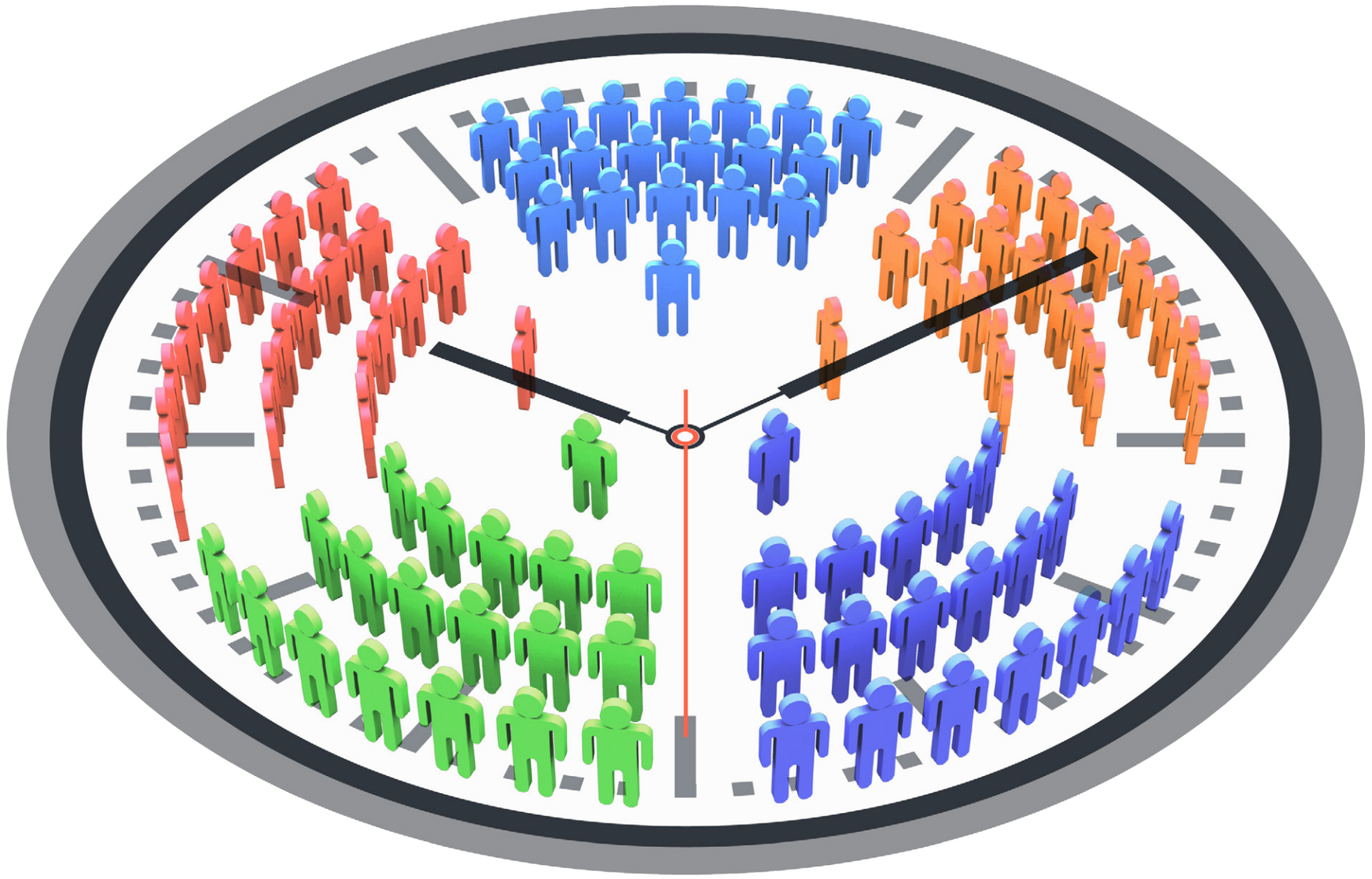
OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

Supervisory Span of Control – Southern Area

Audit Report

Report Number
DR-AR-17-008

September 7, 2017



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

Highlights

In FY 2016, the Southern Area had 2,255 supervisors in post office operations, with 69,341 employees reporting to these supervisors.

Background

Supervising post office operations requires supervisors to possess the knowledge, skills and abilities to manage delivery (city and rural), retail, and customer service operations requirements as well as frequent interaction with the public.

The U.S. Postal Service uses the Supervisor Workload Credit (SWC) worksheet to determine the number of Executive & Administrative Schedule Customer Service Supervisors in post office operations. SWC worksheets are completed on a facility by facility basis, to calculate the span of control – the number of employees that report to each supervisor. Post Office Operations does not have a span of control target. However, a Postal Service Management Structure Study dated July 2003 determined the average span of control of 1:26 for postmasters was consistent with accepted best practice trends.

In fiscal year (FY) 2016, the Southern Area had 2,255 supervisors in post office operations, with 69,341 employees reporting to these supervisors, for an average span of control of 1:31 (one supervisor per 31 employees). The Southern Area had the highest number of supervisor vacancies and supervisors used 5,765,642 workhours and 805,108 overtime hours.

Our objective was to assess the span of control and use of supervisor workhours in post office operations in the Southern Area.

What the OIG Found

Our analysis of the 12 Southern Area districts showed the average span of control ratios ranged from a low of 1:27 to a high of 1:33, slightly higher than the accepted best practice average of 1:26. In addition, the span of control at 25 of the 34 individual post offices we reviewed exceeded best practices, ranging from 1:27 to 1:73. We found the high span of control at some units in the Southern Area impacted supervisors' workhours and their ability to effectively manage daily operational tasks.

Supervisory span of control challenges occurred in Southern Area facilities due to 292 vacant supervisor positions, and supervisors frequently detailed to higher level assignments or to other vacant supervisor positions. Span of control challenges along with the supervisor's daily workload also contributed to their ability to effectively manage daily duties and responsibilities at some units.

Consequently, supervisory workhours exceeded the area's FY 2016 plan by 303,670 hours and also contributed to the use of 805,108 hours of overtime by supervisors throughout the Southern Area. Additionally, facilities with the 292 vacancies accounted for 125,358 workhours over the plan and 238,743 hours of overtime. Filling vacancies and managing personnel assignments would improve the span of control ratio average and the supervisor's ability to effectively manage daily operational tasks and reduce supervisor workhours.

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

Southern Area management stated they had several strategies in place to address supervisor vacancies. In May 2017 area management implemented additional strategies to assist districts that included assigning every district an area human resource analyst and conducting weekly meetings with all district human resource managers to discuss each vacancy and actions taken to fill these vacancies. Therefore, we will not make a recommendation on this issue.

In other matters, we identified the SWC worksheet used to determine the authorized number of supervisors in post office operations does not give consideration to all of the supervisors' daily administrative responsibilities. The SWC's primary measurement is the number and type of employees supervised and does not include factors for supervisors' duties and responsibilities when managing these employees.

On March 18, 2017, the National Association of Postal Supervisors in conjunction with the Postal Service initiated a SWC work study at 34 pilot sites in six districts in the Northeast Area. The work study will include a review of supervisors' daily duties and responsibilities. Therefore, we will not make a recommendation on this issue.

What the OIG Recommended

We recommend management monitor the use of supervisors to detail assignments to lessen the impact to post office operations.

Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

September 7, 2017

MEMORANDUM FOR: SHAUN E. MOSSMAN
VICE PRESIDENT, SOUTHERN AREA

E-Signed by Janet Sorensen
ERIFY authenticity with eSign Deskt

FROM: Janet M. Sorensen
Deputy Assistant Inspector General
for Retail, Delivery, & Marketing

SUBJECT: Audit Report – Supervisory Span of Control – Southern Area
(Report Number DR-AR-17-008)

This report presents the results of our audit of Supervisory Span of Control – Southern Area (Project Number 17RG010DR000).

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 Operations, or me at 703-248-2100.

Attachment

cc: Postmaster General
Corporate Audit and Response Management
Vice President, Delivery Operations

Table of Contents

Cover
Highlights 1
  Background 1
  What the OIG Found 1
  What the OIG Recommended 2
Transmittal Letter 3
Findings 5
  Introduction 5
  Summary 5
  Span of Control 6
    Unfilled Supervisor Vacancies 7
    Detailed Assignments 9
    Supervisory Duties and Responsibilities 10
  Other Matters 11
Recommendation 13
  Management's Comments 13
  Evaluation of Management's Comments 13
Appendices 15
  Appendix A: Additional Information 16
    Background 16
    Objectives, Scope, and Methodology 16
    Prior Audit Coverage 17
  Appendix B: Supervisor Workload Credit Worksheet 18
  Appendix C: Selected Delivery Units by Type of Facility and Routes 19
  Appendix D: Span of Control at 34 Selected Delivery Units 20
  Appendix E: Supervisor Vacancies at 34 Selected Delivery Units 21
  Appendix F: Number of Temporary Supervisors at 34 Selected Delivery Units 22
  Appendix G: List of Daily Duties Performed by Supervisors 23
  Appendix H: Excerpt from Southern Area Standard Checklist 25
  Appendix I: Examples of Daily Checklist 26
  Appendix J: Observation of One Supervisor's Duties and Timeline for One Day 29
  Appendix K: Management's Comments 30
Contact Information 32

Findings

Our analysis of the 12 Southern Area districts showed the average span of control ratios ranged from a low of 1:27 to a high of 1:33, slightly higher than the accepted best practice average of 1:26, with 25 of the 34 individual post offices we reviewed ranging from 1:27 to 1:73.

Introduction

This report presents the results of our self-initiated audit of supervisory span of control in the Southern Area (Project Number 17RG010DR000). Our objective was to assess the span of control and use of supervisor workhours in post office operations in the Southern Area. See Appendix A for additional information about this audit.

Supervising post office operations requires each supervisor to possess the knowledge, skills and abilities to manage delivery (city and rural), retail, and customer service operations requirements as well as frequent interaction with the public.

The U.S. Postal Service uses the Supervisor Workload Credit (SWC) worksheet to determine the number of Executive & Administrative Schedule Customer Service Supervisors in post office operations. SWC worksheets are completed for every facility, to calculate the span of control – the number of employees that report to each supervisor (see Appendix B). Post Office Operations does not have a span of control target. However, a Postal Service Management Structure Study dated July 2003 determined the average span of control of 1:26 for postmasters was consistent with accepted best practice trends.

In fiscal year (FY) 2016, the Southern Area had 2,255 supervisors in post office operations, with 69,341 employees reporting to these supervisors, for an average span of 1:31 (one supervisor per 31 employees). The Southern Area had the highest number of supervisor vacancies and supervisors used 5,765,642 workhours and 805,108 overtime hours.

Summary

Our analysis of the 12 Southern Area districts showed the average span of control ratios ranged from a low of 1:27 to a high of 1:33, slightly higher than the accepted best practice average of 1:26, with 25 of the 34 individual post offices we reviewed ranging from 1:27 to 1:73. We found the high span of control at some units in the Southern Area impacted supervisor's workhours and their ability to effectively manage daily operational tasks.

Supervisory span of control challenges occurred in area facilities due to 292 vacant supervisor positions and supervisors frequently detailed to higher level assignments or to other vacant supervisor positions. Span of control challenges along with the supervisor's daily workload contributed to their ability to effectively manage daily duties and responsibilities at some units.

Consequently, as a result of these operational challenges, supervisory workhours exceeded the area's FY 2016 plan by 303,670 hours and also contributed to the use of 805,108 hours of overtime by supervisors. Additionally, facilities with the 292 vacancies accounted for 125,358 workhours over the plan and 238,743 hours of overtime. Filling vacancies, and managing personnel assignments would improve the span of control ratio average, and the supervisor's ability to effectively manage daily operational tasks and reduce supervisor workhours.

Southern Area management stated they had several strategies in place to address supervisor vacancies. In May 2017, area management implemented additional strategies to assist districts that included assigning every district an area human resource analyst and conducting weekly meetings with all district human resource managers to discuss each vacancy and actions taken to fill these vacancies. Therefore, we will not make a recommendation on this issue.

In other matters, we identified the SWC worksheet used to determine the authorized number of supervisors in post office operations does not give consideration to all of the supervisors' daily administrative responsibilities. The SWC's primary

Span of control challenges along with the supervisor's daily workload to oversee delivery and customer service operations also contributed to their ability to effectively manage daily duties and responsibilities at some units.

measurement is the number and type of employees supervised and does not include other factors for supervisors' duties and responsibilities when managing these employees.

On March 18, 2017, NAPS in conjunction with the Postal Service initiated a study of the tool used to determine the number of supervisors and workload at 34 pilot sites in six districts in the Northeast Area. The work study will include a review of supervisors' daily duties and responsibilities. Therefore, we will not make a recommendation on this issue.

Span of Control

Our analysis of the 12 Southern Area districts showed the average span of control ratios ranged from a low of 1:27 to a high of 1:33, slightly higher than the accepted best practice average of 1:26 (see Table 1). In addition, our analysis showed 25 of 34 (74 percent) selected delivery units reviewed (see Appendix C) had a span of control that was higher than the best practice trend's average, ranging from 1:27 to 1:73 (see Appendix D).

Table 1. FY 2016 Supervisor to Employee Ratio for Post Office Operations

District	Supervisors On Rolls	Employees On Rolls	Span of Control[1]
Alabama	153	4,510	29
Arkansas	92	2,778	30
Dallas	197	6,389	32
Fort Worth	138	4,160	30
Gulf Atlantic	219	6,711	31
Houston	241	7,955	33
Louisiana	155	4,567	29
Mississippi	85	2,678	32
Oklahoma	112	3,400	30
Rio Grande	237	7,662	32
South Florida	279	7,606	27
Suncoast	347	10,925	31
Total	**2,255**	**69,341**	**31**

Source: Enterprise Data Warehouse (EDW).

Span of control challenges along with the supervisor's daily workload to oversee delivery and customer service operations also contributed to their ability to effectively manage daily duties and responsibilities at some units. Consequently, supervisory workhours exceeded the area's FY 2016 plan by 303,670 hours and also contributed to the use of 805,108 hours of overtime by supervisors (see Table 2). Additionally, facilities with the 292 vacancies accounted for 125,358 workhours over the plan and 238,743 hours of overtime.

1 The supervisor span of control was calculated by dividing the total number of employees by the total number of supervisors on the rolls.

Supervisory span of control challenges occurred in area facilities due to 292 vacant supervisor positions and supervisors frequently detailed to higher level assignments or to other vacant supervisor positions.

Table 2. FY 2016 Supervisor Workhour[2] Usage for Southern Area Districts

District	FY 2016 Planned Workhours	FY 2016 Actual Workhours	FY 2016 Variance Workhours	FY 2016 Overtime Used
Rio Grande	619,318	661,906	42,588	109,417
Suncoast	851,737	925,379	73,642	141,355
Houston	605,843	732,766	126,923	113,527
Dallas	514,228	529,587	15,359	54,549
South Florida	670,512	741,735	71,223	124,197
Gulf Atlantic	499,366	502,773	3,407	58,786
Louisiana	363,496	375,856	12,360	49,660
Arkansas	210,887	197,777	(13,110)	22,859
Fort Worth	337,643	370,576	32,933	58,777
Oklahoma	214,093	215,703	1,610	21,900
Alabama	382,873	346,428	(36,445)	33,638
Mississippi	191,976	165,156	(26,820)	16,443
Total	**5,461,972**	**5,765,642**	**303,670**	**805,108**

Source: FY 2016 data retrieved from EDW.

Supervisory span of control challenges occurred in area facilities due to 292 vacant supervisor positions and supervisors frequently detailed to higher level assignments or to other vacant supervisor positions. Span of control challenges along with the supervisor's daily workload to oversee delivery and customer service operations also contributed to their ability to effectively manage daily duties and responsibilities at some units.

Unfilled Supervisor Vacancies

Unfilled supervisor vacancies contributed to span of control challenges in post office operations. In FY 2016, there were 2,547 supervisor positions authorized, with 2,255 supervisors in the Southern Area, leaving 292 (11 percent) vacant positions (see Table 3).

2 The data for workhours was obtained on May 2, 2017 for Labor Distribution Code 20, Supervision, Delivery Services Operations.

Table 3. FY 2016 Southern Area Supervisor Vacancies by District

District	Authorized Supervisors	Supervisors On Rolls	Supervisor Vacancies	Percentage of Positions Vacant
Alabama	164	153	11	7%
Arkansas	108	92	16	15%
Dallas	229	197	32	14%
Fort Worth	150	138	12	8%
Gulf Atlantic	248	219	29	12%
Houston	276	241	35	13%
Louisiana	176	155	21	12%
Mississippi	96	85	11	11%
Oklahoma	124	112	12	10%
Rio Grande	280	237	43	15%
South Florida	310	279	31	10%
Suncoast	386	347	39	10%
Total	**2,547**	**2,255**	**292**	**11%**

Source: Data retrieved from EDW, Authorized vs. On Rolls for Field Executive & Administrative Schedule (EAS) Vacancy Report. Compared the dates of October 1, 2015 and September 30, 2016.

Also, our analysis of 34 selected delivery units showed in FY 2016, there were 70 supervisor positions authorized, with 58 on rolls, leaving 12 (17 percent) vacant positions[3], six positions were vacant for over a year (see Appendix E).

District officials and facility management stated that their challenges to fill vacancies included:

- Postal management had difficulty finding qualified candidates internally and externally with the knowledge, skills and abilities required to perform the supervisory duties and tasks.
- The process used to fill vacancies is time consuming, and can take up to 90 days or longer.
- Postal management had difficulty retaining newly selected supervisors because the positon responsibilities were more than those outlined in the vacancy announcement.
- Geographical locations for some vacancies are not desirable to candidates due to the high cost of living or location of the delivery unit.

3 Our analysis was based on the number of supervisor vacancies as of September 30, 2016. The number of vacant positions varied throughout the year.

Supervisors frequently detailed to higher level assignments or to vacant supervisor positions also contributed to span of control challenges.

- Craft employees used as temporary supervisors are not interested in applying for permanent supervisory positions because of the heavy workload, daily challenges with completing time sensitive tasks, salary differences, or they are not interested in managing other craft employees.

Southern Area management stated they had several strategies in place to address supervisor vacancies. In May 2017, area management implemented additional strategies to assist districts that included, assigning every district an area human resource analyst and conducting weekly meetings with all district human resource managers to discuss each vacancy and actions taken by the districts to fill their vacancies. Therefore, we will not make a recommendation on this issue.

Detailed Assignments

Supervisors frequently detailed to higher level assignments or to vacant supervisor positions also contributed to span of control challenges. In FY 2016, 242 supervisors were detailed to higher level assignments or to vacant supervisor positions. This created voids at the detailed supervisor's assigned duty stations and resulted in their workload being unassigned, reassigned and absorbed by postmasters, station managers or other supervisors, which contributed to extra hours of straight time[4] pay for the supervisors.

Acting supervisors, classified in the clerk or carrier crafts as 204bs,[5] were also used to backfill voids at the assigned duty stations. However, 204bs are often not familiar with all the requirements for supervising because they only receive on the job training. There is no formal training for this temporary position. Since 204bs are not properly trained, it can take them more time to complete daily duties, therefore, they may not always be able to effectively manage post office operations, resulting in additional workhours and overtime hours. In addition, 204bs cannot perform all the duties assigned to the supervisory position such as timekeeping duties and accident investigations.

Our analysis of 34 facilities showed there were five supervisors in detail assignments and 44 craft employees being used as 204bs for periods ranging from one day to more than one year (see Appendix F). For example, one facility had two authorized supervisor positions that were vacant over a year and 204bs were used to backfill the positions. Additionally, another facility had a supervisor detailed for over two years and used a 204b to backfill the position. In several cases, station managers and postmasters assisted with the supervisor's workload to avoid supervisors using extra hours.

The Postal Service authorizes the use of temporary detail assignments to meet organizational needs, for example, to backfill vacant manager or supervisor positions, to backfill when extended leave is used, such as military leave or when unexpected absences occur. Additionally, the Southern Area stated they use detail assignments as a part of their area strategy to develop and train staff. However, temporary detail assignments should be made for the shortest practical time limit.[6]

4 Special exempt employees are salaried employees who do not receive overtime pay; however, they are eligible for additional straight time pay for hours worked if they received authorization to work in excess of 8.5 hours on a scheduled day or for any hours worked on a nonscheduled day. Handbook F401, *Supervisor's Guide to Scheduling Premium Pay*, page 56, August 2000.
5 A 204b is a craft employee working as an acting supervisor in a detailed EAS position.
6 Handbook EL 312, *Employment and Placement*, Section 716.12, November 2016.

Supervisory Duties and Responsibilities

Span of control challenges along with the daily workload of supervisors to oversee delivery and customer service operations also contributed to their ability to effectively manage daily duties and responsibilities at some units. Postal Service policy states that span of control should not be so broad so as to exceed the manager's capacity to manage.[7] Supervisors prioritized critical time-sensitive post office operational requirements such as setting expectations with carriers, which includes approving the Postal Service (PS) Form 3996, Carrier Auxiliary Control, carrier overtime or route assistance, handling customer service concerns, and correcting clock error rings to ensure they were completed timely. However, some of the administrative and other daily tasks were completed at the end of the day, which may have caused the extra hours or they completed these tasks on the next day.

Managers and supervisors stated supervisory duties should be designed for an eight hour workday, however, the workload can require up to ten hours or more. For example, the requirement to perform two hours of street observations daily, addressing customer concerns over the phone or in person, and investigating accidents may add additional time to the workday. Also, the increase in package volume from Amazon Sunday resulted in a normal occurrence of supervisors working extra hours, weekly. The additional duties and tasks resulted in supervisors not always giving proper attention to managing carriers, which could contribute to carriers not meeting the goal of returning to the office by 6:00 P.M. Several supervisors also indicated some tools designed to assist with efficiency often create more work because they are inputting the same data into multiple systems which is time consuming. This also contributed to additional workhours and the use of extra straight time. Additionally, area management stated supervisors' responsibilities include assisting the Southern Area with special assignments. These assignments include, but are not limited to, rural route counts, function four and service reviews. These assignments often require certified examiners that are experienced and familiar with the review processes. The assignments, which are often performed by delivery supervisors, can require more than a regular eight-hour day to complete the reviews.

To verify supervisory duties and the time involved to complete duties, we obtained checklists supervisors used as guides to assist with accomplishing daily tasks. Some checklists included the amount of time it should take to complete each daily task, while others only listed the daily tasks. To determine the amount of time it takes a supervisor to complete all daily tasks, we used one unit's checklist[8] which listed the minimum and maximum times required to complete daily tasks. We calculated the range of supervisory workhours needed to complete all required tasks to determine the supervisor's daily workhours from this checklist (see Appendix G). Although the Southern Area has a standardized supervisor checklist (see Appendix H for an excerpt), we noted that some facilities could not provide a checklist or the checklists some facilities had showed various daily tasks on the list (see Appendix I). In addition, we observed a supervisor performing duties in a post office for a day. The actual time recorded by the supervisor for that day was ten hours[9] (see Appendix J).

On March 18, 2017, the National Association of Postal Supervisors (NAPS) in conjunction with the Postal Service initiated a SWC work study at 34 pilot sites in six districts in the Northeastern Area. The joint work study between NAPS and the Postal Service will include a review a supervisor's daily duties and responsibilities and address facility management and staffing structure. Therefore, we will not make a recommendation on this issue.

---

7 Employee Labor Relations Manual, Structuring Principles, Section 122 (g), September 2016.
8 Russellville Post Office, Russellville, AR.
9 Actual time recorded was eleven straight time hours minus one hour for lunch.

Other Matters

In other matters, we identified the SWC worksheet used to determine the authorized number of supervisors in post office operations does not give consideration to all of the supervisors' daily administrative responsibilities.

The SWC's primary measurement is the number and type of employees supervised and not the supervisors' duties and responsibilities to manage the workload, various operational activities, and frequent changes in facilities that impact operations.

Specifically district officials and facility management informed the U.S. Postal Service Office of Inspector General (OIG) that:

- The SWC worksheet does not include credits for supervisors for a seventh delivery day for Amazon Sunday operations. Additionally, if a facility is used as an Amazon Hub site, credit is not given.

- The SWC worksheet does not give consideration to the hours of operation for the facilities. Credit is not given for the time the first employee is scheduled to arrive until the last employee is scheduled to leave.

- The SWC worksheet does not give equal credit for rural carriers. Supervisors are now required to manage rural carriers, who were once considered self-managed. Supervisors now take as much time to manage rural carriers as they do to manage city carriers. For instance, the AM supervisors must enter daily information into the Rural Workhour Tracker, such as the rural carriers' lunch and break times, and return times. In addition, the supervisor is responsible for tracking package volume, which has increased tremendously for rural carriers, and scan reports for rural carriers.

- The SWC worksheet calculation ranges used to determine the number of authorized supervisors is very broad. Specifically, unit management stated that when they complete the SWC worksheet the results may be that they are a few points away from getting an additional authorized supervisor. We determined that the calculation ranges are over 30 points (see Table 4).

Table 4. Supervisory Workload Credit Calculations

SWC Ranges	Supervisors Authorized	Points to Next Number of Authorized Supervisors[10]
18.50 – 50.49	1	31.99
50.50 – 85.49	2	34.99
85.50 – 123.49	3	37.99
123.50 – 163.49	4	39.99
163.50 – 203.49	5	39.99
203.50 – 243.49	6	39.99
243.50 - 283.49	7	39.99
283.50 - 323.49	8	39.99

Source: Postal Service, SWC Auto Worksheet instructions.

10 The OIG performed this calculation to show the points needed to get another authorized supervisor.

Including the supervisor's daily administrative duties and responsibilities outlined above in the SWC worksheet, could result in more accurate calculations of the number of supervisors needed and further improve span of control in post office operations.

The joint work study as noted between NAPS and the Postal Service will include a review addressing facility management and staffing structure. Therefore, we will not make a recommendation on this issue.

Recommendation

We recommend management monitor the use of supervisors to detail assignments to lessen the impact to post office operations.

We recommend the Vice President, Southern Area:

1. Monitor the use of supervisors to detail assignments to ensure they are made for the shortest practical time limit to lessen the impact to post office operations.

Management's Comments

Management disagreed with the methodology and conclusions of the audit. Management stated that our report did not reflect whether the Postal Service Management Structure Study dated July 2003 had been revised to include technology advances and operational changes. Management also questioned the audit objective and its relationship to supervisor vacancies, workhours over plan, and overtime hours.

Regarding the span of control, management stated that Appendix D does not reflect the 204b clerks used to backfill the supervisor positions. Management stated that if data from Appendix F is considered, there were five supervisors providing oversight at these three offices. If the 44 tempoarary supervisors were considered at the sites reveiwed, the span of control would be 1:20, well below the 1:26 target.

Management also noted the report listed 292 supervisor vacancies for an authorized complement of 2,547. Filling all vacant positions would still not achieve the targeted span of control.

Finally, management disagreed that the seven examples of locally generated checklists were representative of daily supervisor duties and noted that these checklists failed to address all supervisor duties and responsibilities. Only one of the checklists mentioned supervisor duties associated with a retail unit's financial responsibilities.

Management agreed with our recommendation, stating that they monitor detail assignments by requiring monthly submissions from the district, consolidated into a monitoring tool for the area. The Southern Area provided the tracking template to the OIG on July 28, 2017.

See Appendix K for management's comments in their entirety.

Evaluation of Management's Comments

The OIG considers management's comments responsive to the recommendation in the report.

Regarding management's statement that our report did not reflect whether the Postal Service Management Structure Study had been revised, we noted in the report that the 2003 study was the most recent data that had relevance to our audit. Technological advances made in operations since 2003 would not have been included in the study. We included this study to demonstrate the span of control of 1:26 was consistent with industry best practice trends.

Regarding management's statement that three offices in Appendix D were listed with no supervisors included in the calculations, these three locations did not have permanent supervisor positons filled. Our calculations did not include any 204b temporary supervisors because these employees are only used temporarily and are filling a permanent supervisor positon.

Regarding management's statement that the objective of the audit was to achieve a questioned target of 1:26, the objective

was to assess the supervisory span of control and use of supervisor workhours, not to establish a span of control target. We cited a Postal Service management study that determined the average span of control of 1:26 was consistent with acceptable best practices.

Regarding management's comments about checklists not being validated, it was never our intent to validate the checklists. During our site visits, we requested the checklist that supervisors use in performing their daily duties — which they provided — and also indicated that the duties were assigned by the postmaster, station manager or, at times, the district assigned duties. We agree the checklists do not address all supervisor duties and responsibilities. The checklist in Appendix H was from the Southern Area delivery operations website and, in comparison, the three checklists in Appendix I showed that management developed their checklists based on their units' priorities.

The OIG considers management's comments responsive to the recommendation and corrective actions should resolve the issues identified in the report. Management provided the tracking tool on July 28, 2017, which contains information such as the employee name, title, detail assignment, effective date, end date for the detail assignment, and the reason for the detail. We consider recommendation 1 closed with the issuance of this report.

Appendices

Click on the appendix title to the right to navigate to the section content.

Appendix A: Additional Information 16
Background 16
Objectives, Scope, and Methodology 16
Prior Audit Coverage 17
Appendix B: Supervisor Workload Credit Worksheet 18
Appendix C: Selected Delivery Units by Type of Facility and Routes 19
Appendix D: Span of Control at 34 Selected Delivery Units 20
Appendix E: Supervisor Vacancies at 34 Selected Delivery Units 21
Appendix F: Number of Temporary Supervisors at 34 Selected Delivery Units 22
Appendix G: List of Daily Duties Performed by Supervisors 23
Appendix H: Excerpt from Southern Area Standard Checklist 25
Appendix I: Examples of Daily Checklist 26
Appendix J: Observation of One Supervisor's Duties and Timeline for One Day 29
Appendix K: Management's Comments 30

Appendix A: Additional Information

Background

Supervising post office operations requires supervisors to possess the knowledge, skills and abilities to manage delivery (city and rural), retail, and customer service operations requirements as well as frequent interaction with the public. Supervisor daily duties and responsibilities include, assessing the unit workload, Delivery Operations Information System (DOIS) daily reporting, using Automated Vehicle Utilization System (AVUS) to manage day to day vehicle use, Amazon reporting, setting carrier expectations, assigning vacant routes and pivoting routes, street management, correcting employee clock rings, following up on Enterprise Customer Care (eCC) inquiries and conducting performance discussions with employees.

Span of control is defined as the number of subordinates in an organization who report directly to one supervisor. There is no span of control target for post office operations. The Postal Service uses the SWC worksheet to determine the number of EAS Customer Service Supervisors in a unit. These worksheets are completed on a facility by facility basis, and each facility's span of control is calculated separately. SWCs are workload driven. It identifies and measures the workload of supervisors. The primary measure used is the number and type of employees supervised.

The calculation of employee SWCs includes only those employees on the rolls of the post office or carrier station. Custodial and maintenance employees on the rolls of a plant which are domiciled in a post office or carrier station are not included in the SWC calculation. Administrative employees on the rolls of the district office domiciled in a post office or carrier station are not to be included in the SWC calculation. Lastly, vacant positions that are authorized to be filled should also be included in the SWC calculation, if they are not covered by City Carrier Assistants, Transitional Employees, Postal Support Employees and Casuals. SWC calculations are performed on a SWC Auto Worksheet.

Objectives, Scope, and Methodology

Our objective was to assess the span of control and use of supervisor workhours in post office operations in the Southern Area. To accomplish our objective, we:

- Reviewed applicable policies and procedures related to unit span of control to improve operational efficiency.
- Reviewed applicable polices related to employee overtime rules.
- Obtained and analyzed FY 2016 workhour and overtime, overtime costs for EAS-17 Customer Service Supervisors and employee complement from EDW Accounting Data Mart (ADM).[11]
- Analyzed similar size units' span of control, supervisory vacancies, and supervisory workhours and overtime hours to determine if there is a correlation between supervisory vacancies and excessive workhours and supervisory overtime.
- Selected and reviewed 34 facilities in the Southern Area, which were tiered high, medium and low based on the variance in supervisory workhours. We included units that had both city and rural routes and units that had only city or rural routes.[12]
- Interviewed Postal Service area and district officials, post office and station managers, postmasters, and supervisors to discuss span of control, supervisor workhours, supervisor overtime, and vacancies.

11 We included Customer Service Supervisors from Labor Distribution Codes 20 and 40.
12 We only included post offices, stations, and branches with at least one authorized supervisor in our review.

We conducted this performance audit from February through September 2017 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 July 27, 2017, and included their comments where appropriate.

We assessed the reliability of data by confirming the data with management. We determined that the data were sufficiently reliable for the purposes of this report.

Prior Audit Coverage

We did not identify any prior audits or reviews related to the objective of this audit within the last 3 years.

Appendix B: Supervisor Workload Credit Worksheet

0.00

Select a PO or Station

0

SUPERVISOR WORKLOAD CREDIT WORKSHEET

DISTRICT:
POST OFFICE: #REF!
STATION: #REF!
DATE: 4/6/2017

PFC Code
LEAD FINANCE No. #REF!
FINANCE No. #REF!

1. EMPLOYEE CREDITS

		EMPLOYEES		WEIGHTED EMPLOYEES		SWCS	
DELIVERY	**a)** City Carrier	0	x 1.40	0.00			
	b) Rural carrier	0	x 1.25	0.00			
	c) VOMA	0	x 1	0			
	TOTAL DELIVERY SWCs			=	0.00		(1)
WINDOW SVCS	**d)** Window Clerk	0	x 1 1/3	0.00			
	(d) this Office/Station only						
	e) Window Clerk	0	x 1 1/3	0.00			
	(e) domiciled in finance stations without resident supervisor each station must be listed in green shaded block to right						
	TOTAL WINDOW SERVICES SWCs			=	0.00		(2)
DISTRIBUTION	**f)** Distribution Clerk	0	x 1	0			
	g) Mail Handler	0	x 1	0			
	TOTAL DISTRIBUTION SWCs			=	0		(3)
CUSTODIAL/ MAINTENANCE *	**h)** Custodial	0	x 3/4	0.00			
0	**i)** Maintenance	0	x 1	0			
	TOTAL CUSTODIAL/MAINT SWCs			=	0.00		(4)
ADMIN *	**j)** Accounting, time & attendance, bulk mail, and secretarial						
0		0	x 1	0	0		(5)

*** DO NOT include employees on District or plant rolls domiciled in Post Offices or Stations.**

2. NON-EMPLOYEE CREDITS

	0	< Total HCR routes			
Number of administrative highway contract routes					
k) with 100-299 box deliveries	0	x 1/3	0.00		
l) with 300-399 box deliveries	0	x 2/3	0.00		
m) with 400 or more deliveries	0	x 1	0		
n) Number of contract stations and community post offices	0	x 1/2	0.00		
o) Contract custodians (post offices only) If yes, enter 1; if no, 0		x 1/3	0.00		
TOTAL NON-EMPLOYEE SWCs			=	0.00	(6)

TOTAL SWCs (add 1 through 6) = 0.00
Number of Supervisors Earned based on SWC 0

Zone of Tolerance?
NO

SWC calculations include Casuals, CCA's, and PSE's on rolls, assuming they are occupying positions authorized to be filled.
Vacant positions authorized to be filled and not covered by non career employees should be included in the SWC calculation.

Prepared by:

SWC Auto Worksheet August 2016 v01a

FINANCE STATIONS WITH NO RESIDING SUPERVISOR

Finance Stations w/Finance Number	Retail+F8 PSE	City Carriers	Rural Carriers	Other Clks
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Subtotal >>	0	0	0	0

Withheld/Vacant authorized

Craft	Job Number

# SUPVS	POST OFFICE and STATION RANGE
0	0 - 18.49
1	18.50 - 50.49
2	50.50 - 85.49
3	85.50 - 123.49
4	123.50 - 163.49
5	163.50 - 203.49
6	203.50 - 243.49
7	243.50 - 283.49
8	283.50 - 323.49
1 Additional	for each add'l 40 SWCs

Source: Postal Service, SWC Auto Worksheet instructions.

Appendix C: Selected Delivery Units by Type of Facility and Routes

District	Post Office or Station	Type of Facility	Type of Routes
Alabama	Cullman Post Office	Delivery/Retail	City/Rural
Arkansas	Harrison Post Office	Delivery/Retail	City/Rural
Arkansas	Hot Springs - Albert Pike Station	Delivery/Retail	City/Rural
Arkansas	Little Rock - Industrial Station	Delivery/Retail	City
Arkansas	North Little - Rock Main Office Station	Delivery/Retail	City/Rural
Arkansas	Russellville Post Office	Delivery/Retail	City
Dallas	Denison Post Office	Delivery/Retail	City/Rural
Dallas	Lewisville Post Office	Delivery/Retail	City/Rural
Dallas	Little Elm Post Office	Delivery/Retail	Rural
Dallas	Red Oak Post Office	Delivery/Retail	Rural
Fort Worth	Fort Worth - Ridglea Station	Delivery/Retail	City
Gulf Atlantic	Ocala - Maricamp Station	Delivery/Retail	Rural
Gulf Atlantic	Valdosta Post Office	Delivery/Retail	City/Rural
Houston	Houston - Greens North Station	Delivery/Retail	City/Rural
Houston	Houston - De Moss Station	Delivery/Retail	City/Rural
Houston	Cypress Post Office	Delivery/Retail	Rural
Houston	Huntsville Post Office	Delivery/Retail	City/Rural
Louisiana	Abbeville Post Office	Delivery/Retail	City/Rural
Louisiana	Rayville Post Office	Delivery/Retail	City/Rural
Mississippi	Booneville Post Office	Delivery/Retail	City/Rural
Louisiana	Kosciusko Post Office	Delivery/Retail	City/Rural
Oklahoma	Tulsa - Sheridan Station	Delivery/Retail	City
Rio Grande	Kyle Post Office	Delivery/Retail	Rural
Rio Grande	Midland - Claydesta Station	Delivery/Retail	City/Rural
Rio Grande	New Braunfels - Canyon Lake Branch	Delivery/Retail	Rural
Rio Grande	Rio Grande City Post Office	Delivery/Retail	City/Rural
South Florida	Jupiter Post Office	Delivery/Retail	City
South Florida	Miami - Coconut Grove Station	Delivery/Retail	City
South Florida	Stuart Post Office	Delivery/Retail	City
Suncoast	Bonita Springs Post Office	Delivery/Retail	Rural
Suncoast	Cocoa Post Office	Delivery/Retail	City/Rural
Suncoast	Naples - Coco River Station	Delivery/Retail	City/Rural
Suncoast	Tampa - Ehrlich Station	Delivery/Retail	Rural
Suncoast	Winter Garden Post Office	Delivery/Retail	City/Rural
Total	**34**	**--**	**--**

Source: Postal Service Facilities database.

	District	Post Office or Station	Supervisors On Rolls	Employees On Rolls	Span of Control
1.	Alabama	Cullman Post Office	1	73	73
2.	Arkansas	North Little - Rock Main Office Station	0	58	58
3.	South Florida	Miami - Coconut Grove Station	1	54	54
4.	Gulf Atlantic	Ocala - Maricamp Station	1	52	52
5.	Rio Grande	Midland - Claydesta Station	2	100	50
6.	Houston	Houston - De Moss Station	3	131	44
7.	Houston	Cypress Post Office	4	173	43
8.	Oklahoma	Tulsa - Sheridan Station	1	43	43
9.	Rio Grande	Kyle Post Office	1	39	39
10.	Dallas	Red Oak Post Office	1	39	39
11.	Suncoast	Cocoa Post Office	2	74	37
12.	Suncoast	Naples - Coco River Station	3	107	36
13.	Dallas	Little Elm Post Office	0	35	35
14.	Louisiana	Abbeville Post Office	1	34	34
15.	Dallas	Lewisville Post Office	4	135	34
16.	Rio Grande	Rio Grande City Post Office	1	31	31
17.	Houston	Houston - Greens North Station	4	122	31
18.	Fort Worth	Fort Worth - Ridglea Station	2	61	31
19.	South Florida	Jupiter Post Office	3	88	29
20.	Suncoast	Tampa - Ehrlich Station	1	29	29
21.	Arkansas	Little Rock - Industrial Station	1	29	29
22.	Houston	Huntsville Post Office	3	87	29
23.	Arkansas	Hot Springs - Albert Pike Station	2	58	29
24.	Arkansas	Harrison Post Office	2	56	28
25.	Suncoast	Winter Garden Post Office	2	54	27
26.	Mississippi	Booneville Post Office	1	26	26
27.	Dallas	Denison Post Office	2	50	25
28.	South Florida	Stuart Post Office	2	49	25
29.	Suncoast	Bonita Springs Post Office	3	73	24
30.	Louisiana	Kosciusko Post Office	1	24	24
31.	Gulf Atlantic	Valdosta Post Office	2	48	24
32.	Arkansas	Russellville Post Office	2	47	24
33.	Louisiana	Rayville Post Office	0	20	20
34.	Rio Grande	New Braunfels - Canyon Lake Branch	1	17	17
Total/Average			**60**	**2,116**	**35**

Source: FY 2016 data retrieved from EDW.

District	Post Office or Station	Supervisors Authorized	Supervisors On Rolls	Difference	Percent of Positions Vacant
Alabama	Cullman Post Office	2	1	1	50%
Arkansas	Harrison Post Office	2	2	0	0%
Arkansas	Hot Springs - Albert Pike Station	2	2	0	0%
Arkansas	Little Rock - Industrial Station	1	1	0	0%
Arkansas	North Little - Rock Main Office Station	2	0	2	100%
Arkansas	Russellville Post Office	2	2	0	0%
Dallas	Denison Post Office	2	2	0	0%
Dallas	Lewisville Post Office	5	4	1	20%
Dallas	Little Elm Post Office	1	0	1	100%
Dallas	Red Oak Post Office	1	1	0	0%
Fort Worth	Fort Worth - Ridglea Station	2	2	0	0%
Gulf Atlantic	Ocala - Maricamp Station	2	1	1	50%
Gulf Atlantic	Valdosta Post Office	2	2	0	0%
Houston	Houston - Greens North Station	4	4	0	0%
Houston	Houston - De Moss Station	4	3	1	25%
Houston	Cypress Post Office	4	4	0	0%
Houston	Huntsville Post Office	3	3	0	0%
Louisiana	Abbeville Post Office	1	1	0	0%
Louisiana	Rayville Post Office	1	0	1	100%
Mississippi	Booneville Post Office	1	1	0	0%
Louisiana	Kosciusko Post Office	1	1	0	0%
Oklahoma	Tulsa - Sheridan Station	2	1	1	50%
Rio Grande	Kyle Post Office	1	1	0	0%
Rio Grande	Midland - Claydesta Station	3	2	1	33%
Rio Grande	New Braunfels - Canyon Lake Branch	1	1	0	0%
Rio Grande	Rio Grande City Post Office	1	1	0	0%
South Florida	Jupiter Post Office	3	3	0	0%
South Florida	Miami - Coconut Grove Station	2	1	1	50%
South Florida	Stuart Post Office	2	2	0	0%
Suncoast	Bonita Springs Post Office	3	3	0	0%
Suncoast	Cocoa Post Office	3	2	1	33%
Suncoast	Naples Coco River Station	3	3	0	0%
Suncoast	Tampa Ehrlich Station	1	1	0	0%
Suncoast	Winter Garden Post Office	2	2	0	0%
Total		**72**	**60**	**12**	**17%**

Source: FY 2016 data retrieved from EDW.

District	Post Office or Station	Number of Temporary Supervisors (204B)
Alabama	Cullman Post Office	1
Arkansas	Harrison Post Office	1
Arkansas	Hot Springs - Albert Pike Station	2
Arkansas	Little Rock - Industrial Station	1
Arkansas	North Little - Rock Main Office Station	2
Arkansas	Russellville Post Office	1
Dallas	Denison Post Office	0
Dallas	Lewisville Post Office	2
Dallas	Little Elm Post Office	2
Dallas	Red Oak Post Office	0
Fort Worth	Fort Worth - Ridglea Station	1
Gulf Atlantic	Ocala - Maricamp Station	0
Gulf Atlantic	Valdosta Post Office	2
Houston	Houston - Greens North Station	1
Houston	Houston - De Moss Station	2
Houston	Cypress Post Office	4
Houston	Huntsville Post Office	4
Louisiana	Abbeville Post Office	1
Louisiana	Rayville Post Office	1
Mississippi	Booneville Post Office	0
Louisiana	Kosciusko Post Office	1
Oklahoma	Tulsa - Sheridan Station	1
Rio Grande	Kyle Post Office	2
Rio Grande	Midland - Claydesta Station	1
Rio Grande	New Braunfels - Canyon Lake Branch	2
Rio Grande	Rio Grande City Post Office	0
South Florida	Jupiter Post Office	1
South Florida	Miami - Coconut Grove Station	1
South Florida	Stuart Post Office	2
Suncoast	Bonita Springs Post Office	1
Suncoast	Cocoa Post Office	4
Suncoast	Naples - Coco River Station	2
Suncoast	Tampa - Ehrlich Station	0
Suncoast	Winter Garden Post Office	0
Total		**44**

Source: Postal Service.

SUPERVISOR CHECKLIST[13]

Daily	Minimum Time to Complete	Maximum Time to Complete
Print Clock-ring Discrepancy from Delivery Operations Information System (DOIS)	5	5
Print Route Carrier Daily Report	2	2
Correct Clock-ring Errors in DOIS and Time and Attendance Collection System (TACS) by 7:00AM	10	20
Print TACS reports: Missing Time, OT Alert, OT Transaction	5	5
DOIS Reports: Daily Workload & Feedback, Late Leaving & Returning Report (1813), MSP & Missed Scans	10	15
MYPO by 9:00AM	5	5
Amazon Reporting	2	2
Print eCC Cases	2	2
Initial Workload Status	2	2
Enter Volumes and make full assignments	15	30
Print Carrier–Auxiliary Control (3996) Workload Status	2	2
PET (Performance Efficiency Tool) & talk with carriers	20	20
Enter casing assignments into DOIS and pivots into GEO Delivery	15	15
Print Final workload status	2	2
Call Hot case	5	5
3996 Review Sheet	2	2
Approve Overtime (OT) in TACS	5	5
(AVUS)	10	15
Print Change Of Address Reporting System (COARS) Labels & Pass- Around	5	10
Scan Point Management System (SPMS)	5	5
Customer Service Daily Reporting System (CSDRS)	5	5
Check unit for mail sleepers	10	10
AM Consolidation/Verification	2	2
Send Projection email by 9:00AM to CSOM/MPOO	5	5
Finish ECC case and close	20	20
Customer Service Adjusted Workload (CSAW) by 11:00	5	5
Inventory Complete scan by 1:00PM	5	5
Enter No Lunches	5	5
BMEU Closeout	0	0
Fuel Tickets	20	30

13 Obtained from Russellville Post Office Russellville, AR Checklist.

SUPERVISOR CHECKLIST[13]

Daily	Minimum Time to Complete	Maximum Time to Complete
Schedule for the week (clerk & carriers)	40	60
Collection Point Management System (CPMS)	5	5
PM CSDRS	5	10
Lock up badges and keys	5	5
PM Consolidation	5	5
Check Vehicles	5	10
Correct Clock-ring Errors and discrepancies (ALL must be cleared in the evening)	20	30
End-Of-Day (EOD) Report in Product Tracking System (PTS)	10	15
Enter 1017s (PS Form 1017-A, Time Disallowance Record)	15	15
Count parcels	60	60
Workhour Reporting	5	5
Hub/Spoke Report (Amazon Sunday delivery – Hub/Spoke offices)	20	20
Send in full day request	30	30
Complete Certification of Exceptional Contract Service Performed (5429's)	30	60
Daily Minutes Sub-Total	**461**	**586**
Daily Hours	**7.7**	**9.8**
WEEKLY		
Schedule posted on Wednesday		
Fridays- Enter Delphine's Time/Enter All Higher Level	15	15
Transfer hours	5	5
CSAW by 11:00	5	5
Weekly Minutes	**25**	**25**
Daily & Weekly Minutes Sub-Total	**486**	**611**
Daily & Weekly Hours	**8.1**	**10.2**
MONTHLY		
Card Collection Test (D1148) by 20th	2 hours	3 hours
Voyager Suspense	60	60
Monthly Hours Sub-Total	**3 hours**	**4 hours**
GRAND TOTAL	**11.1**	**14.2**

Source: Information obtained from Russellville Post Office Russellville, AR.

Supervisor Standard Work/ AM

Complete administrative duties → **Upon carriers reporting, engage with employees** → **Complete remaining administrative duties**

	Important Steps	Key Points	Reasons for Key Points
	1. Check vehicles	• Ensure that all vehicles are accounted for	• To ensure that all vehicles are accounted for, have no damage and are secure
	2. AM verification walk	• Walk workroom floor to ensure mail from prior day dispatched and unit clear • Set clerk expectations for letter, flat and parcel distribution complete	• Ensure all outgoing mail has been dispatched • Assess current day situation
	3. Run Volume Arrival Profile (VAP)	• Review prior days VAP and discuss with clerks	• Ensure productivity goals are met
	4. Count F2 and F4 volume then enter volume in DOIS/CSAW (letters, flats & parcels) and load office & street planner data.	• Convert manual volume to pieces and enter workload in to DOIS • Print performance evaluation reports	• Ensure volume has been accurately counted and input into DOIS/CSAW to match work hours to work load
	5. Computer work (prior to carriers arrival)	• Outlook • MYPO • SPM • SPMS • Geo Delivery • DOIS • Virtual Mentor	• Required administrative duties

Source: Southern Area FY 2017 Delivery Initiative.

Appendix I:
Examples of Daily Checklist

[redacted]

DAILY PACKET WORKSHEET

Date: _____
Management Initials: _____

TACS
Station Summary (Finance Tab)
Clock ring error report (Clock ring report tab)
Missing 091 (OT Trans)
Unscheduled OT (OT Trans)
Overtime Alert (Clock ring reports)

DOIS
Route / Carrier Report
Unit Daily Performance Report
Unit Feedback Report
Clock Ring Discrepancy Report
Final Workload Status Report (Verified for accuracy and signed)
MSP Daily Missed Scan
MSP Overview
MSP Route Report

REPORTS
Send Plant Impact report to MPOO (by 7:30 am)
Send 1700 Projections Arecko Taylor & Patricia Collis (by 9:00 am)
Print COA labels
CSDRS
SPMS
eUARS
A.M. Verification Report
MYPO AM by 6:30 AM
BRM Report
EOR – End of Run (CPC)
Product Tracking – EOD
AVUS
Product Tracking - SOD
Manual Volume Sheets
3996's – Fully Completed
CSAW/CDPOM entry (daily)
CSAW/CDPOM next schedule (Tuesday only)
3922X (CS Volume Recording)
Voyager Reconciliation (Friday only)
Scan wall barcode after carriers depart to route
Authorize OT for clerks/carriers
Enter OT Admin report
Vehicle Security Survey (Saturday only)
MYPO PM by 16:00 PM
RWHT (Rural time keeping)
1700 Clearance Report
ECC's all-clear to MPOO
CPMS
P.M. Verification Report

Source: U.S. Postal Service Lewisville Post Office, Lewisville, TX.

SUPERVISOR DUTIES

Office: _____

AM SUPERVISOR DAILY CHECKLIST	SAT	MON	TUE	WED	THUR	FRI
FY _____ AP _____ WK _____ DATE:						
Walk Through - mail flow, F4, safety, Bait Money orders						
Daily Dispatch Verification Log						
Vehicle Checks and Log						
eRMS - unscheduled leave requests, respond						
Adjust Plan based on eRMS and mail flow						
Daily Impact Log - entries throughout day						
eMail						
DOIS Reports -						
Workload Status Report						
Clock Ring Discrepencies - **correct errors**						
MSP Overview, MSP Route, MSP Missed Scans						
Late Leaving/Late Returning - **notes**						
Route Carrier Daily Performance - **discussions**						
Unit Daily Performance						
Workhour/Workload - **post**						
Volume and Unit Daily Feedback						
Steward/Standby Time						
TACS -						
Clock Ring Errors - **correct errors**						
Missing Time						
Overtime Alert - **verify actual to earned**						
Tour Deviations						
Unauthorized Overtime - **1017B's**						
Station Summary						
Hours Type Inquiry - 043,053, 052, 056, 062, 058						
Employee Moves						
Employees On the Clock - **1700/1800**						
AM Mail Count - enter volumes into DOIS						
DOIS Assignments						
My PO/Advance/MHTS/DYMO labels by 07:00						
Final Mail Count - enter volumes in DOIS						
3M Input/CSAW/ EOR/AVUS/EUARS/MAQ by 08:00						
Greet Carriers/Vehicle Inspections/Day's Assignments						
Monitor Floor - **Address previous day's performance**						
Commitment - address 3996 submissions						
SPMS - Box scans and log						
Update DOIS						
CSDRS by 10:30						
Moves/Authorize Overtime/File Maintenance						
AM Certification NLT 11:30						
Next days schedules and Pivot Plan						
Street Management						

NOT inclusive of every and all tasks/ requirements to be completed

Source: U.S. Postal Service Jupiter Post Office Juniper, FL.

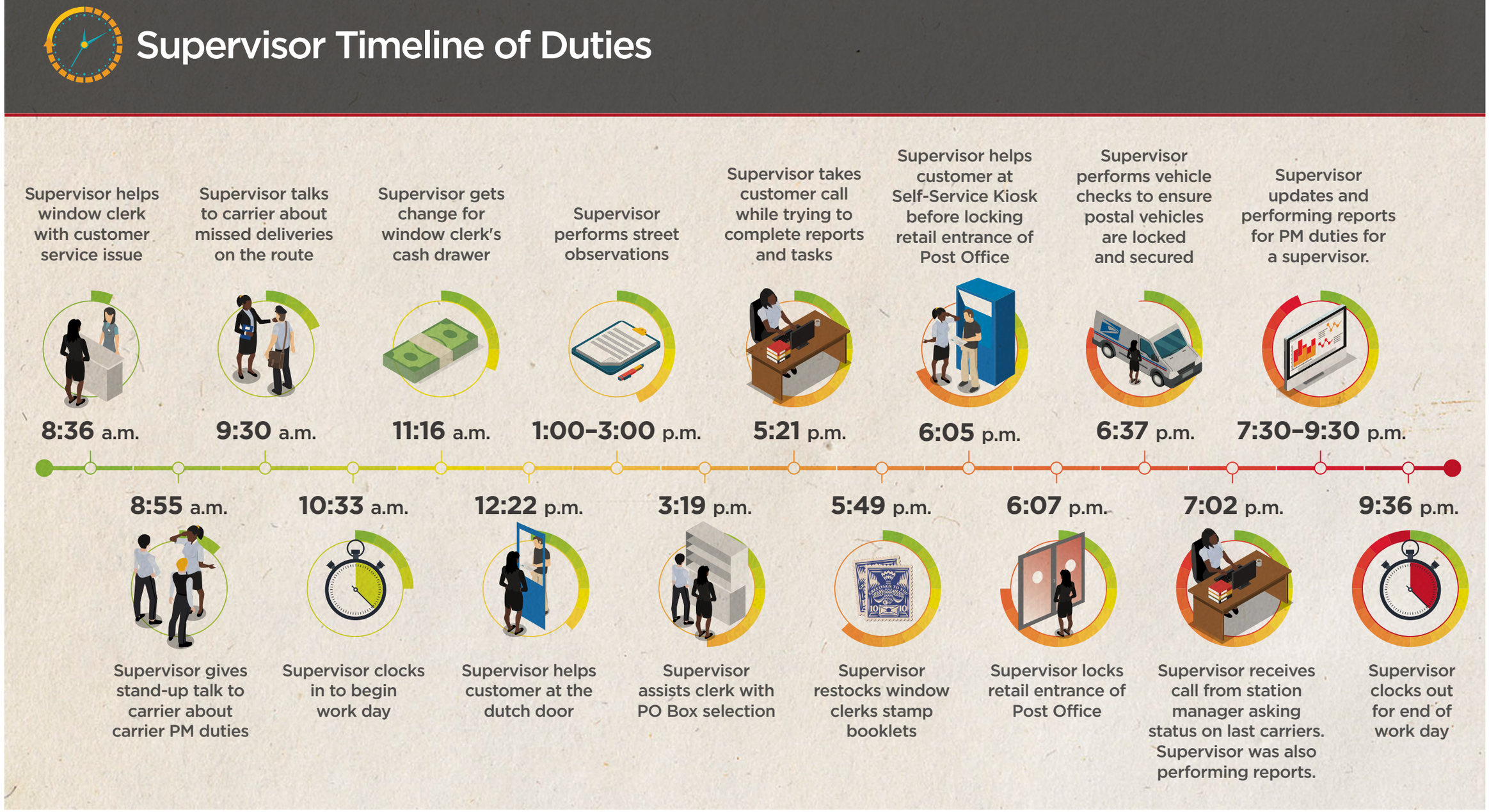
Daily Check List

Day	Saturday	Monday	Tuesday	Wednesd	Thursday	Friday
Date	18-Mar	20-Mar	21-Mar	22-Mar	23-Mar	24-Mar
CSDRS						
AM My Post Office /Loc						
TACS						
DPS Volumes						
UARS						
ERMS						
Put out vehicle keys						
Open Store	xxxxxx					
projections						
Webbats						
AVUS						
Scan Arrive/Dist placards						
Distribution Scan time						
Box Section Scan and log						
SSRD		xxxxxx				
CSAW						
SPMS						
CFS Labels						
OPEN APP						
SIC-Inventory Complete						
Express Mail						
PM My Post Office						
Log Book						
Close out Postal One						
First Dispatch Scan						
Scan first truck						
Take up Vehicle keys						
Check Postal Vehicles						
CPMS						
CLOSE APP						
email All Clear*****						
Close Out Barcode						
TACS/RWHT	/	/	/	/	/	/
PTS-EOD						
Misc	XXXXXX	VEH	csaw schedule	advo scans	EFLEET	LTATS

Source: U.S. Postal Service Red Oak Post Office Red Oak, TX.

Appendix J: Observation of One Supervisor's Duties and Timeline for One Day

Supervisor Timeline of Duties



Source: OIG developed from Actual Pictures and Observations.

Appendix K: Management's Comments

SHAUN E. MOSSMAN
VICE PRESIDENT, AREA OPERATIONS
SOUTHERN AREA

UNITED STATES POSTAL SERVICE

August 21, 2017

LORI LAU DILLARD
DIRECTOR, AUDIT OPERATIONS

SUBJECT: Draft Audit Report – Supervisory Span of Control – Southern Area
Report Number DR-AR-17-DRAFT

Thank you for the opportunity to respond to the OIG's findings from the review of Supervisory Span of Control for the Southern Area (SA). The Southern Area agrees that it is important to monitor the use of supervisors on detail assignments to lessen the impact to post office operations.

The Southern Area disagrees with the methodology and conclusions of the audit. On page one of the audit, the term "span of control" was defined as "the number of employees that report to each supervisor". The audit also cited Postal Service Management Structure Study dated July 2003 which "determined the average span of control of 1:26 for postmasters was consistent with accepted best practice trends" (page one after cover). The referenced report did not reflect if the fourteen year old study had been revised to include technology advances and operational changes.

The objective of the audit is unclear. The audit title is "Supervisory Span of Control", but a substantial portion of the report cited supervisor vacancies, workhours over plan, and overtime hours. This caused confusion on whether the objective of the audit was to reduce the ratio of employees per supervisor, fill vacancies, or reduce workhours and overtime. Each point of confusion is addressed below. There was not a monetary impact cited in the report and not addressed in the response.

Span of Control

The report states that in (FY) 2016 the Southern Area had an "average span of 1:31 (one supervisor per 31 employees)". The report lists the span of control for the reviewed sites as 1:35 (page 15). A cursory review of ***Appendix D: Span of Control at 34 Selected Delivery Units*** (page 15) shows that three offices were listed with no supervisors included in the calculations. It is not reasonable to state that were no supervisors at these three Delivery Units. As indicated in the report, "204bs were used to backfill the positions" (page 6) and the span of control ratios listed above clearly did not include 204bs in the calculation. If data from ***Appendix F: Number of Temporary Supervisors at 34 Selected Delivery*** **Units** (page 17) is considered, there were five supervisors providing oversight at these three aforementioned offices. If the 44 temporary supervisors (page 17) were added to the 60 at the reviewed sites, the span of control would be 1:20, well below the 1:26 target.

Supervisor Vacancies

The report lists 292 Southern Area supervisor vacancies for an authorized compliment of 2,547. If the objective of the ***Supervisory Span of Control*** report is to achieve a questioned target of 1:26, data cited in the report reveals that filling all vacant positions would result in a span of control of 1:27. Target would still not be achieved.

PO BOX 224748
DALLAS, TX 75222-4748
214-819-8650
FAX: 214-905-9227

Workhours Over Plan and Overtime Hours

The report indicated that the "span of control challenges" were responsible when "supervisory workhours exceeded the area's FY 2016 plan by 303,670 hours and also contributed to the use of 805,108 hours of overtime by supervisors" (page 3, and Table 2, page 4). The report appears to be incomplete as seven examples of locally generated check lists were presented as representative of daily supervisor duties. There was no evidence that the accuracy of these checklists had been validated. These checklists failed to address all supervisor duties and responsibilities. For example: only one of the seven checklists (page 24) mentioned supervisor duties associated with a retail unit's financial responsibilities. That example was a supervisor issuing stamp stock at 5:49 PM. The report failed to mention the work hours and/or overtime required to complete inter-unit and intra-unit acceptance and transfer of stamp stock, counts of accountable credits, and customer and lobby assistance at the retail window section.

Recommendation 1:

1. Monitor the use of supervisors to detail assignments to ensure they are made for the shortest practical time limit to lessen the impact to post office operations.

Management Response/Action Plan:

Southern Area Human Resources (HR) monitors detail assignments by requiring monthly submissions from the Districts. The data is consolidated into a monitoring tool for the Area. The Southern Area provided the tracking sheet template to the OIG on July 28, 2017.

Target Implementation Date:

N/A

Responsible Official:

The Acting Human Resources Manager, Charisse Newberry, will be responsible for ensuring detail assignments for the Area are logged and monitored.

Shaun E. Mossman

cc: Manager, Corporate Audit Response Management
Area Controller
Area Manager Human Resources
Area Accounting Manager

OFFICE OF
INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

Contact us via our Hotline and FOIA forms.
Follow us on social networks.
Stay informed.

1735 North Lynn Street
Arlington, VA 22209-2020
(703) 248-2100