

Mail Delivery, Customer Service, and Property Conditions Review - Select Units - Atlanta, GA

AUDIT REPORT

Report Number 22-181-R23 | January 9, 2023



ATLANTA

Stockbridge
Main Post Office



Old National Station



McDonough
Main Post Office

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McDonough
Main Post Office

Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

January 9, 2023

MEMORANDUM FOR: KEITH PIERLE
MANAGER, GEORGIA DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is centered below the "MEMORANDUM FOR" section.

FROM: Sean Balduff
Director, Field Operations

SUBJECT: Audit Report – Mail Delivery, Customer Service, and Property
Conditions Review – Select Units – Atlanta, GA Region (Report Number
22-181-R23)

This capping report presents the results of our audit of Mail Delivery, Customer Service, and Property Conditions Review – Select Units – Atlanta, GA Region

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

Attachment

cc: Postmaster General
Corporate Audit and Response Management
Chief Retail & Delivery Officer & Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Processing and Maintenance Operations
Vice President, Southern Area Retail & Delivery Operations

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 Atlanta, GA region (Project Number 22-181). The three delivery units we audited were the McDonough Main Post Office (MPO), Old National Station, and Stockbridge MPO. We judgmentally selected these delivery units based on the number of Stop-the-Clock (STC)¹ scans occurring at the delivery unit, rather than at the customer's point of delivery, and indicators for undelivered mail.² We previously issued interim reports³ 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 Atlanta, GA Processing and Distribution Center (P&DC),⁴ which services these three delivery units. The delivery units serve about 249,704 people in several ZIP Codes, which are considered predominantly urban communities⁵ (see Table 1).

Table 1. Service Area, Population, and Routes

Delivery Units	Service Area ZIPs	Population	Total City Routes	Total Rural Routes
McDonough MPO*	30252 and 30253	91,063	4	57
Old National Station	30337 and 30349	78,238	31	15
Stockbridge MPO	30273 and 30281	80,403	0	46
Total		249,704	35	118

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of Postal Service delivery statistics data and Esri.

*McDonough MPO also had one contract route.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery, customer service, and property conditions at the McDonough MPO, Old National Station, and Stockbridge MPO in the Georgia District.

We reviewed delivery metrics including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, and distribution up-time.⁶ In addition, during our site visits the week of August 29, 2022, we reviewed mail conditions; package and truck arrival scanning procedures; arrow key⁷ security procedures; and unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at and around carrier cases and in the "Notice Left" area.⁸ Finally, we interviewed unit management and employees.

We conducted this audit from August 2022 through January 2023 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 December 14, 2022, and included their comments where appropriate.

1 A scan event that indicates the U.S. Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include "Delivered," "Available for Pick-up," and "No Access."

2 The undelivered mail metrics include Customer 360 (C360) inquiries, Informed Delivery inquiries, and non-delivered routes.

3 *Mail Delivery, Customer Service, and Property Conditions Review – McDonough Main Post Office, McDonough, GA* (Report Number 22-181-1-R23, dated November 1, 2022); *Mail Delivery, Customer Service, and Property Conditions Review – Old National Station, Atlanta, GA* (Report Number 22-181-2-R23, dated November 1, 2022); *Mail Delivery, Customer Service, and Property Conditions Review – Stockbridge Main Post Office, Stockbridge, GA* (Report Number 22-181-3-R23, dated November 1, 2022).

4 *Efficiency of Operations at the Atlanta, GA Processing and Distribution Center, Atlanta, GA* (Report Number 22-179-R23, dated November 1, 2022).

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

6 Time of day that clerks have completed distributing mail to the carrier routes.

7 A distinctively shaped key carriers use to open mail-receiving receptacles such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.

8 The area of a delivery unit where letters or packages that the carriers were unable to deliver are stored for customer pickup.

We relied on computer-generated data from the Product Tracking and Reporting (PTR)⁹ system, Delivery Condition Visualization (DCV),¹⁰ the Surface Visibility Web (SVWeb)¹¹ system, and the electronic Facilities Management System (eFMS).¹² 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 (see Table 2).

Table 2. Summary of Results

Controls Reviewed	Deficiencies Identified – Yes or No		
	McDonough MPO	Old National Station	Stockbridge MPO
Delayed Mail	Yes	Yes	No
Package Scanning	Yes	Yes	Yes
Truck Arrival Scanning	Yes	Yes	Yes
Arrow Keys	Yes	Yes	No
Property Conditions	Yes	Yes	Yes

Source: Results of our fieldwork during the week of August 29, 2022.

Finding #1: Delayed Mail

What We Found

On the morning of August 30, 2022, we identified about 18,821¹³ pieces of delayed letter and flat mail at the McDonough MPO and Old National Station (see Table 3). Specifically, we identified 16,051 pieces of delayed letter and flat mail at the McDonough MPO and 2,770 pieces of delayed letter and flat mail at the Old National Station. For each location, management

did not accurately report this delayed mail in the DCV system. See Table 3 for the number of pieces for each mail type and Figures 1 and 2 for examples of delayed mail.

Table 3. Delayed Mail

Mail Type	McDonough MPO	Old National Station	Total
Letters	3,802	1,741	5,543
Flats	12,249	1,029	13,278
Totals	16,051	2,770	18,821

Source: OIG count of delayed mailpieces identified during our visit August 30, 2022.

Figure 1. Examples of Delayed Mail in the Carrier Cases



Source: OIG photos taken on August 30, 2022.

⁹ A system of record for all delivery status information for mail and packages with trackable services and barcodes.

¹⁰ A tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.

¹¹ SVWeb 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.

¹² 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.

¹³ OIG estimates based on Postal Service conversion factors in *Handbook M-32, Management Operating Data Systems*, Appendix D.

Figure 2. Delayed Mail on Dock and Workroom Floor at the McDonough MPO



Source: OIG photos taken on August 30, 2022.

Why Did It Occur

Management at the McDonough MPO did not verify that all mail was delivered and properly reported into the DCV system. Management stated that other assigned duties took priority, such as training inexperienced staff and following up on operational issues.

At the Old National Station, we interviewed carriers and management who stated that much of the mail we identified in the cases was due to blocked mail receptacles and broken cluster boxes at apartment buildings. However, the mail was not properly identified as such when we observed it. In addition, management stated that some carriers were not using the 3M case¹⁴ for missequenced mail, but instead were putting it back in their cases upon returning from their routes. Furthermore, the acting PM supervisor did not accurately report the mail at the carrier cases because she did not do a walkthrough of the unit the previous evening. She stated that she was busy with other tasks, including preparing outgoing mail for dispatch to the plant and taking a vehicle to a carrier whose vehicle was having mechanical issues.

What Should Have Happened

Management should have ensured that all mail was processed and delivered daily and that any mail returned from a route was properly identified.

Postal Service policy¹⁵ states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. In addition, managers are required¹⁶ to report in DCV all mail that remains in a unit after the carriers have left for their street duties. Furthermore, carriers should place missequenced mail into the 3M case when they return from their routes¹⁷ and a supervisor should review and report this mail on a 3M Daily Log.¹⁸

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 in DCV 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 **Manager, Georgia District**, develop a plan at the McDonough Main Post Office and Old National Station to ensure that all committed mail is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews the data and enforces compliance.

Finding #2: Package Scanning

What We Found

Employees improperly scanned packages at all three delivery units. Specifically, employees scanned 8,314 packages at the delivery units instead of at the delivery points between May and July 2022 (see Table 4). Further analysis of STC scan data for these packages showed that about 68 percent of them were scanned "Delivered". 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. In addition, we only included "Delivery Attempted – No Access to Delivery Location" scans performed Monday through Friday to avoid legitimate scans for businesses that are closed on weekends.

¹⁴ The area of the delivery unit where carriers place their missent, missorted, and missequenced mail.

¹⁵ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁶ *Informed Visibility Delivery Condition Visualization User Guide*, March 2022.

¹⁷ 3M (Missent, Missort, and Missequence), *Standard Work Instruction: Carrier*, May 8, 2019.

¹⁸ 3M (Missent, Missort, and Missequence), *Standard Work Instruction: Supervisor*, May 8, 2019.

Table 4. STC Scans by Type

Scan Type	McDonough MPO	Old National Station	Stockbridge MPO	Total	Percentage of Scans
Delivered	4,495	404	769	5,668	68.17%
Delivery Attempted – No Access	449	83	1,808	2,340	28.15%
Receptacle Full/ Item Oversized	20	72	104	196	2.36%
No Secure Location Available	1	43	35	79	0.95%
Delivery Exception – Animal Interference	0	8	5	13	0.16%
Delivery Exception – Local Weather Delayed	0	8	0	8	0.10%
Refused	2	1	3	6	0.07%
No Authorized Recipient	0	2	2	4	0.05%
Total	4,967	621	2,726	8,314	100%*

*Total percentage does not equal 100 percent due to rounding.
Source: OIG analysis of PTR system data.

In addition, on the morning of August 30, 2022, we selected 175 packages¹⁹ to review and analyzed scanning and tracking history. Of the 175 sampled packages, 46 (26.29 percent) had improper scans, including:

- Sixteen (eight from the carrier cases and eight from the “Notice Left” area) had a “Delivered” scan, which should only be performed when a package is successfully left at the delivery point.
- Thirteen (six from the carrier cases and seven from the “Notice Left” area) were scanned as either “Delivery Attempted,” “Receptacle Full,” or “No Secure Locations Available” and were scanned away from the delivery point. Eight of these packages were scanned at the delivery unit. All packages are required to be scanned at the delivery point
- Eleven (six from the carrier cases and five from the “Notice Left” area) were missing an STC scan to let the customer know the reason for non-delivery.
- Four (one from the carrier cases and three from the “Notice Left” area) were missing “Arrival at

Unit” scans, which are required for performance measurement.

- Two from the carrier cases were scanned “Held at Post Office at Customer Request,” even though the carrier stated that she could not access the mail receptacle.

We also identified handling issues with eight of the 175 packages (4.57 percent), including:

- Three at the carrier cases were scanned as “Return to Sender,” “Addressee Unknown,” and “No Such Number” but should have been returned to the sender.
- Three at the carrier cases were scanned as “Receptacle Full/Item Oversized” but should have been placed at the “Notice Left” area.
- Two from the “Notice Left” area were scanned as “Forwarded” but were not properly processed in the forwarding system.

Further, 40 of the 90 (44.44 percent) reviewed packages in the “Notice Left” area were not returned to the sender, as required.²⁰ These packages ranged from two to 97 days past their return dates.

¹⁹ We judgmentally selected 85 packages from the carrier cases and 90 packages from the “Notice Left” area.

²⁰ *Notice Left and Return Guidelines*, dated July 2007, state that domestic packages should be returned to sender on the 15th calendar day after a notice is left and international packages should be returned to sender on the 30th calendar day after a notice is left.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. Specifically:

At the McDonough MPO, most of the packages scanned “Delivered” at the delivery unit were for one business. The carrier who delivered to the business stated that they used a firm sheet,²¹ but scanned it as “Delivered” while at the unit. Management was unaware that carriers were scanning firm sheets at the unit and assumed they were doing so at the delivery point. In addition, management was not ensuring that every carrier was checked for packages upon returning from the street and was not checking packages left at the carrier cases. Further, management was not ensuring that clerks were going through the “Notice Left” area and returning packages when necessary. Management acknowledged the importance of accurate scanning; however, they said other urgent customer service issues took priority, such as addressing customer concerns.

At the Old National Station, the acting station manager stated that many of the errors identified should have been caught when management reviewed the daily scanning reports. However, management was more focused on mail delivery.

At the Stockbridge MPO, most of the packages scanned as “Delivered” were for a high-volume customer. Due to the high volume of parcels for the route, management provided additional assistance (a custodial team) to make extra deliveries. The people who assisted scanned the packages as “Delivered” while at the unit. Management was aware of the policy to scan packages at the point of delivery but allowed employees to scan packages in the office for businesses with firm sheets instead of at the point of delivery. Management also explained that it was difficult to adequately monitor and manage scan compliance because the facility did not have an AM supervisor at the time of our audit and the management in place was more focused on mail delivery. During our audit management performed a service talk with all mail carriers concerning the timely and accurate delivery of mail and accurate scanning.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance, including ensuring that carriers scan packages 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,²² which includes scanning packages at the time and location of delivery.²³ Packages in the “Notice Left” area should have been reviewed for second notices and returned to sender if they remained after the prescribed number of days.

Effect on the Postal Service and Its Customers

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

Recommendation # 2:

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

Finding #3: Truck Arrival Scanning

What We Found

Employees at the McDonough MPO, Old National Station, and Stockbridge MPO did not scan all incoming trailer/truck barcodes²⁴ as required. We reviewed data related to morning truck arrival scans from May 1 to July 31, 2022 and found that employees did not perform scans for 522 of 901 scheduled trucks (57.94 percent) arriving from the Atlanta, GA P&DC (see [Table 5](#)). During our audit, management at the Stockbridge MPO held a service talk with all clerks on the process of trailer/truck barcode scanning.

²¹ 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.

²² *Delivery Done Right the First Time* stand-up talk, March 2020.

²³ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

²⁴ The trailer barcode on the back door and inside right and left walls of the trailer.

Table 5. Truck Arrival Scans from May 1 through July 31, 2022

Unit	Count of Inbound Trips	Count of Missed Scans	Percentage Missing
McDonough MPO	351	333	94.87%
Old National Station	234	117	50.00%
Stockbridge MPO	316	72	22.78%
Total	901	522	57.94%

Source: OIG analysis of data extracted from the Postal Service's SVWeb System.

Why Did It Occur

Management did not monitor scan performance data at each of the delivery units to ensure that all trucks received an arrival scan or enforce scan procedures for trailer/truck barcodes. Specifically, management at the McDonough MPO and Old National Station stated that they were unaware of the reports to verify that the trailer/truck scans were being completed. The acting postmaster at the Stockbridge MPO stated that he was aware of the policy and tools available to monitor for compliance but had not consistently used them because he was focused on mail delivery.

What Should Have Happened

Management should have reviewed truck arrival tracking reports to ensure that employees were performing all expected truck scans. They should also have instructed employees to perform appropriate trailer/truck scans and enforced compliance. According to Postal Service policy,²⁵ employees must scan the trailer barcode on Postal Service trailer/trucks and Highway Contract Route trucks arriving at the delivery unit during local operating hours.

Effect on the Postal Service and Its Customers

When employees do not scan the truck barcode, 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 **Manager, Georgia District**, develop and execute a plan to ensure management at the McDonough Main Post Office, Old National Station, and Stockbridge Main Post Office reviews truck/trailer arrival scanning performance daily and enforces compliance.

Finding #4: Arrow Keys

What We Found

Unit management at the McDonough MPO and Old National Station did not properly manage and safeguard arrow keys. Specifically, we reviewed inventory logs for arrow keys and conducted a physical inventory of keys at the units and found:

- At the McDonough MPO, five of the 46 keys listed on the inventory log could not be located. In addition, we identified eight keys that were not listed on the inventory log. Management also had not updated the arrow key inventory log since July 15, 2021.
- At the Old National Station, eight of the 87 keys at the unit were not listed on the inventory log and 11 keys listed on the inventory log could not be located. Unit management had not reported any of the missing keys to the U.S. Postal Inspection Service. In addition, employees did not always keep arrow keys secure. Specifically, we observed instances where the [REDACTED] was left open and unsupervised; however, when it was locked, the [REDACTED] was often kept in an [REDACTED] next to the [REDACTED]

Why Did It Occur

The postmaster at the McDonough MPO stated that he did not have a chance to update the arrow key inventory log since arriving at the unit in June 2022. He stated that his focus had been on other duties, such as addressing management staffing and daily assignment of delivery routes.

Unit management at the Old National Station did not prioritize the proper management of the arrow keys. Specifically, the acting station manager had only been at the unit for about one month and was more focused on mail delivery. In addition, the acting PM supervisor did not always keep the [REDACTED] locked because she was busy with other tasks, such as sorting mail. Therefore, she sometimes left the [REDACTED] open for carriers to return their arrow keys.

²⁵ United States Postal Service Standard Operating Procedure – Subject: Trailer Scans at the Delivery Units (DU).

What Should Have Happened

Management should have ensured that arrow key security procedures were properly followed. According to Postal Service policy,²⁶ management must keep an accurate inventory of all keys and conduct a semiannual physical survey of all building keys. Missing keys must be immediately reported to the U.S. Postal Inspection Service. In addition, policy²⁷ states that arrow keys must remain secured until they are individually assigned to personnel. Upon return, arrow keys should be deposited in a secure location and a supervisor or clerk must verify all keys have been returned and accounted for daily.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items such as arrow keys, there is increased risk of mail theft. These thefts damage the Postal Service's reputation and diminish public trust in the nation's mail system. Additionally, because arrow keys open mail receptacles, lost or damaged keys can result in undelivered mail.

Recommendation #4:

We recommend the **Manager, Georgia District**, develop and execute a plan at the McDonough Main Post Office and Old National Station to properly follow arrow key standard operating procedures including updating their arrow key inventories, reporting missing keys to the U.S. Postal Inspection Service, and keeping the keys secure.

Finding #5: Property Conditions

What We Found

We found safety, security, and maintenance issues at all three of the delivery units. At the McDonough MPO, we identified issues including blocked electrical panels, a blocked U.S. Postal Inspection Service door, multiple extension cords connected, no signage posted in the employee parking lot stating that vehicles may be subject to search, and 45 stained ceiling tiles throughout the facility (see Figure 3).

Figure 3. Stained Ceiling Tiles at McDonough MPO



Source: OIG photos taken September 1, 2022.

At the Old National Station, we identified issues including exposed wiring in the customer lobby and work area, missing monthly inspections for all six fire extinguishers – two of which were not mounted – a refrigerator in the employee breakroom plugged into a surge protector, a blocked U.S. Postal Inspection Service door, no signage posted in the employee parking lot stating that vehicles may be subject to search, an inoperable urinal and toilet in the restrooms, three dirty air vents, a damaged ceiling in the workroom area (see Figure 4), damaged Postal Service signage, and overgrown vegetation in front of the building.

²⁶ *Administrative Support Manual* Issue 13, Sections 273.461, 273.464, and 273.471, July 1999 – updated through March 31, 2022.

²⁷ *Standard Work: Arrow Key Accountability*, January 2022 and *USPS Arrow Key Standard Work*, January 2022.

Figure 4. Damaged Ceiling at Old National Station



Source: OIG photo taken August 30, 2022.

At the Stockbridge MPO, we identified issues including missing annual and monthly fire extinguisher inspections, an uncovered drainage hole in the Postal Service vehicle parking lot (see Figure 5), overgrown vegetation along the fence in the rear of the building, no signage posted around the facility stating that vehicles may be subject to search, stained ceiling tiles throughout the facility, a damaged wall near the dock area, and a dirty heat vent in the customer lobby.

Figure 5. Uncovered Drainage Hole in Postal Vehicle Lot at Stockbridge MPO



Source: OIG photo taken August 31, 2022.

Why Did It Occur

Management did not take actions necessary to ensure that facility conditions issues were corrected at each of the delivery units. Specifically:

- Management at the McDonough MPO was addressing other repairs with more urgency, such as an inoperable air conditioner and parking lot lighting.
- The acting station manager at the Old National Station had been at the unit for about one month and was not aware of several of the issues we identified.
- The acting postmaster at the Stockbridge MPO stated that he was newly appointed at the unit, was unaware of the issues identified, and had not taken the opportunity to walk the perimeter of the facility because he was focused on getting mail delivered.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and maintenance issues as they arose, and followed up for completion. The Postal Service is required to maintain a safe environment for employees and customers. In addition, the Occupational Safety and Health Administration (OSHA) requires employers to provide a safe and healthy workplace free of recognized hazards.²⁸

Effect on the Postal Service and Its Customers

Management's attention to maintenance, safety, and security 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:

- McDonough MPO cleared items in front of electrical panels, relocated equipment that was blocking a U.S. Postal Inspection Service door, and posted signage in the employee parking lot stating that vehicles may be subject to search.
- Old National Station covered the exposed wiring in the customer lobby, cut overgrown vegetation, posted signage in the employee parking lot

²⁸ OSHA Act of 1970 and Handbook EL-801, *Supervisor's Safety Handbook*.

stating that vehicles may be subject to search, and repaired the urinal in the restroom.

- Stockbridge MPO cleaned the dirty heat vent in the customer lobby, covered the drain hole in the parking lot, replaced the stained ceiling tiles, repaired the damaged wall near the dock area, cleaned the vent in the customer lobby, and completed the monthly and annual fire extinguisher inspections.

Recommendation #5:

We recommend the **Manager, Georgia District**, address all remaining building safety, security, and maintenance issues identified at the McDonough Main Post Office, Old National Station, and Stockbridge Main Post Office.

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 staff will be retrained on properly identifying and recording delayed and curtailed mail at the McDonough MPO and Old National Station. Specifically, local management will review the curtailed mail process and the identification of hold mail requests with carriers. In addition, management will utilize the Delivery Condition Visualization User's Guide to validate the accuracy of the information entered in DCV and take corrective action for instances of noncompliance. The target implementation date is February 28, 2023.

Regarding recommendation 2, management stated that all employees at the McDonough MPO, Old National Station, and Stockbridge MPO will be retrained on the standard operating procedures for properly scanning and handling packages. In addition, postmasters will ensure compliance for package scanning and verify proper accountability utilizing the daily revelation tracking log. The target implementation date is February 28, 2023.

Regarding recommendation 3, management stated that clerks will be retrained on the standard operating procedures for scanning and recording trip arrival times. In addition, management will review the daily trip arrival log to ensure compliance and follow-up for instances of non-compliance. The target implementation date is February 28, 2023.

Regarding recommendation 4, management stated that McDonough MPO and Old National Station local management will follow the arrow key standard operating procedures, update the key logs, and report all missing arrow keys to the U.S. Postal Inspection Service. In addition, arrow keys will be verified and secured daily. The target implementation date is February 28, 2023.

Regarding recommendation 5, management stated that they will address all identified safety, security, and maintenance issues, and where applicable notify Facilities of needed repairs. The target implementation date is February 28, 2023.

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.

Regarding recommendation 2, management provided documentation with their comments that showed employees at the McDonough and Stockbridge MPOs were trained on proper package scanning and handling procedures. However, to close this recommendation, we would need support showing that employees were trained at Old National Station, and that unit management is systematically reviewing scan data and enforcing compliance at all three locations.

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.

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Appendix A: Management's Comments



December 28, 2022

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Mail Delivery, Customer Service, and Property Conditions Review - Select Units, Georgia District (Project Number 22-181)

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 Conditions Review – Select Units – Atlanta, GA Region*.

Management agrees with the findings and recommendations in the report related to Delayed Mail, Package Scanning, Truck Arrival Scanning, Arrow Keys and Property Conditions.

Recommendation 1:

We recommend the **Manager, Georgia District**, develop a plan at the McDonough Main Post Office and Old National Station to ensure that all committed mail is delivered daily, all delayed mail volume is entered into the proper system, and management systematically reviews the data and enforces compliance.

Management Response/Action Plan: Management agrees with the recommendation. A standard operating procedure and standard work instruction are already established. Facility heads at McDonough MPO and Old National Station will retrain the non-bargaining staff on how to properly identify and record delayed and curtailed mail. Additionally, local management will reiterate to carriers to follow instructions stated in the appropriate handbooks that state how to properly identify hold mail requests and curtailed volume. Postmasters will follow the Delivery Condition Visualization (DCV) User's Guide to validate the information entered in DCV is accurate and take corrective action on non-compliance.

Target Implementation Date: 2/28/2023

Responsible Official:
Postmaster Atlanta, Ga
Postmaster McDonough, Ga

Recommendation 2:

We recommend the **Manager, Georgia District**, develop and execute a plan to ensure all employees at the McDonough Main Post Office, Old National Station, and Stockbridge Main Post Office 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 the recommendation. Management will retrain all employees on the Standard Operating Procedure for properly scanning and handling of all packages. Postmasters will ensure compliance on package scanning and verify proper accountability utilizing the daily revelation tracking log.

Target Implementation Date: 2/28/2023

Responsible Official:

Postmaster Atlanta, Ga
Postmaster McDonough, Ga
Postmaster Stockbridge, Ga

Recommendation 3:

We recommend the **Manager, Georgia District**, develop and execute a plan to ensure management at the McDonough Main Post Office, Old National Station, and Stockbridge Main Post Office reviews truck/trailer arrival scanning performance daily and enforces compliance.

Management Response/Action Plan: Management agrees with the recommendation. Management will retrain the clerks on the Standard Operating Procedure for scanning and recording trip arrival times. Management will review the daily trip arrival log to ensure compliance and follow up with the accountability for any non-compliance.

Target Implementation Date: 2/28/2023

Responsible Official:

Postmaster Atlanta, Ga
Postmaster McDonough, Ga
Postmaster Stockbridge, Ga

Recommendation 4:

We recommend the **Manager, Georgia District**, develop and execute a plan at the McDonough Main Post Office and Old National Station to properly follow arrow key standard operating procedures including updating their arrow key inventories, reporting missing keys to the U.S. Postal Inspection Service, and keeping the keys secure.

Management Response/Action Plan: Management agrees with the recommendation. Management at the McDonough MPO and Old National Station will follow the Arrow Key SOP, update the key logs, and report all missing arrow keys to the US Postal Inspection Service. Management will ensure that the arrow keys are verified and secured daily.

Target Implementation Date: 2/28/2023

Responsible Official:
Postmaster Atlanta, Ga
Postmaster McDonough, Ga

Recommendation 5:

We recommend the **Manager, Georgia District**, address all remaining building safety, security, and maintenance issues identified at the McDonough Main Post Office, Old National Station, and Stockbridge Main Post Office.

Management Response/Action Plan: Management agrees with the recommendation. Management will address all identified safety, security, and maintenance issues. Management will notify Facilities of needed repairs. Where applicable, work orders and/or eBuys will be initiated for repairs.

Target Implementation Date: 2/28/2023

Responsible Official:
Postmaster Stone Atlanta, Ga
Postmaster McDonough, Ga
Postmaster Stockbridge, Ga



Keith A. Pierle
District Manager, Georgia District

cc: Vice President, Area Retail & Delivery Operations - Southern
Corporate Audit Response Management

OFFICE OF INSPECTOR GENERAL UNITED STATES POSTAL SERVICE



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