



AUDIT REPORT

Mail Delivery Issues - Graceland Annex, Chicago District

May 13, 2019



Report Number DRT-AR-19-001



May 13, 2019

MEMORANDUM FOR: RANDY STINES
DISTRICT MANAGER, CHICAGO DISTRICT

An e-signature block showing the text "E-Signed by Rita Oliver" and "VERIFY authenticity with eSign Desktop" above a stylized signature of Rita F. Oliver. A small yellow question mark icon is in the top right corner.

FROM: Rita F. Oliver
Director, Delivery, Retail & Vehicle Operations

SUBJECT: Audit Report – Mail Delivery Issues - Graceland Annex,
Chicago District (Report Number DRT-AR-19-001)

This report presents the results of our audit of mail delivery issues at the Graceland Annex, Chicago District (Project Number 19RG012DR000).

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

Attachment

cc: Corporate Audit and Response Management
Vice President, Delivery Operations
Vice President, Great Lakes Area

Background

This report presents the results of our audit to assess mail delivery on selected routes at the Graceland Annex, Chicago District (Project Number 19RG012DR000). The Graceland Annex is in Chicago, IL, in the Chicago District of the Great Lakes Area. We conducted this audit to provide U.S. Postal Service management with timely information on potential operational risks at the Graceland Annex. See [Appendix A](#) for more information about this audit.

The Graceland Annex has 65¹ city routes and two parcel delivery routes² staffed with 79 regular carriers and 17 City Carrier Associates (CCA). We selected the Graceland Annex to review because of concerns raised by U.S. Representative Mike Quigley (IL-5), Chicago, IL, related to misdelivery of mail, damaged mail, and inconsistent mail delivery. In a letter to the Postmaster General in October 2018, Congressman Quigley outlined persistent mail delivery service issues throughout his district.

The U.S. Postal Service Office of Inspector General (OIG) obtained and analyzed operational indicators for the workload and workforce for Graceland Annex for fiscal years (FY) 2017 and 2018. As outlined in [Table 1](#), the data revealed:

- Increases in delivery points;
- Decreases in mail volume arriving in delivery point sequence (DPS³ volume and Flats Sequencing System⁴ (FSS) volume);
- An increase in mail volumes requiring manual sortation by clerks and carriers (cased volume⁵ and manual volume⁶) by over 81 percent;
- An increase in packages;
- An increase of almost 27 percent in overtime.

¹ One of the 65 routes is an Auxiliary Route-A carrier route which augments and supplements delivery service and normally evaluates at less than 8 hours per day.

² The Parcel Delivery Routes also perform collections.

³ DPS is letter mail sorted in delivery sequence order.

⁴ FSS volume is flat mail sorted in delivery sequence order.

⁵ Cased volume is letter and flat mail a carrier manually sorts in address order to the carrier route line of travel.

⁶ Manual volume is letter and flat mail a clerk manually sorts to the carrier route number.

Table 1. Graceland Annex Operational Indicators

| | FY 2017 | FY 2018 | Difference |
|-------------------------------|------------|------------|------------|
| Delivery Points | 43,504 | 43,794 | 0.67% |
| DPS Volume | 23,941,654 | 22,791,417 | -4.80% |
| FSS Volume | 2,947,653 | 2,594,535 | -11.98% |
| Cased Volume (Carrier) | 6,192,216 | 6,614,889 | 6.83% |
| Manual Volume (Clerk) | 2,042,518 | 3,702,394 | 81.27% |
| Carrier Package Volume | 1,923,691 | 2,054,934 | 6.82% |
| Overtime | 24,113 | 30,581 | 26.82% |

Source: eFlash, Address Management System, Customer Service Variance.

Finding # 1: Mail Delivery Service Issues

Mail was not always delivered on selected routes at the Graceland Annex. Based on our observations and analysis, we identified 17 containers of delayed⁷ mail and packages that were not delivered on city delivery routes on February 25, 2019, the day it was committed (scheduled) for delivery (see Figure 1). The mail (which included Priority Mail and First-Class Mail) and packages were sorted by city letter carrier route and staged in the office.

Figure 1. Delayed Mail in Graceland Annex



Source: OIG audit team at Graceland Annex on February 26, 2019.

Using Postal Service conversion factors,⁸ we estimated there were 1,084 pieces of delayed mail in the 17 containers on February 25, 2019 (see Table 2).

⁷ Delayed mail is mail in the delivery unit after the carriers have left for street delivery.

⁸ Conversion rates in the *Customer Service Daily Reporting System, Guidelines, and Definitions*, September 2016, provide estimates of the number of mailpieces in a container to ensure consistency in comparing volumes from office to office and work operation to operation.

Table 2. Undelivered Mail

| Container Type | Number of Containers | Average Pieces per Full Container | Total Number of Pieces |
|-----------------------------|----------------------|-----------------------------------|------------------------|
| All-Purpose Container (APC) | 10 | 85 | 850 |
| Large Hamper | 5 | 43 | 213 |
| U-Cart | 2 | 11 | 21 |
| Total | 17 | 139 | 1,084 |

Source: OIG analysis is based on Postal Service conversion factors in the Customer Services Daily Reporting System (CSDRS)⁹ Guidelines.

Additionally, we observed a full city route in Graceland Annex, City Delivery Route 62 was not delivered at all on February 25, 2019. Also, of the 65 city routes, nine¹⁰ routes did not have a city letter carrier scheduled to deliver the mail on February 26, 2019, and 11 routes had delayed mail at the carrier cases after the carriers left the unit.

Postal Service policy¹¹ states that all types of First-Class mail, Priority Mail and Priority Express Mail are always committed for delivery on the day of receipt. Any committed mail not processed and taken out for delivery on the day of receipt is delayed.

The mail delivery service issues occurred because of a shortage of full-time clerks and city letter carriers in this unit.

- The OIG analyzed city clerk staffing data which showed 12 authorized clerk positions based on the amount of mail volume received at the station. However, only six clerks were assigned to this location, and only three clerks were scheduled to work on the day of our observation. We observed supervisors, a custodian, and carriers working outside of their crafts to prepare and distribute the mail to carriers. Management stated two clerks were scheduled to start working at Graceland Annex in March 2019; however, one employee did not pass the training.
- The OIG analyzed city letter carrier staffing data which showed 82 city letter carrier positions and three vacancies. Using the On the Rolls Not Available (ORNA) data,¹² we identified 21 city letter carriers assigned to the Graceland Annex were unavailable to perform their duties for various reasons including injury, pending terminations, and higher-level assignments (see Table 3). In addition to these issues, management stated the shortage of carriers in this location was also due to unscheduled leave. Station management stated there were over 10 sick calls from city letter carriers on consecutive days during the week our observations. We found there were eleven carriers on unscheduled leave on February 25, 2019, and nine on

⁹ CSDRS is a delivery unit based system that provides a snapshot of the daily condition of the mail at the point in time when the carriers have departed for the street and provides a formal delayed mail reporting tool.

¹⁰ Segments of four routes were assigned to carriers for delivery.

¹¹ Delivery Unit Service Talk-Committed Mail & Color Code Policy for Marketing Mail, February 2019.

¹²The ORNA report was obtained from the Scheduling and Staffing Tool (SST). The report identifies employees, by craft, that are on the employee roll but are not available to perform the duties for their job.

February 26, 2019. Further, station management stated the carrier on City Route 62 was sent home due to a uniform infraction and no staff was available to deliver the mail on the route that day.

Table 3. City Letter Carriers Unavailable at Graceland Annex

| Reason | Total |
|---|-----------|
| Limited Duty ¹³ (Work related) | 5 |
| Injury on Duty | 4 |
| Other | 4 |
| Pending Termination | 2 |
| Higher Level | 2 |
| Working in Another Craft | 1 |
| Light Duty ¹⁴ (Non-work Related) | 1 |
| Resigned | 1 |
| Leave - 6 Months or Greater | 1 |
| Total | 21 |

Source: Scheduling and Staffing Tool.

In discussions with Chicago District management, officials stated that when alerted of the delayed mail and staffing issues at the Graceland Annex, they responded by dispatching 25 additional city letter carriers within the Chicago District to the Graceland Annex to deliver the delayed mail on city routes on February 26, 2019.

According to Postal Service policy,¹⁵ managers must review all communications that may affect the day's workload, and be sure replacements are available for unscheduled absences. Further, they must develop contingency plans for situations that may interfere with normal delivery service. The shortage of regular carriers and clerks resulted in inconsistent, untimely and no daily mail delivery to customers.

Recommendation #1: We recommend the **Manager, Chicago District**, review and assign the correct number of clerks and carriers to Graceland Annex based on the Chicago District staffing plan.

Finding # 2: Unreported Delayed Mailpieces

Management did not always ensure all delayed mail was accurately reported. Our analysis of city delivery operations data identified that Graceland Annex management did not accurately report mail flow issues and delayed mail during our observations. They indicated all delayed mail volume had been reported in CSDRS, the system used

¹³ Limited Duty assignments are provided to an employee with an on-the-job illness or injury. These assignments permit employees to work within their medically prescribed physical restrictions.

¹⁴ Light Duty assignments are provided to an employee with a non-work-related illness or injury.

¹⁵ Handbook M-39, *Management of Delivery Services*, TL-13, 03-01-98, Section 111.2.

to record delayed mail. However, we observed multiple classes of delayed mail during our two days of observation and found only delayed Marketing Mail reported for February 26, 2019.

CSDRS is the formal reporting process of delayed mail and is critical in fulfilling the requirement to report delayed mail¹⁶. Further, managers are required to report¹⁷ all mail that remains in a reporting unit after the carriers have left the office to begin their street duties. The delivery service manager must perform and organize work to determine any irregularity in the flow of mail between distribution and delivery and interact with other unit managers to work toward correcting this irregularity.

Inaccurate reporting of delayed mail in CSDRS provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Recommendation #2: We recommend the **Manager, Chicago District**, instruct the **Postmaster, Chicago** and **Graceland Annex management**, to follow city delivery standard operating procedures for reporting delayed mail.

Finding # 3: Late Arriving and Unsorted Working Mail

Mail arrived consistently late to Graceland Annex with large quantities of working mail, requiring additional sorting by clerks and casing by carriers. During Quarter (Q)1 FY 2019, the Cardiss Collins Processing and Distribution Center (P&DC) dispatched 108 late trips, on 67 days, to the Graceland Annex. During our observations, we saw mail arrive almost three hours after the agreed upon time for the last scheduled trip from the P&DC. We observed carriers waiting for mail to be sorted and distributed from clerks, which extended their time in the office. Per Postal Service policy,¹⁸ supervisors and managers are responsible for managing office operations, such as mail distribution, to meet daily operational performance and service standards, to ensure an even flow of mail is provided to the carriers.

Graceland Annex management and the P&DC did not have an updated and signed Integrated Operating Plan (IOP) showing agreed upon arrival times and mail mix for the station. The IOP is a contract between the mail processing plant and the delivery unit. The IOP contains the unit's Mail Arrival Profile to help stabilize mail flow because it contains written expectations between mail processing facilities, transportation, customer services operations, and the delivery unit for the arrival time and quality of the unit's mail¹⁹. An updated and signed IOP, which must be on file in the unit.²⁰, would

¹⁶ CSDRS is a delivery unit based system that provides a snapshot of the daily condition of the mail at the point in time when the carriers have departed for the street and provides a formal delayed mail reporting tool.

¹⁷ Customer Service Daily Reporting System, Guidelines and Definitions, September 2016.

¹⁸ Handbook M-39, TL-13, 03-01-98 137 updated with *Postal Bulletin* revisions through March 18, 2004.

¹⁹ Staffing and Scheduling Tool, Function 4 Applications User Guide, October 2016, Version 2.1

²⁰ *Field Operations Standardization Development, Morning Standard Operating Procedures II Guidebook*, Section 2.2, 2007.

help ensure consistency during any personnel changes. This information is critical to establishing appropriate staffing and reporting times to eliminate carrier delays. District management stated they were aware of the late mail arrivals at Graceland Annex from the Cardiss Collins P&DC.

Late arriving mail, in addition to the staffing shortages, contributed to delays in the station's Distribution Up Time (DUT). The DUT is the time clerks complete sortation to distribute mail to each city delivery route.²¹ Our analysis and observations showed that between January 26, 2019, and February 25, 2019, the station's scheduled DUT of 9:15 a.m. was not met during this period. The average delay for this time was one hour and 47 minutes. Consequently, carriers departed the office to begin street delivery later than the established route times. The OIG reviewed route data for Q1, FY 2019, which showed that about 50 percent of the units' carriers were on the street after 6 p.m., 13 percent after, 7 p.m., and four percent after 8 p.m. (see [Table 4](#)). The Postal Service's goal is for 90 percent of city letter carriers to return from street operations before 5 p.m. Carriers returning to their units on time helps the Postal Service meet its operational goals.

**Table 4. Graceland Carrier Annex Carriers
Delivering After 6 p.m. – 8 p.m.**

| Month (2018) | Number of Carrier Occurrences Clocked to LDC 22 | Percentage of Carriers After 6 p.m. | Percentage of Carriers After 7 p.m. | Percentage of Carriers After 8 p.m. |
|-----------------|---|--|---|---|
| October | 1,602 | 44% | 1% | 0% |
| November | 1,522 | 51% | 10% | 3% |
| December | 1,502 | 55% | 28% | 10% |

Source: Enterprise Data Warehouse.

Recommendation #3: We recommend the **Manager, Chicago District**, update Mail Arrival Profile and the Integrated Operating Plan for Graceland Annex and the Chicago Processing and Distribution Center to reflect accurate mail arrival times and mail mix.

Finding # 4: Incorrect Office and Street Workhours

Management did not always supervise and oversee city delivery operations to ensure all carriers charged appropriate workhours to office and street time. The OIG analyzed city delivery workhours and identified that some carriers moved from office time to street time while they waited for mail to arrive from the processing centers. Our analysis of the

²¹ Carriers must wait for the DUT to be completed to retrieve the remainder of the route's mail and packages to be delivered that day.

Delivery Management System (DMS)²² data indicated that on February 26, 2019, there were over 96 hours²³ where carriers were clocked to street time but had not departed the units to begin street delivery on routes. On February 27, 2019, there were over 78 hours in this category.

Station management stated Chicago District policy does not allow carriers to move to the Stand-by²⁴ operation, which would more accurately reflect workload and productivity. This practice resulted in higher street and lower office times at the unit, which skewed the actual amount of time reported in the office waiting for mail to be prepared. Further, we identified the station incurred 112 hours of overtime (OT) and penalty overtime (POT) on February 26, 2019 and about 84 hours of OT and POT on February 27, 2019.

Postal Service policy²⁵ states carriers should proceed directly to their vehicles and load the mail in an orderly fashion after clocking onto street time. In addition, Postal Service policy²⁶ states stand-by hours are hours recorded for which career bargaining unit employees are guaranteed workhours, as required by applicable national labor agreements, but for which there is insufficient work available. Field site managers and supervisors have responsibility for directing and ensuring the accurate recording of nonproductive hours.

Insufficient supervision and oversight of city delivery operations resulted in additional city delivery labor costs to deliver mail on routes. We estimated the Graceland Annex incurred \$7,986 in questioned costs.

Recommendation #4: We recommend the **Manager, Chicago District**, instruct the **Postmaster, Chicago** and **Graceland Annex management**, follow city delivery standard operating procedures for reporting and managing workhours.

Finding # 5: Questionable Package Scans

The Graceland Annex had 6,800 questionable package scans in Q1, FY 2019. Specifically, packages received stop-the-clock-scans at locations other than the delivery point.

²² The DMS Tool will provide route status for the day to day management of deliveries, routes and carriers.

²³ The total minutes (hours) carriers exceeded 20 minutes to load their vehicle.

²⁴ Stand-by time is used for unplanned, low-work-volume periods.

²⁵ Handbook M-39, Management of Delivery Services, March 1998. Updated with *Postal Bulletin* revisions through March 18, 2004

²⁶ Handbook M-32, *Management Operating Data System* (MODS).

We analyzed the Global Positioning System (GPS) data in the Product Tracking Reporting System which showed employees performed the stop-the-clock scan²⁷ at the Graceland Annex and not at the delivery point. During our observations, we randomly sampled scanning and tracking data for 52 undelivered packages. We found that 38 packages were incorrectly scanned as “Attempted-No Access”, which indicates the Postal Service tried to deliver the item in-person, to the customer or to the mailbox and the customer was unavailable, and/or the item could not be left in the mailbox or secure location due to a building access issue. The packages were addressed to different locations; however, they were scanned at the same time. Further, the packages were scanned by a mobile device²⁸ assigned to a clerk operation rather than to a carrier. In addition, we identified 11 packages in the “Left Notice” area that showed eight of these 11 packages had a stop-the-clock scan at a location other than the delivery point. In addition, one package had no delivery scan information. These 46 packages should have been scanned at the delivery point per Postal Service policy²⁹ which states that city carriers must perform stop-the-clock scans for packages at the point of delivery.

According to district management, there have been issues with improper scanning, including manual data entries, but no specific reason for the improper scanning was provided. Further, district management stated there has been a shortage of the Mobile Delivery Devices (MDD) used by carriers during street delivery. Management indicated carriers will use an Intelligent Mail Device (IMD) during delivery; however, the IMD does not provide GPS information. Station Management stated they have conducted stand-up talks and provided coaching to carriers on proper scanning and have seen a reduction in improper scanning since our visit.

According to Postal Service policies,³⁰ the Postal Service’s goal is to make sure mail is delivered to the correct address with proper service, which includes scanning every mail piece ensuring 100 percent visibility throughout the process.³¹

Ensuring carriers are aware of scanning policies can potentially improve mail delivery service on routes, increase customer satisfaction and enhance the customer experience.

Recommendation #5: We recommend the **Manager, Chicago District**, instruct the **Postmaster, Chicago** and **Graceland Annex management**, to follow city delivery standard operating procedures for scanning mailpieces.

²⁷ The Postal Service measures package delivery service performance from the point of acceptance through first delivery attempt. When a carrier attempts to deliver a package at the delivery location, it gets a stop-the-clock scan, indicating the Postal Service has completed its commitment to deliver or attempt to deliver the package.

²⁸ Intelligent Mail Device (IMD) – a device used for near real-time wireless upload of scanned packages.

²⁹ Delivery and Retail Standardization, Tab 3, Section 5, Scanning Performance.

³⁰ Delivery Done Right initiative.

³¹ *Scanning at a Glance – Delivering 100 percent Visibility*, August 2011.

Management's Comments

Management agreed with the findings, recommendations, and monetary impact.

In response to recommendation 1, management agreed with the need to review and assign the correct number of clerks and carriers to Graceland Annex based on the Chicago District staffing plan. Management stated actions have been taken to bring the staffing at the Graceland Annex to an acceptable level. Management's target implementation date is June 30, 2019.

In response to recommendation 2, management agreed with the need to follow city delivery SOPs for reporting delayed mail. Management stated the Chicago District will conduct refresher training at the Graceland Annex for all management staff on the proper procedures to report and document delayed mail and curtailed mail volume in the CSDRS. Management's target implementation date is May 31, 2019.

In response to recommendation 3, management agreed with the need to update the Mail Arrival Profile and IOP for Graceland Annex and the Chicago P&DC to reflect accurate mail arrival times and mail mix. Management stated the Chicago District and P&DC management will meet to review the current IOP and update dispatching times to meet current mail flows and platform dispatch times to the Graceland Carrier Annex. Management's target implementation date is May 31, 2019.

In response to recommendation 4, management agreed with the need to follow city delivery standard operating procedures (SOP) for reporting and managing workhours. Management stated the Chicago Postmaster has identified subject matter experts to train and instruct Graceland Carrier Annex management on the SOP for documenting, reporting, and managing workhours. Management's target implementation date is May 31, 2019.

In response to recommendation 5, management agreed with the need to follow city delivery SOPs for scanning mailpieces. Management stated Chicago District management will train and validate that all employees understand the objective of real time visibility and scanning integrity. Management's target implementation date is May 31, 2019.

See [Appendix B](#) for management's comments in their entirety.

Evaluation of Management's Comments

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

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed.

Recommendations 1-5 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

Scope and Methodology

Our objective is to assess mail delivery on selected routes at Graceland Annex, Chicago District.

To accomplish our objective, we:

- Analyzed Time and Attendance Collection System (TACS) and Delivery Management System (DMS) data and other delivery metrics such as percent to standard, package volume changes, questionable scans, to assess performance of delivery operations.
- Analyzed Enterprise Customer Care System (eCC) case data to assess mail delivery of customers in the Graceland Carrier Annex service area.
- Reviewed Yelp! reviews for potential issues in specific zones and routes.
- Interviewed area management to discuss recent route evaluations and other corrective action taken at Graceland Carrier Annex and assess if the actions resulted improved in mail arrival from the plant.
- Interviewed Chicago District management to discuss issues at the Graceland Carrier Annex.
- Identified routes for interviews based on eCC cases and/or social media indications.
- Visited delivery unit and observe office delivery operations, customer service back office.
- Selected a sample of parcels in the Left Notice parcel area to review scanning information.
- Evaluated the process completed by delivery supervisory personnel in response to eCC cases.
- Determined whether the delivery unit is the meeting service level agreement of 90 percent of eCC cases resolved within one to three days.
- Reviewed staffing complement, including carriers on Office of Workers' Compensation Programs, Family Medical Leave Act, and unscheduled leave.

We assessed the reliability of TACS and DMS data by conducting data reliability testing for completeness, accuracy, and validity. We determined the data were sufficiently reliable for the purposes of this report. Although we did not test the validity of controls over these systems, we assessed the accuracy of the data by reviewing existing

information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. Therefore, we determined the data were sufficiently reliable for the purposes of this report.

We conducted this audit from February through May 2019, in accordance with generally accepted government auditing standards. 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 April 19, 2019, and included their comments where appropriate.

Appendix B: Management's Comments

DISTRICT MANAGER
CHICAGO DISTRICT



May 9, 2019

Rita F. Oliver
Director, Delivery, Retail & Vehicle Operations

SUBJECT: Mail delivery Issues – Graceland Annex, Chicago District (Report Number DR-AR-19DRAFTJ)

Chicago District management agrees with the findings and recommendations to the subject Graceland Annex Report including monetary impacts.

Recommendations

- 1. Manager, Chicago District, review and assign the correct number of clerks and carriers to Graceland Annex based on the Chicago District staffing plan.**

Management Response/Action Plan:

The Chicago District agrees with the report recommendations to review and assign the correct number of clerks and carriers to the Graceland Annex where contractually applicable. Actions have been taken to with the Graceland Annex staffing to bring the Graceland Annex at an acceptable level. Additional employees have been assigned to augment the Graceland Annex staffing. (Additional staffing names are attached).

Chicago District Manager, Randy Stines and Chicago Complement Coordinator, Carolyn Chambers continually review and assign the clerks at Graceland Annex.

Target Implementation Date:

June 2019 in accordance with the National Agreement (Organizational Bid Structure).

Responsible Officials:

Chicago District Manager, Randy Stines and Chicago Postmaster, Wanda Prater.

433 W. HARRISON STREET, ROOM 8020A
CHICAGO, IL 60699-3926
PHONE: 312-983-8030 FAX: 312-983-8010
WWW.USPS.COM

2. The Manager, Chicago District, instruct the Postmaster, Chicago and Graceland Annex management, to follow city delivery standard operating procedures for reporting delayed mail

Management Response/Action Plan:

The Chicago District agrees with the draft recommendations to follow city delivery standard operating procedures for reporting delayed mail.

The Chicago District will conduct refresher training at the Graceland Annex for all EAS staff on the proper procedures to report and document delayed and curtailed mail volume in the USPS Customer Service Delivery Reporting System (CSDRS) and document the training on PS form 2548. To ensure future compliance CSDRS refresher training will be completed in May 2019 at the Graceland Annex. Attached are prior documented CSDRS training of the management team at Graceland Annex.

Target Implementation Date:

Refresher training will be completed by May 2019.

Responsible Official:

Chicago Postmaster, Wanda Prater and Manager Operations Programs Support, Donald Good.

3. The Manager, Chicago District, update Mail arrival Profile and the Integrated Operating Plan for Graceland Annex and the Chicago Processing and distribution Center to reflect accurate mail arrival times and mail mix.

Management Response/Action Plan:

The Chicago District agrees with recommendations to update the Mail arrival Profile and the Integrated Operating Plan for Graceland Annex and the Chicago Processing and Distribution Center to reflect accurate mail arrival times and mail mix. Sr. Plant Manager, John Colao In-Plant Support Manager Scott Gantner, Manager Distribution Operations, Karin Nowatzke, Transportation/Networks Manager Jean Goeken and Manager Operations Programs Support, Donald Good will meet and review current

IOP, update dispatching times to meet current mail flows and platform dispatch times to the Graceland Carrier Annex. The result will reflect accurate mail arrival times and mail mix.

Target Implementation Date:

May 2019

Responsible Official:

Sr. Plant Manager, John Colao, In-Plant Support Manager, Scott Gantner, Manager Distribution Operations, Karin Nowatzke, Transportation/Networks Manager, Jean Goeken and Operations Programs Support Manager, Donald Good.

- 4. The Manager, Chicago District, instruct the Postmaster, Chicago and Graceland Annex management, to follow city delivery standard operating procedures for reporting and managing workhours.**

Management Response/Action Plan:

The Chicago District agrees with the recommendations to ensure Graceland Annex follow city delivery standard operating procedures for reporting and managing workhours.

Chicago Postmaster has identified Subject Matter Experts (SMEs) from Operations Programs Support and Finance to train and instruct the Graceland EAS Team on the standard operating procedures for documenting, reporting and managing workhours.

Target Implementation Date:

May 2019

Responsible Official:

Chicago Postmaster Wanda Prater, Financial Programs Compliance Manager, Valitta Hunter, Manager, Delivery and Customer Service Programs, Oscar Evaristo.

5. **The Manager, Chicago District, instruct the Postmaster, Chicago and Graceland Annex management, to follow city delivery standard operating procedures for scanning mail pieces.**

Management Response/Action Plan:

The Chicago District agrees with recommendations the Graceland Annex management, to follow city delivery standard operating procedures for scanning mail pieces.

The Chicago Postmaster, Wanda Prater and Chicago MCSO Deundra Campbell have trained and validated that all employees, (craft and EAS) understand the objective of real time visibility and scanning integrity.

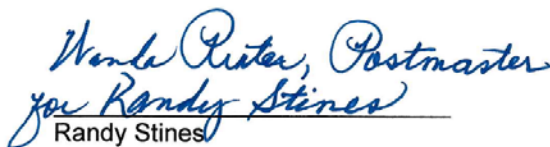
Target Implementation Date:

District will provide refresher training and conduct follow up audits by May 2019.

Responsible Official:

Chicago District Manager, Randy Stines, Chicago Postmaster, Wanda Prater, Chicago MSCO, Deundra Campbell.

Please contact Randy Stines, District Manager, Chicago, via email or by phone at 312-983-8030, should you have any questions regarding this response.


for Randy Stines
Randy Stines

cc: Manager, Corporate Audit Response Management