

Audit Report

Mail Delivery, Customer Service, and Property Conditions Review – Select Units, Indianapolis, IN Region



Report Number 22-091-R22 | June 22, 2022

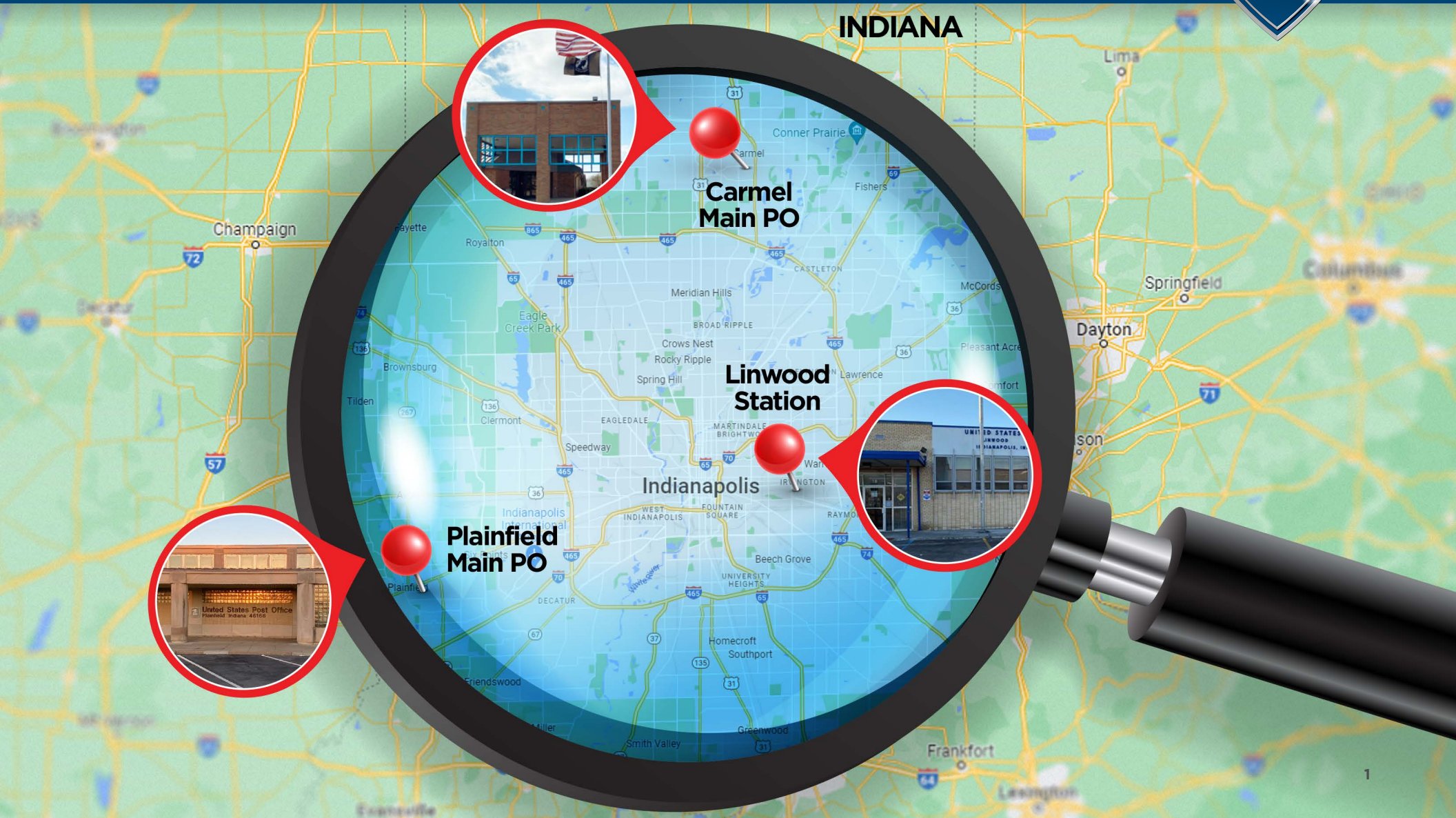


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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

June 22, 2022

MEMORANDUM FOR: CHRISTINA M. JOHNSON-KENNEDY
MANAGER, INDIANA DISTRICT

A handwritten signature in black ink that reads "Sean Balduff".

FROM: Sean Balduff
Director, Field Operations

SUBJECT: Audit Report – Mail Delivery, Customer Service, and Property
Condition Reviews – Select Units, Indianapolis, IN Region
(Report Number 22-091-R22)

This capping report presents the results of our audits of Mail Delivery, Customer Service, and Property Condition Reviews - Select Units, Indianapolis, IN Region.

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

Attachment

cc: Postmaster General
Corporate Audit and Response Management
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Central Area

Results

Background

This report presents a summary of the results of our self-initiated audits assessing mail delivery, customer service, and property conditions at three select delivery units in the Indianapolis, IN region (Project Number 22-091). These delivery units were the Plainfield Main Post Office (MPO) in Plainfield, the Carmel MPO in Carmel, and Linwood Station in Indianapolis. We previously issued interim reports¹ to district management for each of these units regarding the conditions we identified. In addition, we issued a report on the efficiency of operations at the Indianapolis Processing and Distribution Center (P&DC),² which services these three delivery units.

Table 1. Staffing and Routes

Staffing and Route Types	Plainfield MPO	Carmel MPO	Linwood Station	Total
Full-Time City Carriers	12	37	20	69
City Carrier Assistants	1	13	5	19
Full-Time Rural Carriers	14	31	0	45
Rural Replacement Carriers	7	16	0	23
Full-Time Clerks	9	11	4	24
Postal Support Employees	2	3	0	5
City Routes	11	33	22	66
Rural Routes	13	31	0	44

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of data from variance programs.

All three delivery units are in the Indiana District of the Central Area and have a combined total of 66 city routes and 44 rural routes. Staffing at the delivery units during our audits included 69 full-time city carriers, 19 city carrier assistants, 45 full-time rural carriers, 23 rural replacement carriers, 24 full-time clerks, and five postal support employees (see Table 1).

The delivery units service about 137,168 people in several ZIP codes which are considered urban communities³ (see Table 2).

Table 2. Population Demographics

Community	Plainfield MPO	Carmel MPO	Linwood Station	Total
Population	29,744	76,498	30,926	137,168
Type	Urban	Urban	Urban	

Source: Postal Service National Labeling List and ESRI.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery, customer service, and property conditions at the Plainfield and Carmel MPOs and the Linwood Station in the Indianapolis, IN region.

We reviewed delivery metrics including the number of routes and carriers, mail arrival time, number of reported delayed mailpieces, package scanning, and distribution up-time.⁴ In addition, during our site visits the week of March 14, 2022, we reviewed mail conditions and delivery unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at and around the

¹ *Mail Delivery, Customer Service, and Property Conditions Review – Plainfield Main Post Office, Plainfield, IN* (Report Number 22-085-R22, dated May 23, 2022); *Mail Delivery, Customer Service, and Property Conditions Review – Carmel Main Post Office, Carmel, IN* (Report Number 22-086-R22, dated May 23, 2022); and *Mail Delivery, Customer Service, and Property Conditions Review – Linwood Station, IN* (Report Number 22-87-R22, dated May 23, 2022).

² *Efficiency of Operations at the Indianapolis, IN, Processing and Distribution Center* (Report Number 22-080-R22, dated May 11, 2022).

³ We obtained ZIP Code information related to population and urban/rural classification from ESRI, which is based on 2010 Census Bureau information.

⁴ Time of day when clerks have completed distributing mail to carrier routes.

carrier cases and in the “Notice Left”⁵ areas and interviewed unit management and employees.

We conducted this audit from March through June 2022 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 May 31, 2022 and included their comments where appropriate.

We relied on computer-generated data from the Product Tracking and Reporting⁶ (PTR) system, Customer Service Daily Reporting System⁷ (CSDRS), the Surface Visibility⁸ (SV) database, and the electronic Facilities Management System⁹ (eFMS). Although we did not test the validity of the controls over these systems, we assessed the accuracy of the data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined the data were sufficiently reliable for the purposes of this report.

Results Summary

We identified issues affecting mail delivery, customer service, and property conditions at all three delivery units. Specifically, we found deficiencies with delayed mail, package scanning, truck arrival scanning, and property conditions (see Table 3).

Table 3. Summary of Results

Controls Reviewed	Issues Identified – Yes or No		
	Plainfield MPO	Carmel MPO	Linwood Station
Delayed Mail	No	No	Yes
Package Scanning	Yes	Yes	Yes
Truck Arrival Scanning	Yes	Yes	Yes
Property Conditions	Yes	Yes	Yes

Source: Results of OIG reviews conducted during the week of March 14, 2022.

Finding #1: Delayed Mail

What We Found

At the Linwood Station, we identified about 2,023 pieces of delayed mail, which included 1,269 letters and 754 flats in the hot case¹⁰ and carrier cases on the morning of March 15, 2022. In addition, management did not accurately report delayed mail in the CSDRS. While they reported 1,148 delayed letters and flats, this represents only about 57 percent of the delayed mailpieces we identified at the unit. We did not find any delayed mail issues at the Plainfield and Carmel MPOs. See [Figure 1](#) for examples of delayed mail found in the hot case and carrier cases.

⁵ The area of a postal facility where letters or packages that carriers were unable to deliver are stored for customer pickup.

⁶ A system of record for all delivery status information for mail and packages with trackable services and barcodes.

⁷ The system that unit management uses to manually self-report delayed mail, which provides a snapshot of the daily mail conditions at the point in time when carriers have departed for the street.

⁸ Surface Visibility collects end-to-end data by linking multiple scans of a single asset to create visibility data to support planning, management, and optimization of the surface network.

⁹ A custom-built Postal Service system used to manage work orders, contracts, and payments for facility construction, repairs, and alteration contracts, along with real estate contracts.

¹⁰ A case designated for final withdrawal of mail as carriers leave the office.

Figure 1. Examples of Delayed Mail



Source: OIG photos taken March 15, 2022.

Why Did It Occur

Management did not ensure the station had enough resources to deliver all committed mail each day. Specifically, the station has five limited light-duty carriers and several new city carrier assistants who are training in order to carry longer routes. In addition, carriers often transferred out of the unit to other offices and were not immediately replaced. However, it is still the responsibility of management to ensure that the unit has adequate coverage for each route.

In addition, the delayed mail was not properly reported in CSDRS on the day prior to our visit because an employee found a tray of letters and several flats after management had already entered delayed mail for the day.

What Should Have Happened

Management should have ensured that the station had enough resources to deliver all committed mail each day. Postal Service policy¹¹ states that managers must review all communications that may affect the day's workload and be sure that replacements are available for unscheduled absences. In addition, policy¹² states that all First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. Managers were also required to report in CSDRS¹³ all mail that remains in a unit after the carriers have left for their street duties.¹⁴

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Recommendation #1:

We recommend the **District Manager, Indiana District**, develop a plan to ensure that all committed mail at the Linwood Station is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews data and enforces reporting compliance at the Linwood Station.

Finding #2: Package Scanning

What We Found

Employees improperly scanned packages at all three delivery units. Specifically, employees scanned 7,452 packages at the delivery units between November 2021 and January 2022 (see [Table 4](#)). Further analysis of the scan data for these packages showed that about 84 percent were scanned "Delivered."

11 Handbook M-39, *Management of Delivery Services*, TL-14, Section 111.2, June 2019.

12 *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

13 Delivery Condition Visualization (DCV) replaced CSDRS effective April 1, 2022. DCV allows users to manually input delayed and curtailed mail volume in an online repository. The DCV application is now required to be used by all post offices.

14 *Customer Service Daily Reporting System, Guidelines and Definitions*, September 2016.

Note that this data excludes scans that could properly be made at a delivery unit, such as “Delivered – PO Box” and “Customer (Vacation) Hold” but, rather, represent scans performed at the delivery unit that should routinely be made at the point of delivery.

Table 4. Stop-the-Clock¹⁵ (STC) Scans at the Unit by Type

STC Scan Type	Plainfield MPO	Carmel MPO	Linwood Station	Total	Percentage
Delivered	3,610	1,875	766	6,251	83.9
Delivery Attempted – No Access to Delivery Location ¹⁶	150	693	205	1,048	14.1
Delivery Exception – Animal Interference	N/A	N/A	65	65	0.9
Receptacle Full/Item Oversized	N/A	33	3	36	0.5
No Authorized Recipient Available	6	29	1	36	0.5
No Secure Location Available	1	2	9	12	0.2
Refused	1	3	N/A	4	0.1
Total	3,768	2,635	1,049	7,452	100¹⁷

Source: OIG analysis of the Postal Service's PTR System.

15 A scan event that indicates that the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include “Delivered,” “Available for Pick-up,” and “No Access”.
 16 This scan type includes both “No Access” and “Business Closed” scans and does not differentiate between the two. “Business Closed” scans are often legitimately made at the unit; therefore, some of these scans may have been correct.
 17 Total percentage does not equal 100 due to rounding.
 18 *Notice Left and Return Guidelines*, dated July 2007, state that domestic packages should be returned to the sender on the 15th calendar day after a notice is left and international packages should be returned to the sender on the 30th calendar day after a notice is left.
 19 An STC event scan code used when the sender uses an address that does not exist.

In addition, on the morning of March 15, 2022, we judgmentally selected 22 packages from the carrier’s cases and another 84 packages from the “Notice Left” area to review and analyze scanning and tracking data.

Of the 106 sampled packages, 21 had missing or improper scans including:

- Eight were missing STC scans to let the customer know the reason for non-delivery.
- Five were scanned “Delivered,” which should only occur when the package is successfully left at the customer’s delivery address.
- Three had an STC scan that were left in the carrier’s case but should have been returned to the sender.
- Two were missing an “Arrival at Unit” scan, which is required for performance measurement.
- Two were scanned as “No Access” at the delivery unit, which should be performed when the package is attempted to be delivered at the delivery address.
- One had a “Delivery Attempted” scan, which was performed 0.6 mile away from the delivery point. All packages are required to be scanned at the point of the delivery attempt.

Further, we found 28 packages in the “Notice Left” area that were not returned to the sender, as required.¹⁸ These packages ranged from 1 to 89 days past their return dates. In addition, two packages were scanned “No Such Number”¹⁹ and should have been returned to sender instead of being placed in the “Notice Left” area.

Why Did it Occur

These scanning issues occurred because management did not adequately monitor and enforce proper package scanning and handling procedures. Specifically, at the Carmel MPO, some carriers were scanning packages for caller service²⁰ customers as “Delivered” and placing them aside for the customer to pick up, even though the packages had the customer’s street address on them. Mail without a box number should be delivered to the street address if it is shown on the mailpiece.²¹ At the Linwood Station, management stated that they were recently transferred to the unit and were overwhelmed with failed deliveries and undelivered routes due to staffing shortages and focused on getting mail delivered instead. Additionally, at the Plainfield MPO, one carrier was scanning packages as “Delivered” at the delivery unit to save time because the packages were heavy and bulky, making them difficult to scan at the point of delivery. In addition, management stated that packages were scanned in the office for businesses with a firm sheet.²²

Furthermore, packages in the “Notice Left” area were not returned timely due to inadequate management oversight. Specifically, at the Carmel MPO, the clerk stated that she worked the retail counter between 12:00 p.m. and 7:00 p.m. and processed the “Notice Left” packages when she had time. She also stated that some carriers improperly placed packages directly in the “Notice Left” area without her knowledge. At the Linwood Station, the backup clerk stated that the regular clerk does not review package return dates daily and was on leave. Therefore, they had not been reviewed recently.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance, including ensuring that packages were scanned at the delivery point and not at the delivery unit. The Postal Service’s goal is to ensure proper delivery attempts for mailpieces to the correct address with proper service,²³ which includes scanning packages at the time and location of delivery.²⁴

In addition, packages in the “Notice Left” area should have been reviewed timely for second notices and returned to sender if they remained after the prescribed number of days.

Effect on the Postal Service and its Customer

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly or properly handle packages, customers are unable to determine the actual status of their packages. By improving scanning and handling operations, management could potentially improve mail visibility, increase customer satisfaction, and enhance the customer experience and Postal Service brand.

Management Actions

During our audit, unit management at all three delivery units provided documentation showing that they provided package scanning training to all employees during the month of June 2022.

Recommendation #2:

We recommend the **District Manager, Indiana District**, develop and execute a plan to ensure that all employees at the Plainfield Main Post Office, the Carmel Main Post Office, and Linwood Station are trained on standard operating procedures for package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

²⁰ A premium service available for a fee to customers who receive more mail than can be delivered to the largest post office box offered by the postal facility where the caller’s (customer) mail is addressed.

²¹ *Postal Operations Manual, 842 Caller Service*, November 30, 2021.

²² A list of packages for delivery to one address documented with a single barcode. Firm sheets are used to link packages sent to one address on a single form.

²³ *Delivery Done Right the First Time* stand-up talk, March 2020.

²⁴ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Truck Arrival Scanning

What We Found

Employees at all three delivery units did not always scan incoming trailer/truck barcodes²⁵ as required. We reviewed data related to morning truck arrival scans from November 1, 2021, through January 31, 2022, and found that employees did not perform a scan for 911 of the 1,000 trips (91 percent) arriving from the Indianapolis P&DC (see Table 5).

Table 5. Truck Arrival Scans on Incoming AM Trips

Delivery Units	Inbound AM Trips	Missed Arrival Scans	Missed Scan Percentage
Plainfield MPO	327	277	85
Carmel MPO	494	465	94
Linwood Station	179	169	94
Total	1,000	911	91

Source: OIG analysis of the Postal Service's SV data.

Why Did it Occur

Management at the Carmel MPO and Linwood Station stated that they did not monitor scan performance data or enforce scan procedures for trailer/truck barcodes because they were primarily focused on getting mail delivered. At the Plainfield MPO, management was not monitoring truck/trailer scan performance data and was not sure which system to use to review the scan data.

What Should Have Happened

Management should have reviewed the Arrive Depart Tracking Report²⁶ to ensure that all expected truck scans were being performed. They should have also

instructed employees to consistently perform appropriate trailer/truck barcode scans and enforced the requirement. According to Postal Service policy,²⁷ employees must scan the trailer barcode on Postal Service trailer/trucks and highway contract route trailer/trucks arriving at the delivery unit during local operating hours.

Effect on the Postal Service and its Customers

When employees do not scan the trailer/truck barcodes consistently, the Postal Service does not receive timely transportation information and is unable to address issues that may be causing mail delays, which could affect customer service.

Recommendation #3:

We recommend the **District Manager, Indiana District**, develop and execute a plan to ensure management at the Plainfield Main Post Office, the Carmel Main Post Office, and Linwood Station reviews truck/trailer arrival scanning performance daily and enforces compliance.

Finding #4: Property Conditions

What We Found

We found safety, security, and maintenance issues at all three delivery units. At the Plainfield MPO, we identified fire extinguishers that had not been inspected,²⁸ blocked electrical panels in the boiler room (see Figure 2), and a toilet in the men's restroom that did not flush properly (see Figure 3). We also identified missing ceiling tiles in the locker room area (see Figure 4) and a hole above the window in the Business Entry Unit (see Figure 5). In addition, there was no signage posted in the employee parking lot stating that "vehicles may be subject to search."²⁹ During our audit, management took corrective action and fixed a pothole we identified in the parking lot.

25 The 15-digit trailer barcode on the back door and inside right and left walls of the trailer.

26 The report shows if employees perform the scanning of trailers/trucks arrival and departure.

27 United States Postal Service Standard Operating Procedure – Subject: Trailer Scans at the Delivery Units.

28 Occupational Safety and Health Administration (OSHA) 29 CFR 1910.157(e)(2) and 29 CFR 1910.157(e)(3) requires that fire extinguishers be inspected monthly and annually.

29 Handbook RE-5, *Building and Site Requirements*, 2 Site Security, 2-2.4 Site Signage.

Figure 2. Blocked Electrical Panels



Source: OIG photo taken March 15, 2022.

Figure 3. Toilet Issue



Source: OIG photo taken March 15, 2022.

Figure 4. Missing Ceiling Tiles



Source: OIG photo taken March 15, 2022.

Figure 5. Damaged Wall



Source: OIG photo taken March 15, 2022.

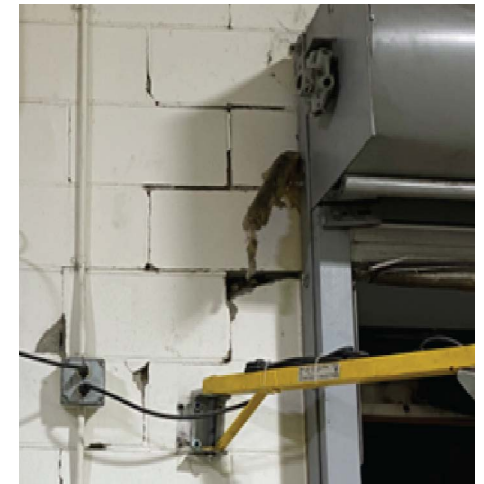
At the Carmel MPO, we identified issues including blocked fire extinguishers on the workroom floor, missing fire extinguisher inspections, worn padding around the dock door (see Figure 6), damaged bricks on the indoor dock wall (Figure 7), and a hole in the ceiling partially concealed with ceiling tiles near the women's restroom (see Figure 8). We also observed crumbling concrete and a rusted railing outside the dock and business caller services entrance (see Figure 9 and Figure 10). Further, there was no signage posted in the employee parking lot stating that "vehicles may be subject to search." During our audit, the custodian took corrective action and unblocked the fire extinguishers on the workroom floor and performed the monthly inspections.

Figure 6. Padding Around Dock Door



Source: OIG photo taken March 15, 2022.

Figure 7. Indoor Dock Wall Damage



Source: OIG photo taken March 15, 2022.

Figure 8. Hole in Ceiling



Source: OIG photo taken March 15, 2022.

Figure 10. Damaged Concrete



Source: OIG photo taken March 15, 2022.

Figure 9. Crumbling Concrete and Rusted Railing



Source: OIG photos taken March 15, 2022.

At the Linwood Station, we identified fire extinguishers that had not been inspected, blocked electrical panels in a boiler room (see [Figure 11](#)), and broken windows outside the customer entrance (see [Figure 12](#)). There were other issues related to the ceiling throughout the facility including dust build-up around air vents in the customer lobby (see [Figure 13](#)), damaged and missing ceiling tiles in the workroom area (see [Figure 14](#)), and holes in the boiler room ceiling (see [Figure 15](#)). During our site observations, local maintenance personnel came on-site to begin addressing these issues.

Figure 11. Blocked Electrical Panels



Source: OIG photos taken March 16, 2022.

Figure 12. Broken Windows



Source: OIG photo taken March 16, 2022.

Figure 13. Dust Around Air Vent



Source: OIG photo taken March 16, 2022.

Figure 14. Issues with Ceiling Tiles in Workroom Area



Source: OIG photos taken March 16, 2022.

Figure 15. Holes in the Boiler Room Ceiling



Source: OIG photo taken March 16, 2022.

Why Did it Occur

Management did not provide adequate oversight to ensure that property condition issues were corrected. Specifically, at the Plainfield MPO, management stated that they thought the ceiling tiles and the hole above the window would be fixed by maintenance once the roof leaks were fixed. Therefore, a follow-up request was never submitted to get the items fixed. At the Carmel MPO, management was more focused on mail delivery. Additionally, at the Linwood Station, management stated that other duties, such as dealing with staffing shortages and delivering mail, took priority.

What Should Have Happened

Management should have provided sufficient oversight to personnel responsible for maintaining facilities; reporting safety, security, and maintenance issues

as they arose; and following up on completion. The Postal Service is required to maintain a safe environment for employees and customers. In addition, OSHA requires employers to provide a safe and healthy workplace free of recognized hazards.³⁰

Effect on the Postal Service and its Customer

Management's attention to safety, security, and maintenance deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and OSHA penalties; and enhance the customer experience and Postal Service brand.

Management Actions

During our audit, management provided support for the following actions taken:

Plainfield Post Office management provided documentation showing that they updated inspections for the fire extinguishers we identified during the site visit, replaced missing ceiling tiles, repaired the damaged hole above a window, removed all items blocking the electrical panels, and repaired the toilet in the men's restroom.

Linwood Station management provided documentation showing that they removed items blocking the electrical panels, cleaned the dirty air vent, and repaired ceiling tiles in the workroom area.

Recommendation #4:

We recommend the **District Manager, Indiana District**, address all building safety, security, and maintenance issues identified at the Plainfield Main Post Office, the Carmel Main Post Office, and Linwood Station.

Management's Comments

Management agreed with the findings and recommendations in the report. See [Appendix A](#) for management's comments in their entirety.

Regarding recommendation 1, management stated that they have developed a scheduled delivery plan for the Linwood Station to ensure proper route coverage.

³⁰ OSHA Act of 1970 and Handbook EL-801, *Supervisor's Safety Handbook*.

Additionally, the postmaster and managers of Customer Service Operations will provide direct oversight to ensure that mail is delivered timely. Management's target implementation date is July 31, 2022.

Regarding recommendation 2, management stated that they have conducted service talks at the Carmel MPO, Linwood Station, and Plainfield Post Office to reiterate the importance of proper scanning at the correct location and at the correct time. Management stated that they review scanning integrity data daily down to the carrier level. Management will use this data to address scanning anomalies. The target implementation date is July 31, 2022.

Regarding recommendation 3, management stated that they will conduct a service talk with employees to reiterate the importance of performing appropriate truck/trailer barcode scans. Management will monitor truck/trailer arrival scans daily for scanning compliance and address non-compliance. The target implementation date is July 31, 2022.

Regarding recommendation 4, management stated that they have initiated abatement for all remaining safety issues at the Carmel MPO, Linwood Station, and Plainfield Post Office, and has received work order numbers for the building issues. The target implementation date is December 31, 2022.

Evaluation of Management's Comments

The OIG considers management's comments responsive to the recommendations and corrective actions should resolve the issues identified in the report.

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

Appendix A: Management's Comments



June 14, 2022

SUBJECT: Management Response: Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Select Units, Indianapolis, IN Region (Project Number 22-091-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Select Units, Indianapolis, IN Region*.

Management agrees with the four findings in the report.

Following are our comments for each of the recommendations.

Recommendation # 1: We recommend the **District Manager, Indiana District**, develop a plan to ensure that all committed mail at the Linwood Station is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews data and enforces reporting compliance at the Linwood Station.

Management Response/Action Plan:

Management agrees with this recommendation. Management has developed a Scheduled Delivery Plan at the Linwood Station to ensure proper route coverage. Postmaster and Managers of Customer Service Operations (CSOMs) will provide direct oversight to ensure mail is delivered timely. A copy of the schedule is provided.

Target Implementation Date: 07/31/2022

Responsible Official:

Postmaster Indianapolis/CSOM's

Recommendation # 2: We recommend the **District Manager, Indiana District**, develop and execute a plan to ensure that all employees at the Carmel IN Linwood (Indianapolis IN) and Plainfield IN are trained on standard operating procedures for

package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

Management Response/Action Plan:

Management agrees with this recommendation. Management conducted service talks on *Delivering with Accuracy and Integrity* at each of Carmel MPO, Linwood Station and Plainfield Post Office to reiterate the importance of proper scanning at the correct location and at the correct time. The scanning integrity data is reviewed daily down to the carrier level through Informed Visibility. Management will use this data to address scanning anomalies. Evidence of service talks is provided.

Target Implementation Date: 07/31/2022

Responsible Official:

Postmaster/CSOM's, Carmel Postmaster and Plainfield Postmaster

Recommendation # 3: We recommend the **District Manager, Indiana District**, develop and execute a plan to ensure management at the Carmel IN, Linwood (Indianapolis) and Plainfield IN Post Offices review truck/trailer arrival scanning performance daily and enforces compliance.

Management Response/Action Plan: Management agrees with this recommendation. Management will conduct a service talk with employees to reiterate the importance of performing appropriate truck/trailer barcode scans. Management will monitor truck/trailer arrival scans daily for scanning compliance and address non-compliance.

Target Implementation Date: 07/31/2022

Responsible Official:

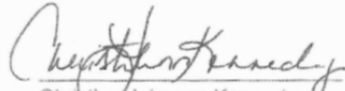
Postmaster/CSOM's, MPOO, Carmel Postmaster and Plainfield Postmaster

Recommendation # 4: We recommend the **District Manager, Indiana District**, address all building safety, security, and maintenance issues identified at the Carmel IN, Linwood (Indianapolis) and Plainfield IN Post Office.

Management Response/Action Plan: Management agrees with this recommendation. Management has initiated abatement for all safety issues at the Carmel IN, Linwood (Indianapolis) and Plainfield IN Post Offices. Management is in receipt of work order numbers for building issues. Proof that repairs have been initiated is provided.

Target Implementation Date: 12/31/2022 .

Responsible Official: Postmaster/CSOM's, MPOO, Carmel Postmaster and Plainfield Postmaster



Christina Johnson-Kennedy
District Manager, Indiana District

Cc: Corporate Audit & Response
Vice President, Retail & Delivery Operations (Central)

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