



OFFICE OF  
**INSPECTOR  
GENERAL**  
UNITED STATES POSTAL SERVICE

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**Delivery Operations Data Usage**

**Audit Report**

October 11, 2012

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Report Number DR-AR-13-001



OFFICE OF  
**INSPECTOR  
GENERAL**  
UNITED STATES POSTAL SERVICE

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# HIGHLIGHTS

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October 11, 2012

## Delivery Operations Data Usage

Report Number DR-AR-13-001

### **BACKGROUND:**

The U.S. Postal Service has a number of systems that contain critical data used to manage delivery operations. The Delivery Operation Information System is considered city delivery's major system. This system interfaces with the Enterprise Data Warehouse as well as the Delivery Data Mart, City Delivery Variance, and eFlash systems, among others. Rural delivery has various systems and data available to manage its operations. Management uses these systems, data, and reports to maximize resources, increase operational efficiency, and improve service.

Our objective was to assess the Postal Service's use of data to manage delivery operations.

### **WHAT THE OIG FOUND:**

We found city delivery operations have a substantial amount of systems, reports, and data to manage operations. Also, new supervisors and managers did not always know how to use these tools and data to manage operations. Further, our assessment of 32 prior delivery reports showed ongoing issues with data usage, availability, and accuracy. For rural delivery, there is no centralized system containing routes, workhours, and other management information.

These conditions occurred because management has not streamlined city delivery data and reporting needs or re-emphasized data and report operating procedures for delivery managers. Management indicated the evaluated rural route structure does not require a daily route management system. Also, there is limited ongoing coaching and mentoring on the use of systems, performance reports and data for new supervisors and managers.

It is paramount that the systems, reports and data are optimized, so supervisors and managers can make informed and timely operational decisions.

### **WHAT THE OIG RECOMMENDED:**

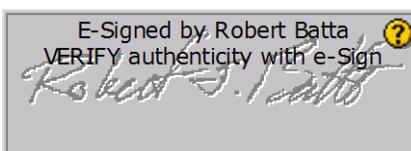
We recommended the vice president, Delivery and Post Office Operations, collaborate with the vice presidents, Area Operations, to streamline data and reporting needs and re-emphasize city delivery operating procedures to new supervisors and managers. Additionally, we recommended management mentor and coach new supervisors and managers on the use of systems and performance reports to assist them with understanding data and managing operations.

[Link to review the entire report](#)



October 11, 2012

**MEMORANDUM FOR:** GREG G. GRAVES  
VICE PRESIDENT, DELIVERY AND POST OFFICE  
OPERATIONS



**FROM:** Robert J. Batta  
Deputy Assistant Inspector General  
for Mission Operations

**SUBJECT:** Audit Report – Delivery Operations Data Usage  
(Report Number DR-AR-13-001)

This report presents the results of our audit of Delivery Operations Data Usage (Project Number 12XG013DR000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Rita F. Oliver, director, Delivery and Post Office Operations, or me at 703-248-2100.

Attachments

cc: Patrick R. Donahoe  
Megan Brennan  
Elizabeth A. Schaefer  
Severo Garza  
Philip F. Knoll  
Vice Presidents, Area Operations  
Corporate Audit and Response Management

**TABLE OF CONTENTS**

Introduction ..... 1

Conclusion ..... 1

Delivery Operations Data Usage ..... 2

    City Delivery Operations ..... 2

    Prior Data Usage Reports..... 3

    Rural Delivery Operations..... 3

Recommendations ..... 4

Management’s Comments ..... 4

Evaluation of Management’s Comments..... 4

Appendix A: Additional Information ..... 5

    Background ..... 5

    Objective, Scope, and Methodology ..... 5

    Prior Audit Coverage ..... 6

Appendix B: City Delivery Critical Systems, Reports, and Indicators (Data) by Level ..... 7

Appendix C: Glossary of Critical Systems, Reports, and Indicators (Data) ..... 9

Appendix D: Postal Service Office of Inspector General and General Accountability  
Office Data Usage Prior Reports Fiscal Years 2008-2012 ..... 12

Appendix E: Rural Delivery Systems..... 14

Appendix F: Management’s Comments ..... 15

## Introduction

This report presents the results of our audit of delivery operations data usage (Project Number 12XG013DR000). Our objective was to assess the U.S. Postal Service's use of data to manage delivery operations. This is a self-initiated audit and addresses strategic, financial, and operational risks. See [Appendix A](#) for additional information about this audit.

The Postal Service has a number of systems, containing critical data used to manage day-to-day delivery operations. Because delivery is the largest cost center for the Postal Service and uses the most workhours to deliver the mail, it is critical that officials have the necessary data to manage operations. As the Postal Service continues to face financial challenges due, in part, to declining mail volume, officials have recognized the need to take action and improve data usage. The Postal Service is assessing how other companies are using data as a measure to evaluate its own current use of data.<sup>1</sup> Evaluating data usage could assist the Postal Service with overall improvement of delivery operations.

## Conclusion

We found there is a substantial amount of systems, reports, and data indicators supporting city delivery operations. We identified 44 systems containing city delivery data and more than 160 reports from various systems with thousands of data points. We also found that new unit supervisors and managers did not always know how to use tools and data to manage operations. Further, our assessment of 32 prior U.S. Postal Service Office of Inspector General (OIG) and U.S. Government Accountability Office (GAO) delivery reports showed there were ongoing issues in delivery operations, which include data usage, availability, and accuracy. For rural delivery, there is no centralized system containing routes, workhours, and other management information.

These conditions occurred because officials have not streamlined city delivery data and reporting needs or re-emphasized city delivery operating procedures to new unit supervisors and managers. Management also indicated that the rural route structure<sup>2</sup> does not require a daily route management system. Furthermore, there is limited ongoing coaching and mentoring for new supervisors and managers on the use of performance systems, reports, and data for new supervisors and managers.

It is paramount that the systems, reports, and data are optimized so supervisors and managers can make informed and timely operational decisions.

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<sup>1</sup> *Business Environment Assessment*, 2009-2013, pages 51-52.

<sup>2</sup> Rural carriers are paid by route and the cost for the route is based on an annual route evaluation. City carriers are generally full-time employees guaranteed 40 workhours per week, 8 hours per day and overtime in excess of 40 hours.

## Delivery Operations Data Usage

### City Delivery Operations

We found that city delivery operations have a substantial amount of systems, reports, and data indicators. Specifically, we found:

- Forty-four systems that contained city delivery data including Delivery Operations Information System (DOIS), Enterprise Data Warehouse (EDW), Delivery Data Mart (DDM), and eFlash.
- About 160 reports from various systems.<sup>3</sup>
- Thousands of data points exist in these systems.<sup>4</sup>

See [Appendix B](#) and [Appendix C](#) for additional information on the systems, reports, and data indicators identified by management at each level as the most critical.

We also concluded that some of the data are not 'real time' and some of the reports are not 'exception-based' which would facilitate management actions. For example, there is a 2-day delay for managed service points (MSP) data and eFlash data are weekly. Additionally, there are limited exception reports in systems such as DOIS and EDW.

Area, district, and unit officials indicated that it is difficult to prioritize the voluminous amount of data. Area and district managers indicated they have learned how to identify what data are important through on-the-job experience. However, at the unit levels some supervisors and managers still have challenges with using data and reports to manage, especially in conjunction with other tools.

These conditions occurred because management had not streamlined systems, data, and reporting based on the needs at each level. They also had not re-emphasized the operating procedures found in the Delivery Standard Operating Procedures, Field Operations Standardization Development, Morning Standard Operating Procedures (AMSOP) II Guidebook, and Delivery Operation Information System Quality Assessment for delivery management officials.

Moreover, new unit supervisors and managers did not always know how to use data to manage operations. Officials at all levels stated they have concerns with new unit supervisors and managers not using reports and data to manage although they may have received DOIS and other web-based training.<sup>5</sup> Also, there is limited continuous

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<sup>3</sup> The reports are from DOIS, DDM-EDW, and eFlash.

<sup>4</sup> This information is not tracked by Postal Service management, so we could not determine the exact amount of data points.

<sup>5</sup> The GAO reported this issue in *Mail Delivery Efficiency Has Improved, but Additional Actions Needed to Achieve Further Gains* (Report Number GAO-09-696, dated July 2009).

coaching and mentoring on the analysis and use of performance tools for new supervisors and managers.

It is paramount that the Postal Service optimize its systems, reports and data so supervisors and managers can make informed and timely operational decisions.

### Prior Data Usage Reports

We identified 32 prior OIG and GAO reports that mentioned various data issues from fiscal year (FY) 2008 through FY 2012.<sup>6</sup> We found:

- Twenty-six instances where data was not being used to manage operations.
- Seventeen instances where data was inaccurate.<sup>7</sup>
- Four instances in which data did not exist.

This occurred generally due to a lack of or limited oversight and the absence of written data requirements that impacts management's ability to effectively manage and operate at the highest level of efficiency.

These reports made recommendations for these issues; therefore, we are making no further recommendations in this report. See [Appendix D](#) for additional information related to prior reports.

### Rural Delivery Operations

Rural delivery operations generally have data available to review and analyze operations. However, rural delivery operations do not have a centralized system, and managers must access at least 15 systems to manage rural delivery operations daily. Officials indicated that rural data is mostly manually input into various systems, and the reports and data are reliable, useful, and accurate. See [Appendix E](#) for additional information related to rural systems.

Management stated that with the evaluated rural route structure, they did not have a specific need for a centralized daily route management system similar to DOIS.<sup>8</sup> They stated that rural delivery will be deploying a Rural Workhour Tracker System in Quarter 1, FY 2013, which will allow managers to review rural workhour data daily. We plan to conduct a program management review of rural delivery operations in FY 2013; therefore, we are not making any recommendations in this area.

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<sup>6</sup> In recent OIG reports, *Global Positioning System: End-to-End Platform and Actionable, Robust Reports Needed to Achieve Goals and Potential Return-on-Investment* (Report Number DR-MA-11-003, dated September 30, 2011) and *Survey of Postmasters' Paperwork and Reporting Requirements* (Report Number DR-AR-12-001, dated May 25, 2012), we identified issues with managers not using reports and excessive reporting; however, we made recommendations to senior management, and they have addressed these issues.

<sup>7</sup> These systems included the Delivery Sortation Management Automation Research Tool, Address Management System, DOIS, Automated Vehicle Utilization System (AVUS), and Vehicle Management Accounting System – replaced by Solutions for Enterprise Asset Management System.

<sup>8</sup> DOIS allows managers to obtain the data needed to manage without going to several systems. This new system will enable managers to go to one system to obtain many of the reports they need to manage.

## Recommendations

We recommend the vice president; Delivery and Post Office Operations, collaborate with the vice presidents, Area Operations, to:

1. Streamline systems, reports (including exception based reporting), and data (including real-time data) to meet city delivery needs.
2. Re-emphasize city delivery operating procedures to new supervisors and managers.
3. Re-emphasize to new supervisors and managers pertinent performance systems and reports through ongoing coaching and mentoring to manage operations.

## Management's Comments

Management agreed with the findings and recommendations.

For recommendation 1, management stated they will continue to streamline data needs during FY 2013, which included eliminating manual reports and checklists where data was readily available in June 2010, and offering the AM/PM WEB report for local reporting requirements.

Regarding recommendation 2, management stated they will re-emphasize those data elements and procedures critical to operations and performance, in the updated AMSOP program. Management's target date for implementation is October 2012.

Regarding recommendation 3, management stated they will coordinate with Area Managers, Delivery Programs and determine what mentoring programs are in place and review best practices to share with all areas. Further, management stated they plan to coordinate with Professional Skills and Development to raise area and district awareness of the mentoring programs available through the Learning Management System. Management's target date for implementation is December 2012. See [Appendix F](#) for management's comments, in their entirety.

## 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.

The OIG considers recommendation 1 and 2 significant, and therefore, requires OIG concurrence before closure. Consequently, the OIG request written confirmation when corrective action is completed. These 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

### Background

The Postal Service has a number of systems<sup>9</sup> that contain critical data used to manage day-to-day city and rural delivery operations.<sup>10</sup> City delivery's major system is DOIS, which was deployed for all Postal Service areas in FY 2001 at \$119.6 million. DOIS was designed to reduce delivery workhours by providing supervisors with actionable data on available resources to handle daily workload. Supervisors can assign carriers to routes based on workload to ensure the best possible route coverage, while balancing overtime; and capturing under time, penalty overtime, time of day delivery, auxiliary assistance, and more.

Over the years DOIS has evolved and now interfaces with other key systems, such as the EDW, more specifically, the DDM, Customer Daily Variance (CDV), and eFlash. Additionally, the Postal Service uses other systems such as the Collection Point Management System (CPMS) and City Delivery Pivoting Opportunity Model to manage operations. Also, rural delivery has various systems and data to manage operations. Delivery managers, supervisors, and other staff review and use delivery data each day in the areas of collection and delivery of mail, vehicle operations, and customer service. Postal Service staff has been assigned to manage the design, evaluation, and monitoring of these and other systems, containing critical delivery data to maximize resource utilization, increase operational efficiency, and improve service.

### Objective, Scope, and Methodology

Our objective was to assess the Postal Service's use of data to manage delivery operations. To accomplish our objective, we:

- Reviewed Postal Service documentation, including applicable policies and procedures, and prior OIG and GAO reports related to data usage from FY 2008 through August 18, 2012.
- Analyzed FY 2010 through FY 2011 City Delivery Efficiency Performance and Analysis Risk Indicator Scans (PARIS) model indicators, which include overtime, delayed mail, carriers after 5 p.m., Delivery Point Sequencing (DPS), staffing, MSP scans, overnight percentage, office and street efficiency, and workhour indicators.
- Identified the top 10 most at risk districts as well as the best performing districts using quarterly City Delivery Efficiency PARIS model indicator results. We

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<sup>9</sup> Headquarter officials indicated they are not the owners of the majority of the delivery systems. However, they are 50 percent responsible for DOIS as far as participating in beta testing, and so forth. We identified 44 systems that contain delivery data and additional systems may exist.

<sup>10</sup> City delivery is the largest labor category and accounts for more than 40 percent of total workhours in the Postal Service. More than 70 percent of delivery hours are in the city carrier labor category. In FY 2012, there were about 177,620 city carriers with an operating budget of \$16,381,465,609 and 374,985,534 budgeted workhours.

judgmentally selected one of the most at risk performing districts and one of the best performing districts to determine each districts overall performance for site selection.

- Judgmentally selected two delivery units from the best and the most at risk performing districts based on street and office opportunity hours<sup>11</sup> from the Postal Service's CDV system for site selection.
- Conducted interviews with headquarters, area, district, and unit officials to obtain information on how they use data to manage delivery operations.
- Contacted the Capital Metro, Southern, Great Lakes, and Northeast areas and judgmentally selected two districts and four units within the Capital Metro and Southern areas based on the results of our analysis of PARIS model indicator data for each district and CDV opportunity hours for each delivery unit.

We conducted this audit from February through October 2012 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 August 6, 2012, and included their comments where appropriate.

We used computer-processed data from EDW and CDV. We retrieved data for FYs 2010 and 2011, but did not test controls over these systems; however, we checked the reasonableness of results by reviewing existing information about the data and the system that produced them. We determined that the data were sufficiently reliable for the purposes of this report.

### Prior Audit Coverage

The U. S. Postal Service OIG identified and reviewed 32 prior OIG and GAO reports on data existence, usage, or accuracy issues related to the objective of our audit. See [Appendix D](#) for a table listing the 32 reports.

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<sup>11</sup> Opportunity hours represent earned hours based on workload and the variance between what was earned for street and office versus actual hours.

**Appendix B: City Delivery Critical Systems, Reports, and Indicators (Data) by Level**

**Table 1. City Delivery Operations Critical Systems**

Critical Systems	Headquarters	Area	District	Unit
AVUS	✓	✓		
CDV	✓	✓		
Customer Service Variance	✓	✓		
CPMS	✓			
Customer Service Daily Reporting System	✓		✓	✓
City Delivery Pivoting Opportunity Model	✓	✓	✓	
DOIS	✓	✓	✓	✓
eFlash	✓	✓	✓	
EDW	✓	✓	✓	✓
Express Mail Performance on Web Error Reporting			✓	✓
Lean Matrix	✓	✓	✓	
Time and Attendance Collection System	✓	✓	✓	✓
Web Complement Information System	✓			✓

Source: Postal Service supervisors and managers.

**Table 2. City Delivery Operations Critical Reports**

Critical Reports	Headquarters	Area	District	Unit
Clock Ring Errors				✓
Customized	✓	✓	✓	✓
Lean Matrix	✓	✓	✓	
Failure Finder Scans				✓
Flat Sequencing System	✓			
MSP Scans			✓	✓
Route Carrier Daily Performance				✓
Workload Status				✓
Workhour to Workload				✓
Transitional Employee Usage	✓	✓		✓

Source: Postal Service supervisors and managers.

**Table 3. City Delivery Operations Critical Indicators (Data)**

Critical Indicators	Headquarters	Area	District	Unit
Carriers Return Time	✓	✓	✓	✓
Deliveries Per Hour	✓			
DPS	✓			
Flat Sequencing System	✓			
Office and Street Variance			✓	✓
Overtime	✓	✓	✓	✓
Percent to Standard	✓			
Sick Leave Percentage	✓			✓
Street to Base		✓		✓
Transitional Employees	✓	✓		
Workhours	✓	✓	✓	✓

Source: Postal Service supervisors and managers.

## Appendix C: Glossary of Critical Systems, Reports, and Indicators (Data)

### City Delivery Operations Critical Systems

- **Automated Vehicle Utilization System (AVUS)** – a web-based application, designed to allow the carrier to enter vehicle mileage information into the scanner at appropriate points.
- **City Delivery Variance (CDV)** – a Function 2B management model that provides complement, workhours, productivity, workload, and route and delivery analysis; and calculates actual versus earned variances.
- **Customer Service Variance (CSV)** – a Function 4 management model that provides complement, workhour, productivity, workload, and route and delivery analysis; and calculates actual versus earned variances.
- **Collection Point Management (CPMS)** – a management tool for the Postal Service to monitor collection schedules and maintain the facilities information.
- **Customer Service Daily Reporting System (CSDRS)** – provides timely information to management on mail and operational exception situations.
- **City Delivery Pivot Opportunity Model (CDPOM)** – a performance management tool that assists local unit and senior managers with planning and scheduling necessary staffing to match workload trends.
- **Delivery Operation Information System (DOIS)** – a system used by delivery unit supervisors and managers to support management of delivery unit office activities, planning of street activities from the office, and management of route inspection and adjustment activities.
- **eFlash** – a weekly operating reporting management system containing payroll and non-payroll data used as a management tool for the various functional areas such as delivery, mail processing, employee relations, labor relations, and finance.
- **Enterprise Data Warehouse (EDW)** – this system contain the Delivery Data Mart (DDM) which provides access to delivery data and critical business information used for performance management, operational, and strategic analysis. The DDM has data sourced from DOIS, AVUS, and CPMS and provides reports at all levels of the organization from national to delivery unit.
- **Express Mail Performance on Web Error Reporting (EMPOWER)** – designed to help delivery managers correct delivery issues and prevent future failures.

- **Lean Matrix** – a Function 2B management model that provides complement, workhours, productivity, workload, routes, and delivery analysis; and calculates actual versus earned variances.
- **Time and Attendance Collection System (TACS)** – an Oracle database system designed to combine all of the timekeeping systems postal installations use to collect city employee time and attendance information.
- **Web Complement Information System (WebCoins)** – an application designed to provide local management with timely and accurate complement information.

### City Delivery Operations Critical Reports

- **Clock Ring Errors** – assists supervisors and other staff with identifying duplicate, missing, and out-of-sequence clock rings such as Fatal Error, Missing Lunch Punch, Duplicate Begin Tour, Non-Scheduled End Tour, and Not Full Day on Clock.
- **Lean Matrix** – a variance report that compares area and national scores for various indicators. Also, a ranking from 'high' to 'low' is given for each area based on the indicators.
- **Failure Finder Scans** – identifies failed Express Priority Scans.
- **Flat Sequencing System (FSS)** – shows the percentage of automated flats that has been sorted into the carrier's line-of-travel that allows carriers to take mail directly to the street, with no casing time in the office.
- **Managed Service Points (MSP) Scans** – computes the time difference between actual and scheduled scan times.
- **Route Carrier Daily Performance** – provides delivery unit supervisors with projected and actual hours for the routes in the delivery unit.
- **Workload Status** – a daily planning report that outlines for each route in the delivery unit: actual mail volumes, projected overtime or undertime, projected office and street workloads, and projected leave and return times.
- **Workhour to Workload** – provides supervisors and managers with the necessary route data to plan. Specifically, includes office and street projected and actual hours as well as volume data.

- **Transitional Employee (TE) Usage** – provides the number of TEs in a given location by function.

### City Delivery Operations Critical Indicators

- **Carriers Return Time** – carriers return time is based on a combination of their leaving time, the route's street time, and any additional street duties assigned to the carrier for that day. The DOIS Workload Status Report will show carriers' estimated return time based on these factors. The goal is that all carriers return by 5 p.m., based on the estimated time from DOIS.
- **Deliveries Per Hour (DPH)** – cumulative deliveries divided by total city delivery workhours over a given period.
- **Delivery Point Sequencing (DPS)** – percentage of automated letter volume in relation to total letter volume.
- **Flat Sequencing System (FSS)** – percentage of automated flat volume in relation to total flat volume.
- **Office and Street Variance** – difference between projected office and street hours vs. actual office and street hours.
- **Overtime Percentage** – work performed after 8 hours on duty in any 1 service day or 40 hours in any 1 service week.
- **Percent-to-Standard** – determined by dividing actual office hours by standard office hours. Standard hours are determined by applying the current office time standards plus fixed office time to the volume for the period in question. By using fewer hours than standard, the office will show it is working at a high efficiency level.
- **Sick Leave Percentage** – identifies the percentage of carriers on sick leave over a given period.
- **Street Variance to Base** – projected street and total time for the unit for the day compared to base.
- **Transitional Employees** – identifies the number of transitional employees and whether they are working in the correct function.
- **Workhours** – the number of hours worked by carriers in the office and on the street.

**Appendix D: Postal Service Office of Inspector General and General  
Accountability Office Data Usage Prior Reports Fiscal Years 2008-2012<sup>12</sup>**

Report Number	Report Name	Report Date	Data Do Not Exist	Data Are Not Used	Data Are Not Accurate
DR-MA-08-001	<i>Timely City Delivery – Chicago</i>	10/11/2007		X	X
DR-AR-008-004	<i>City Delivery Vehicle Mileage - Base Versus Actual - National Capping Report</i>	3/4/2008		X	X
GAO-08-787	<i>Data Needed to Assess the Effectiveness of Outsourcing</i>	7/24/2008	X		
DR-AR-08-005	<i>Management of Delivery Point Sequencing Percentage Increases for City Delivery – Southeast Area, Atlanta District</i>	7/30/2008		X	X
DR-AR-008-006	<i>Vehicle Maintenance Facilities – Scheduled Maintenance Service in the Southwest Area</i>	8/14/2008		X	X
DR-AR-08-007	<i>Vehicle Maintenance Facilities – Scheduled Maintenance Service in the Southeast Area</i>	9/16/2008		X	X
DR-AR-08-008	<i>Vehicle Maintenance Facilities – Scheduled Maintenance Service in the Western Area</i>	9/29/2008		X	X
DR-AR-08-009	<i>Vehicle Maintenance Facilities – Scheduled Maintenance Service in the Great Lakes Area</i>	9/29/2008		X	X
DR-AR-08-010	<i>Vehicle Maintenance Facilities – Scheduled Maintenance Service in the Pacific Area</i>	9/30/2008		X	X
DR-AR-08-011	<i>Vehicle Maintenance Facilities – Scheduled Maintenance in the New York Metro Area</i>	9/30/2008		X	X
DR-AR-08-012	<i>Management of Delivery Points – Southeast Area</i>	9/30/ 2008		X	X
CRR-AR-09-001	<i>Data Quality Issues with City Carrier Street Time Study</i>	1/21/2009			X
DR-AR-09-004	<i>Vehicle Warranty Claims Process</i>	1/30/2009		X	X
DR-MA-09-001	<i>Management of City Letter Carrier Street Performance</i>	3/26/2009		X	
GAO-09-599	<i>Intelligent Mail Benefits May Not Be Achieved if Key Risks Are Not Addressed</i>	5/6/2009	X		
DR-AR-09-006	<i>Postal Service 2009 National Rural Mail Count – Nationwide</i>	6/26/2009			X
GAO-09-696	<i>Mail Delivery Efficiency Has Improved, but Additional Actions Needed to Achieve Further Gains</i>	7/15/2009	X	X	

<sup>12</sup> FY 2012 reports issued as of August 18, 2012.

Report Number	Report Name	Report Date	Data Do Not Exist	Data Are Not Used	Data Are Not Accurate
DR-AR-09-010	<i>Management of Delivery Point Sequencing Percentage Increases for City Delivery</i>	9/28/2009		X	X
DR-AR-10-002	<i>City Delivery Efficiency Review - San Francisco Napoleon Street Station</i>	12/18/ 2009		X	
DR-AR-10-006	<i>City Delivery Efficiency Review- Los Angeles</i>	7/1/2010		X	
DR-AR-10-007	<i>City Delivery Efficiency Review – Bay-Valley</i>	8/26/2010		X	
DR-AR-10-009	<i>City Delivery Efficiency Review – Atlanta</i>	9/24/2010		X	
DR-AR-11-002	<i>City Delivery Efficiency Review – New York District</i>	1/18/2011		X	
DR-AR-11-003	<i>City Delivery Efficiency Review – Northern Virginia</i>	1/20/2011		X	
DR-AR-11-004	<i>City Delivery Efficiency Review – Chicago District</i>	3/30/2011	X	X	
DR-MA-11-003	<i>Global Positioning System: End-to-End Platform and Actionable Robust Reports Needed to Achieve Goals and Potential Return - Potential Return-on-Investment</i>	9/30/2011		X	
DR-AR-11-005	<i>Mail Volume Measurement for City Delivery Carriers – Greater Indiana District</i>	6/29/2011			X
DR-MA-11-002	<i>National Assessment of City Delivery Efficiency 2011 –Office Performance</i>	7/19/2011		X	
DR-MA-12-001	<i>Postmaster’s Paperwork and Reporting Requirements</i>	5/25/2012		X	
DR-AR-12-001	<i>City Delivery – Street Efficiency San Diego District</i>	6/5/2012		X	
DR-AR-12-003	<i>City Delivery- Street Efficiency Capital District</i>	8/16/2012			X
DR-AR-12-004	<i>City Delivery- Street Efficiency Louisiana District</i>	8/16/2012		X	X

Source: OIG.

### Appendix E: Rural Delivery Systems

Rural Systems	Type of Data
Christmas Workhour Tracker	Workhour
Delivery and Customer Service Certification	Rural facility RD SOP Compliance and Certification Data
Document Direct	Various Rural Data
Eagan Mainframe Q002	Direct Data Entry
Eagan Mainframe Q500	Route Data
Eagan Mainframe View Direct	Route Data
Eagan Mainframe (Datakeeper)	Route Data
Eagan Rural Time and Attendance Collection System (RTACS)	Rural Time Keeping
EDW	Performance Data
eFlash	Performance Data
Form 4248 Web Application	Rural Route Inspection
Form 4003 Web Application	Rural Route Description
RDV	Rural Route Base Data and Performance Reports
Rural Route Mail Count (RRMC) Web Application	Rural Route Mail Count
Web Complement Information System	Complement Data

Source: Postal Service management.

## Appendix F: Management's Comments

GREG G. GRAVES  
VICE PRESIDENT  
DELIVERY AND POST OFFICE OPERATIONS



LUCINE WILLIS  
DIRECTOR, AUDIT OPERATIONS

SUBJECT: Delivery Operations Data Usage  
(Report Number DR-AR-12-DRAFT)

This is in response to the recommendations contained in the subject audit recently conducted by the Office of the Inspector General (OIG). The audit objective was to assess the U.S Postal Service's use of data to manage delivery operations. This audit found city delivery operations to have a substantial amount of systems, reports, and indicators (data). Also, new supervisors and managers did not always know how to use these tools and data to manage operations. Also, this audit found that for rural delivery, there is no centralized system containing routes, workhours, and other management information.

### Recommendations:

We recommended the vice president, Delivery and Post Office Operations:

1. Collaborate with the vice presidents, Area Operations to streamline data and reporting needs
2. Re-emphasize city delivery operating procedures to new supervisors and managers.
3. Additionally, we recommended management mentor and coach new supervisors and managers in the use of systems and performance reports to assist them with understanding data and managing operations.

### Response:

- 1) Agree –with qualifications - to continue to streamline data needs. Delivery and Post Office Operations will reemphasize in fiscal year (FY) 2013 the current AMSOP program (updated) to ensure that delivery unit focus is on those data elements and procedures that are most critical to operations and performance. Regarding the recommendation to streamline reporting needs, as we recently responded in May 2012 to the previous OIG audit on Postmasters Paperwork and Reporting Requirements, "This task was completed in the months leading up to the June 2010 directive to field managers essentially eliminating manual reports and checklists where data was already readily available.

- 2 -

We also developed and offered the AM/PM WEB report for local reporting requirements. Reporting out on this WEB site required only a keystroke and is available for any area or district that wants to use it.”

**Target Implementation Date:** Completed June 2012

- 2) Agree. As stated above, Delivery and Post Office Operations will reemphasize in FY2013 the current AMSOP program (updated) to ensure that delivery unit focus is on those data elements and procedures that are most critical to operations and performance.

**Target Implementation Date:** October 2012

**Responsible Official:**

Severo Garza, Manager, Delivery

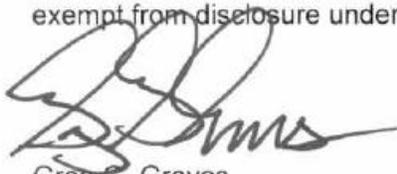
- 3) Agree-with qualifications. Delivery and Post Office operations will share the finding of this OIG report with Area Managers, Delivery Programs and determine what if any mentoring programs are currently in place and review for best practices in order to share with all areas. Organizationally, Professional Skills and Development has mentoring programs that are available through the Learning Management System (LMS). Delivery will communicate with Professional Skills and Development so that they can take steps to raise area/district awareness of the availability of these programs.

**Target Implementation Date:** December 2012

**Responsible Official:**

Philip F. Knoll, Jr, Manager, Delivery Programs Support

This report and management's response do not contain information that may be exempt from disclosure under the FOIA.



Greg G. Graves

cc: Deborah Giannoni-Jackson  
Vice Presidents, Area Operations  
Elizabeth A. Schaefer  
Philip F. Knoll, Jr.  
Severo Garza  
CARM