

# Efficiency of Operations at the Atlanta, GA Processing and Distribution Center

## AUDIT REPORT

Report Number 22-179-R23 | November 1, 2022



# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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November 1, 2022

**MEMORANDUM FOR:**

SHARON YOUNG  
SOUTHEAST DIVISION DIRECTOR,  
PROCESSING OPERATIONS

BARBARA MURPH  
SOUTHEAST DIVISION DIRECTOR,  
LOGISTICS OPERATIONS

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

**FROM:**

Sean Balduff  
Director, Field Operations

**SUBJECT:**

Audit Report – Efficiency of Operations at the Atlanta, GA  
Processing and Distribution Center  
(Report Number 22-179-R23)

This report presents the results of our audit of the Efficiency of Operations at the Atlanta, GA Processing and Distribution Center.

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

Attachment

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

# Results

## Background

This report presents the results of our self-initiated audit of Efficiency of Operations at the Atlanta Processing and Distribution Center (P&DC) in Atlanta, GA (Project Number 22-179). We conducted this audit to provide U.S. Postal Service management with timely information on operational risks at this P&DC. We judgmentally selected the Atlanta P&DC based on a review of clearance times; workhours, mail volume, and productivity; overall scanning performance; late, extra, and canceled trips; overtime and penalty overtime; and trailer utilization. The Atlanta P&DC is in the Southeast Division and processes letters, flats, and parcels. The Atlanta P&DC services multiple 3-digit ZIP Codes in urban and rural communities<sup>1</sup> (see Table 1).

**Table 1. Population Demographics**

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
301-303	2,576,580	515,546	3,092,126

Source: Postal Service National Distribution Labeling List and Esri data.

## Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Atlanta P&DC. To accomplish our objective, we focused on four audit areas: mail clearance times;<sup>2</sup> delayed mail; late, canceled, and extra outbound trips; and load scans. Specifically, we analyzed Enterprise Data Warehouse (EDW)<sup>3</sup> data for workhours, overtime, and penalty overtime from May 2022 through July 2022. Additionally, we reviewed Surface Visibility Web (SVWeb)<sup>4</sup> data for late, canceled, and extra trips, as well as load scans and trailer utilization for fiscal year (FY) 2022. Further, we identified mail clearance times through interviews

with Atlanta P&DC management and compared them with operations shown in the Run Plan Generator report.<sup>5</sup> During our site visit the week of August 29, 2022, we interviewed P&DC management and observed mail processing and dock operations.

During the week of August 29, 2022, the U.S. Postal Service Office of Inspector General (OIG) also audited three delivery units<sup>6</sup> serviced by the Atlanta P&DC. We will provide the results of those audits to Georgia district management in separate reports. See [Appendix A](#) for additional information about our scope and methodology.

## Results Summary

We identified deficiencies for three of the four areas we reviewed that affected the efficiency of operations at the Atlanta P&DC. We also identified an issue related to truck/trailer security and safety procedures (see Table 2).

**Table 2. Summary of Results**

Audit Area	Issues Identified	
	Yes	No
Clearance Times		X
Delayed Mail	X	
Late, Canceled, and Extra Outbound Trips	X	
Load Scans	X	
Other Issues	X	

Source: Results of OIG review conducted from August 29 to September 2, 2022.

We did not identify any issues with clearance times. We analyzed mail processing schedules and data to verify if the plant met scheduled clearance times.

<sup>1</sup> We obtained ZIP Code information related to population and urban/rural classification from Esri, which is based on 2010 Census Bureau information.

<sup>2</sup> The latest time committed mail can clear an operation for proper dispatch or delivery.

<sup>3</sup> Central source for information on retail, financial, and operational performance. Mission-critical information comes to EDW from transactions that occur across the mail delivery system, points-of-sale, and other sources.

<sup>4</sup> 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.

<sup>5</sup> An application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.

<sup>6</sup> The three delivery units were McDonough Main Post Office, Atlanta, GA (Project Number 22-181-1); Old National Station, Atlanta, GA (Project Number 22-181-2); and Stockbridge Main Post Office, Atlanta, GA (Project Number 22-181-3).

# Finding #1: Delayed Mail

## What We Found

On August 30, 2022, we found 48 trays of machinable and non-machinable letters along with delayed mail at the manual letter sorting section that originated from the automation area (see Figure 1). Some of this mail should have been processed on the Low Cost Reject Encoding Machine (LCREM)<sup>7</sup> so it could be sent back to automation for processing. During interviews, management stated that the LCREM had been shut down for repairs on several occasions.

Figure 1. Mail Needing LCREM Processing



Source: OIG photo taken August 30, 2022.

## Why Did It Occur

The delayed mail occurred due to the lack of preventative maintenance for the LCREM. We reviewed maintenance reports and determined that the preventative maintenance completion rate for the LCREM was about 77 percent for FY 2022, which is below the goal of 95 percent.<sup>8</sup>

In addition, the manual gatekeeper<sup>9</sup> did not properly direct mail to the correct mail processing operation and Atlanta P&DC management was not consistently monitoring mail sent to the manual mail unit. Management stated they plan to provide additional training to staff related to this mail separation function.

## What Should Have Happened

According to Postal Service policy,<sup>10</sup> rejected mail should be rerun on machines to ensure that it is non-machinable. Further, management should monitor mail sent to the manual unit to determine if the mail is machinable. Preventative maintenance should also be performed daily to keep machine error rates low, throughputs high, and reduce unplanned downtime.

## Effect on the Postal Service and Its Customers

When preventive maintenance is not consistently performed, machines may break down more often, which can negatively affect the efficiency of the plant. In addition, when mail is not directed to the proper mail processing operation, delays and service failures may occur. Also, when mail is processed manually instead of on automated equipment, the Postal Service may incur extra workhours and the mail could be delayed.

### Recommendation #1

We recommend the **Southeast Division Director, Processing Operations**, reiterate and execute existing policies to ensure preventative maintenance is consistently performed on automated machines at the Atlanta Processing & Distribution Center.

### Recommendation #2

We recommend the **Southeast Division Director, Processing Operations**, ensure staff are properly trained to direct mail to the proper sorting area and management systematically monitors this function.

<sup>7</sup> Performs address encoding on letter mail that has been rejected from other equipment due to failed printing of barcode or identification tag.

<sup>8</sup> Goal as stated in the *Daily and Senior Routes* report in the Electronic Maintenance Activity Reporting and Scheduling System.

<sup>9</sup> The person that separates machinable and non-machinable mail to the correct operation from the LCREM.

<sup>10</sup> Job Instruction: DPS-08 Residual and Rejected Mail Run.

## Finding #2: Late, Canceled, and Extra Outbound Trips

### What We Found

We determined that the Atlanta P&DC had 51,689 outbound late trips, 9,297 outbound canceled trips, and 12,769 outbound extra trips<sup>11</sup> from October 2021 to September 2022 (see Table 3).

**Table 3. Late, Canceled, and Extra Outbound Trips**

Transportation Metric	Outbound Late Trips	Total Number of Trips	Percentage of Late, Canceled/ Extra Trips
Late Trips	51,689	120,709	42.82%
Canceled Trips	9,297	120,709	7.70%
Extra Trips	12,769	120,709	10.58%

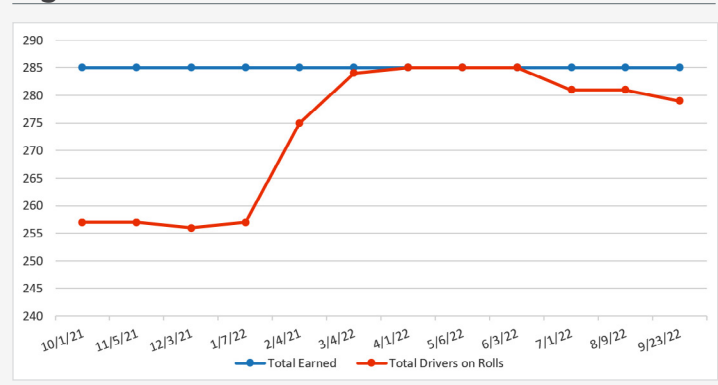
Source: EDW and SVWeb as of September, 23, 2022.

### Why Did It Occur

These late, canceled, and extra trips were a result of limited supervision of expeditors and mail handlers at the dock area. On September 27, 2022, the Atlanta P&DC had three Supervisor of Transportation Operations (STO)<sup>12</sup> and three Supervisor of Distribution Operations (SDO)<sup>13</sup> vacancies. Management stated they were in the process of hiring one STO who will be responsible for dock operations.

In addition, the Atlanta P&DC had six vacant Postal Vehicle Service (PVS) driver positions. Plant management stated they have been working with the district Human Resources department to strategize how to target and recruit new drivers. However, as of September 23, 2022, they were below their compliment (see Figure 2).

**Figure 2. PVS Drivers Earned and on Rolls**



Source: Workforce, which is the system used to track staffing analytics including employees on the rolls, employee compliment, and job postings.

Furthermore, management stated that some of the late trips occurred because incoming trucks arrived late from sister plants such as the Atlanta Network Distribution Center and the Peachtree P&DC. Some mail arriving from these plants was transferred directly to outgoing trucks traveling to delivery units. Therefore, the outgoing trucks had to wait for this mail to arrive before they could depart.

Management also stated that several Highway Contract Route (HCR)<sup>14</sup> drivers were showing up late and canceling trips. These canceled trips may result in extra trips. During our audit, management was in the process of correcting HCR driver issues and provided supporting documentation showing they followed policy<sup>15</sup> by actively assessing contractor performance and holding discussions with the contractor. Since Atlanta P&DC management was actively following policy, we will not be making a recommendation regarding HCR driver performance.

Additionally, we observed nine dock plates that needed repair (see Figure 3). Management stated that these dock plates contributed to late trips because trucks/trailers had to wait longer for an available dock to unload. Atlanta P&DC management had repair tickets for the inoperable dock plates and was actively monitoring the status of the repairs.

<sup>11</sup> Plant management may call for an extra trip when a regularly scheduled trip is canceled to ensure mail is delivered timely.

<sup>12</sup> An STO supervises on an assigned tour, the local dispatching and movement and mail transportation vehicles on scheduled and non-scheduled trips; and ensures efficient and timely movement of mail.

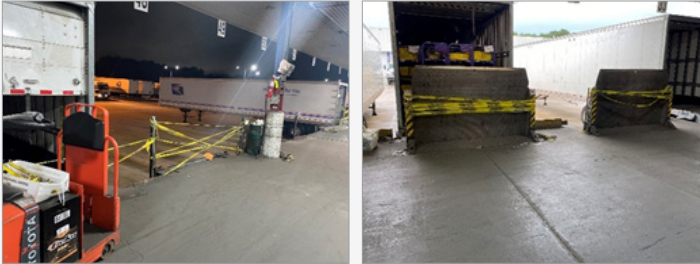
<sup>13</sup> An SDO supervises an assigned group of automated, mechanized, and/or manual processing and distribution operations at a mail processing center/facility.

<sup>14</sup> A route of travel served by a postal contractor to carry mail in bulk over highways between designated points.

<sup>15</sup> The Postal Service follows a five-step process if there are issues with the contractor's performance, which includes providing the contractor with a document listing performance issues, completing a review and consulting with the contractor, holding a conference with the contractor, submitting results to the contracting officer for appropriate action, and potentially terminating the contract if the issues persist.

Therefore, we will not be making a recommendation regarding the inoperable dock plates.

**Figure 3. Dock Plates Needing Repair**



Source: OIG photos taken August 31, 2022.

### What Should Have Happened

Management must anticipate recruitment needs in time to ensure qualified persons are available for appointment. When using competitive recruitment strategies, management determines whether they need additional recruitment efforts to yield a diverse pool of qualified applicants for employment.<sup>16</sup>

Management should have also effectively communicated with the sister plants and followed up to ensure that inbound trips were arriving to the Atlanta P&DC timely. Management should have elevated any unresolved issues to the Southeast Division Director, Logistics Operations.

### Effect on the Postal Service and Its Customers

When there are late, canceled, and extra 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. In addition, inoperable docks may result in late trips due to their unavailability for loading and unloading mail.

#### Recommendation #3

We recommend the **Southeast Division Director, Processing Operations** and the **Southeast Division Director, Logistics Operations**, identify and implement additional strategies to fill the open Supervisor of Distribution Operations and Supervisor of Transportation Operations positions.

#### Recommendation #4

We recommend the **Southeast Division Director, Logistics Operations**, increase the number of Postal Vehicle Service drivers at the Atlanta Processing and Distribution Center.

#### Recommendation #5

We recommend the **Southeast Division Director, Processing Operations**, and the **Southeast Division Director, Logistics Operations**, implement strategies to ensure mail from other facilities arrive at the Atlanta Processing and Distribution Center in time to meet scheduled trips to the delivery units.

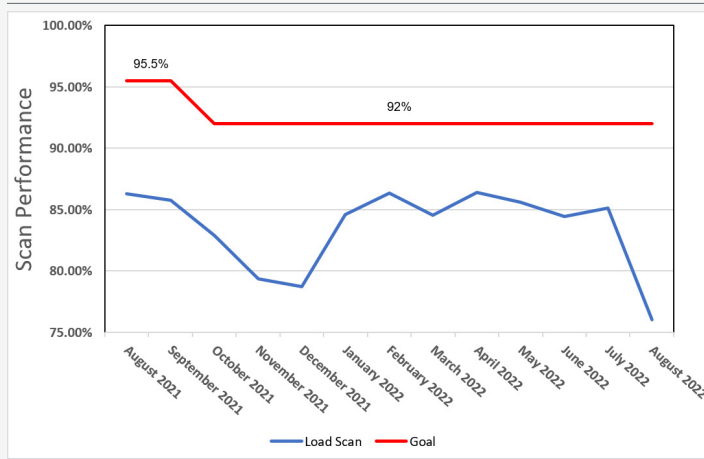
<sup>16</sup> Employee and Labor Relations Manual, Section 321.1.

## Finding #3: Load Scans

### What We Found

Atlanta P&DC employees were not performing container load scans consistently before dispatching mail to the next facility.<sup>17</sup> Specifically, from August 2021 through August 2022, scanning performance for load scans at the Atlanta P&DC was 84.13 percent, which was below the current Postal Service's National Performance Assessment<sup>18</sup> goal of 92 percent<sup>19</sup> (see Figure 4).

**Figure 4. Atlanta P&DC Average Monthly Load Scan Performance From August 2021 - August 2022**



Source: SVWeb.

### Why Did It Occur

Load scans were not being performed consistently because there was a lack of management oversight on the dock. Management stated that the three STO and three SDO vacancies described in finding #2 was the primary reason they were not enforcing load scan performance. Load scan compliance should improve when management implements recommendation #3. Therefore, we are not making an additional recommendation for this issue.

Atlanta P&DC management also stated that they were experiencing intermittent connectivity issues with the scanners, which led to several instances where an employee scanned the mail container, but the information was not transferred to SVWeb.

Atlanta P&DC management submitted a help desk ticket in August 2022 regarding the connectivity issue. Therefore, we are not making a recommendation for this issue.

### What Should Have Happened

Postal Service policy<sup>20</sup> states that management should ensure employees are scanning containers before loading them onto a trailer.

### Effect on the Postal Service and Its Customers

When containers do not receive a load scan, management is unable to determine trailer utilization. According to SVWeb, the Atlanta P&DC average trailer utilization for network trips departing from the plant was 56.51 percent from October 2021 through July 2022, which was higher than the Postal Service's goal of 40 percent.<sup>21</sup> However, due to data integrity issues related to missing load scans, management could not rely on this data to accurately measure trailer utilization and make operational decisions.

<sup>17</sup> Mail departing from the Atlanta P&DC may be routed to a post office, station, delivery unit, or P&DC.

<sup>18</sup> A web-based system that collects performance-related metrics such as on-time delivery, revenue generation, efficiency, safety, and employee satisfaction, from source systems across the organization. These metrics are translated into balanced scorecards used to monitor the entire enterprise and individual units across the nation.

<sup>19</sup> For FY 2022, the goal was dropped to 92 percent for Logistics and 93.25 for Processing.

<sup>20</sup> *Surface Visibility Program User* booklet.

<sup>21</sup> On March 15, 2022, the Postal Service added a National Performance Assessment trailer utilization goal of 40 percent.

## Finding #4: Safety and Security

### What We Found

We observed unsecured trailers leaving the Atlanta P&DC that contained mail. Specifically, PVS drivers were not securing trailer doors with a padlock or seal prior to departing from the facility to delivery units (see Figure 5).

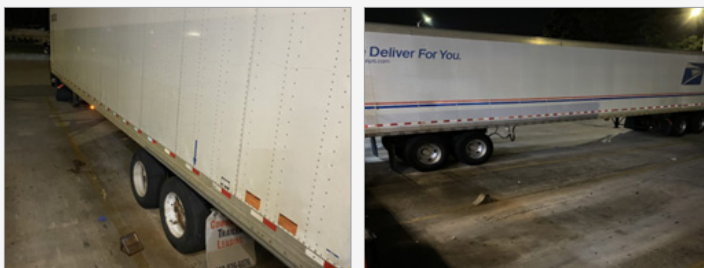
**Figure 5. Departing Truck/Trailer Without a Padlock or Seal**



Source: OIG photos taken August 31, 2022.

In addition, many of the trucks and trailers did not have wheel chocks<sup>22</sup> placed next to the tire to prevent them from rolling away from the docks (see Figure 6).

**Figure 6. Trailers Without Wheel Chocks**



Source: OIG photo taken August 31, 2022.

Source: OIG photo taken September 1, 2022.

### Why Did It Occur

The unlocked trailers and the inconsistent use of wheel chocks were due to a lack of management oversight. While the P&DC had measures in place to facilitate the use of locks on trailer doors and wheel chocks on parked trucks/trailers, these measures were overlooked and not enforced. During our audit, management performed a service talk that

addressed the security of trailer cargo and the use of wheel chocks on parked trucks and trailers.

### What Should Have Happened

Postal Service policy<sup>23</sup> states management must preserve the security of the mail and ensure PVS drivers comply with policies regarding the transportation of mail in trailers and trucks. PVS drivers must use cargo compartment door locks while enroute. Postal Service policy<sup>24</sup> also states that employees must prevent trailers from rolling away from docks by using wheel chocks.

### Effect on the Postal Service and Its Customer

When the Postal Service does not take proper security measures, there is an increased risk of lost or stolen mail. In addition, when employees do not observe safe working practices and safety rules, there is an increased risk of employee accidents and injuries.

### Recommendation #6

We recommend the **Southeast Division Director, Logistics Operations**, develop and execute a plan to systematically review and enforce compliance of securing trailer cargo and utilizing wheel chocks.

### Management's Comments

Management agreed with finding 4 and recommendations 2, 4, 5 and 6; and partially agreed with findings 1, 2, and 3. Management disagreed with recommendations 1 and 3. See [Appendix B](#) for management's comments in their entirety.

Regarding recommendation 1, management stated that they disagreed with the recommendation because it does not specifically refer to the LCREM. Management stated that it has established a daily validation to ensure preventative maintenance on the LCREM is completed. Specifically, the maintenance manager will send a daily email to the senior division director to confirm the preventative maintenance has been performed. Additionally, a daily review of the Preventative Maintenance Bypass Report will be reviewed for compliance. The target implementation date is December 31, 2022.

<sup>22</sup> A tool that stops a vehicle or wheel from accidental movement during loading or unloading.

<sup>23</sup> *Postal Operations Manual Issue 9, Mail Processing Procedures, Platform Operations*, Section 476.2.h

<sup>24</sup> *Handbook EL-803, Maintenance Employee's Guide to Safety*, Section 1.-C.



Regarding recommendation 2, management stated they will provide refresher training to employees on how to properly direct mail from automation. The plant manager will also provide daily validation to senior management that mail is flowing to the proper sorting area. The target implementation date is December 31, 2022.

Regarding recommendation 3, management stated that there are national-level strategies that support hiring and filling vacancies.

Regarding recommendation 4, management stated PVS driver hiring is conducted at a headquarters level. Human Resources Shared Service Center and Headquarters Logistics is working with Brand Marketing and Recruitment to ensure continued marketing strategies align with national postings. Management stated that they are in the process of onboarding five additional PVS drivers. The target implementation date is December 31, 2022.

Regarding recommendation 5, management stated that the Atlanta Network Distribution Center will depart all cross-dock volume by the established clearance time to the Atlanta P&DC. The Atlanta P&DC will unload containers to meet the scheduled trips to the delivery units. Logistics will monitor and ensure scheduled trips depart and Southeast Division management will implement a daily scorecard to track compliance and improvements. The target implementation date is January 31, 2023.

Regarding recommendation 6, management stated that local logistics supervisors of transportation and network specialists will perform safety observations of wheel chocks on all tours. In addition, logistics operations support specialists will conduct weekly audits of the wheel chock process, and management will ensure loads are properly secured with a seal or padlock prior to departure. The target implementation date is December 31, 2022.

### **Evaluation of Management's Comments**

The OIG considers management's comments responsive to recommendations 1, 2, 4, 5, and 6 in the report. We consider management's comments unresponsive to recommendation 3.

Regarding management's partial disagreement with finding 1, we did not state in the report that all

48 trays of machinable and non-machinable letters found in the letter sorting section were delayed. We stated that there was some delayed mail along with the 48 trays, which management confirmed in their comments.

Regarding management's disagreement that staffing issues contributed to findings 2 and 3, local management stated during our interviews that there was limited supervision at the dock area due to supervisor vacancies. During our site visit, we observed expeditors operating on the docks without supervision. We believe this lack of supervision contributed to the late trips and missing load scans we identified. Management also stated in their comments that mail arriving from North Metro P&DC and the Atlanta Surface Transfer Center was not transferred directly to outgoing trucks. In response, we removed these two facilities from the report because this does not change the intent of the finding.

Regarding management's disagreement with recommendation 1, our intent was for management to monitor preventative maintenance on the LCREM machine. Management stated they will monitor the Preventative Maintenance Bypass Report daily for compliance, which will address our recommendation.

Regarding management's disagreement with recommendation 3, we believe management should identify and develop additional strategies to fill the supervisor vacancies when national-level strategies are not sufficient for their facility. As of October 21, 2022, the Atlanta P&DC had three STO vacancies and six SDO vacancies, which was an increase of three SDO vacancies since September 27, 2022.

All recommendations require OIG concurrence before closure. We view the response to recommendation 3 as non-responsive and will pursue closure through the formal resolution process. 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.

# Appendix A. Additional Information

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We conducted this audit from August through November 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 October 13, 2022 and included their comments where appropriate.

We relied on computer-generated data from the EDW and SVWeb. Although we did not test the validity of 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. Therefore, we determined the data were sufficiently reliable for the purposes of this report.

# Appendix B: Management's Comments



October 19, 2022

JOHN CIHOTA  
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Efficiency Operations at the Atlanta, GA  
Processing and Distribution Center (Report Number 22-179-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Efficiency Operations at the Atlanta, GA Processing and Distribution Center*.

Management partially agrees with finding #1 on delayed mail. Ten of the 48 trays of machinable and non-machinable mail observed were delayed. The remaining trays were not delayed and were waiting to be processed.

For finding #2 management agrees there was late, canceled, and extra outbound trips. However, we disagree with the presumption that management staffing shortages contributed to the issue. At the time of the observation, there was an assigned dock supervisor present at the Atlanta P&DC. Additionally, the statement that some mail arriving from North Metro P&DC and Atlanta Surface Transfer Center was transferred directly to outgoing trucks is inaccurate. Atlanta P&DC does not receive mail from these two sites ready for transfer to delivery units.

In response to Finding #3—Load Scans—management disagrees that the reason load scans were not being performed was due to lack of management oversight due to Supervisor, Distribution Operations (SDO) vacancies. At the time of the audit there was an assigned dock supervisor on the dock to manage mail handlers and scanning. Load scans are a shared activity between mail handlers and PVS drivers. There was also an assigned Supervisor, Transportation Operations assigned to manage the PVS drivers and scanning.

Management agrees with Finding #4 related to Safety and Security.

Following are management's comments to the six recommendations:

**Recommendation 1:**

We recommend the **Southeast Division Director, Processing Operations**, reiterate and execute existing policies to ensure preventative maintenance is consistently performed on automated machines at the Atlanta Processing & Distribution Center.

**Management Response/Action Plan:**

Management disagrees with this recommendation as it does not specifically refer to the machine sited in the draft report. Management has established a daily validation to ensure preventative maintenance on the Low-Cost Remote Encoding Machine (LCREM) is completed at the Atlanta P&DC. The Maintenance Manager will send a daily email to the Senior Division Director for the Southeast Division to confirm the preventative maintenance completion tasks have been performed. Additionally, a daily review of the Preventative Maintenance Bypass Report will be reviewed for compliance.

**Target Implementation Date:** 12/31/2022

**Responsible Official:**

Southeast Division Director, Processing Operations

**Recommendation 2:**

We recommend the **Southeast Division Director, Processing Operations**, ensure staff are properly trained to direct mail to the proper sorting area and management systematically monitors this function.

**Management Response/Action Plan:**

Management agrees with this recommendation. Management will provide refresher training - Special Bin Flows to required employees on how to properly flow special bin mail in automation. In-Plant Support monitors the flow of mail in automation. The Plant Manager will provide daily validation to senior management that mail is flowing to the proper sorting area.

**Target Implementation Date:** 12/31/2022

**Responsible Official:**

Southeast Division Director, Processing Operations

**Recommendation 3:**

We recommend the **Southeast Division Director, Processing Operations** and the **Southeast Division Director, Logistics Operations**, identify and implement additional strategies to fill the open Supervisor of Distribution Operations and Supervisor of Transportation Operations positions.

**Management Response/Action Plan:**

Management disagrees with this recommendation. There are national-level strategies that support hiring and filling vacancies.

**Target Implementation Date:** N/A

Responsible Official:  
N/A

**Recommendation 4:**

We recommend the **Southeast Division Director, Logistics Operations**, coordinate with **Headquarters Logistics and Human Resources** to increase the number of Postal Service drivers at the Atlanta Processing and Distribution Center.

**Management Response/Action Plan:**

Management agrees with this recommendation. PVS hiring is conducted at a Headquarters National level for all PVS sites. This consists of Human Resources Shared Service Center (HRSSC) posting positions nationally on USPS.com/eCareer to the site level. Postings are up in one-week intervals and viable candidates within said posting are then pushed to the local Transportation & Networks Manager or designee to conduct the interviews. All hiring is tracked by HRSSC. In addition to the above, HRSSC and Headquarters Logistics is working with Brand Marketing and Recruitment to ensure continued marketing strategies align with national job postings. Headquarters Human Resources has ongoing reviews with Logistics. Management is in the process of onboarding five additional PVS drivers.

**Target Implementation Date:** 12/31/2022

**Responsible Official:**

Transportation & Networks Manager at Atlanta Processing and Distribution Center

**Recommendation 5:**

We recommend the **Southeast Division Director, Processing Operations**, and the **Southeast Division Director, Logistics Operations**, implement strategies to ensure mail from other facilities arrive at the Atlanta Processing and Distribution Center in time to meet scheduled trips to the delivery units.

**Management Response/Action Plan:**

Management agrees with this recommendation. Atlanta Network Distribution Center will depart all cross-dock volume by the established clearance time of 0330 to the Atlanta Processing and Distribution Center. Atlanta Processing and Distribution Center will unload the containers to meet the scheduled trips to the delivery units. Logistics will monitor and ensure scheduled trips depart. Southeast Division will implement a daily scorecard to track compliance and improvements.

**Target Implementation Date:** 01/31/2023

**Responsible Official:**

Plant Manager and Transportation & Networks Manager at Atlanta P&DC,  
Division Manager Operations Support for Mail Processing, and Division Manager  
Operations Support for Logistics.

**Recommendation 6:**

We recommend the **Southeast Division Director, Logistics Operations**, develop and execute a plan to systematically review and enforce compliance of securing trailer cargo and utilizing wheel chocks.

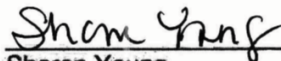
**Management Response/Action Plan:**

Management agrees with this recommendation. Local Logistics Supervisors of Transportation along with Network Specialists will perform safety observations of wheel chocks on all tours. Logistics Operations Support Specialists will conduct weekly audits of wheel chock process. Logistics Division Manager Operations Support will create a tracking mechanism for observation compliance. Management will ensure loads are properly secured with a seal or padlock prior to departure.

**Target Implementation Date:** 12/31/2022

**Responsible Official:**

Division Manager Operations Support for Southeast Logistics and Transportation and  
Networks Manager at Atlanta P&DC



Sharon Young  
Southeast Division Director, Processing Operations



Barbara Murph  
Southeast Division Director, Logistics Operations

Cc: Corporate Audit & Response Management

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