and remediation process in place. There is an effective funding and remediation process for ordering equipment and supplies in place. Dispatch doors have been requested, funding has been approved, and the doors have been ordered. Request closure with issuance of final report.

Target Implementation Date:

Completed

Responsible Official:

Jeff Becker: Director of International Processing Operations

Recommendation [7]:

We recommend the **Vice President, Processing and Maintenance Operations**, implement sufficient rodent infestation remediation strategies at the Chicago International Service Center.

Management Response/Action Plan:

The extermination contractor was instructed to accelerate and increase the inspection and application of treatments. As a result, treatments have been tripled and appear to be reducing the rodent infestation. Request closure with issuance of final report.

Target Implementation Date:

Actions completed – Will reassess results on May 1 and take additional steps if they are deemed necessary

Responsible Official:

Jeff Becker: Director of International Processing Operations

Pease contact me if you have any questions.

A handwritten signature in blue ink, appearing to read 'J. Becker', is positioned above the printed name.

Jeffrey Becker

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GENERAL**
UNITED STATES POSTAL SERVICE

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