



December 5, 2003

DANNY C. JACKSON
VICE PRESIDENT, GREAT LAKES AREA OPERATIONS

WILLIAM P. GALLIGAN
ACTING VICE PRESIDENT, DELIVERY AND RETAIL

SUBJECT: Audit Report – Vehicle Maintenance Facilities – Chicago District –
Accidental Vehicle Damage Cost and Vehicle Safety, Security, and
Appearance (Report Number NL-AR-04-002)

This report is one in a series of reports that presents the interim results from our self-initiated audit of vehicle maintenance facilities (Project Number 02YG012TD001). The objective of our audit was to determine whether vehicle maintenance facility operations were effective. This report focuses on whether the Chicago District complied with Postal Service fleet management policies regarding accidental damage, as well as vehicle safety, security, and appearance.

We concluded the Chicago District did not always comply with Postal Service fleet management policies regarding accidental damage, as well as vehicle safety, security, and appearance. To illustrate, during the 24-month period from February 24, 2001, through February 21, 2003, the Chicago District incurred approximately \$900,000 in preventable or unnecessary repair costs because personnel conducting Postal Service business accidentally damaged vehicles—or because officials did not pursue restitution from private parties who caused damage to Postal Service vehicles. We also concluded the district could save up to \$1.2 million over the next 2 years if accidental damage is prevented, or damage claims are properly pursued. Further, we concluded that many Chicago District vehicles were unsafe; did not securely protect the mail; and their appearance reflected poorly on the Postal Service. These conditions existed because managers did not enforce compliance with fleet management policies. We recommended management officials pursue damage claims; inspect and repair deficiencies; and reinforce vehicle damage claim, safety, and maintenance policies and procedures.

Management agreed with all of our recommendations. The actions management has taken or planned should correct the issues we identified in our report. Management agreed that our recommendations would lead to significant cost reductions. However, they disagreed with our specific estimate of potential cost savings. We addressed management's disagreement with our savings estimate in our evaluation of

management's comments. Management's comments and our evaluation of these comments are included in the report.

The Office of Inspector General (OIG) considers recommendations 1 through 3 significant and, therefore, requires OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. These recommendations should not be closed in the follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

We appreciate the cooperation and courtesies provided by your staff during the audit. If you have any questions or need additional information, please contact Joe Oliva director, Network Operations - Logistics, at (703) 248-2100, or me at (703) 248-2300.

Mary W. Demory
Deputy Assistant Inspector General
for Operations and Human Capital

Attachment

cc: John A. Rapp
Michael F. Spates
Susan M. Duchek

INTRODUCTION

Background

The Postal Service has more than 326 vehicle maintenance facilities nationwide. These facilities manage a fleet of more than 208,000 vehicles with a value exceeding \$3.3 billion. Over 2,700 vehicles with a value exceeding \$42 million are assigned to the Chicago District.



Western Auxiliary Vehicle Maintenance Facility, Chicago, Illinois.

Objective, Scope, and Methodology

The objective of our audit was to determine whether vehicle maintenance facility operations were effective. This report focuses on whether the Chicago District complied with Postal Service fleet management policies regarding accidental damage, as well as vehicle safety, security, and appearance.

During our audit, we interviewed various Postal Service officials; analyzed relevant policies and procedures; judgmentally selected Chicago vehicle maintenance facilities and post offices for on-site vehicle inspections; examined vehicle maintenance and repair records for all 2,700 vehicles; and photographed vehicles and operations. This audit was conducted from October 2002 through December 2003, in accordance with generally accepted auditing standards, and included such tests of internal controls as were considered necessary under the circumstances. Because internal control requirements like documentation and record retention were not adequate, our work was constrained, and we were not able to more precisely analyze the cost of damage. We discussed our conclusions and observations with appropriate management officials, and included their comments, where appropriate.

We relied on computer-processed data from the Vehicle Management Accounting System to identify repair costs. We did not establish the data's reliability. In our opinion, use of this data did not adversely affect the audit results.

Prior Audit Coverage

Our report, Safety and Security of the Postal Service Leased Trailer Fleet (TR-AR-01-002, dated March 30, 2001), projected that 25 percent of trailers--or almost 2,200 of the population of 8,715 trailers--did not meet minimum federal safety standards, including such deficiencies as bald tires, damaged or missing lights, reflectors, mud flaps, doors, load restraint systems,



Trailer Damage at Mail Transport Equipment Service Center.

and bumpers. We also found that 1,515 trailers--or more than 68 percent of the trailers we projected as failing safety standards--did not have current safety inspections. In addition, many had missing or incomplete inspection, repair, and maintenance records. We made three recommendations to management to address the safety issues we identified in our report. Management agreed with all of our recommendations and is taking action to address the issues we identified. For additional prior audit coverage, see Appendix A.

AUDIT RESULTS

Vehicle Accidents, Safety, Security, and Appearance

The Chicago District did not always comply with Postal Service fleet management policies regarding accidental damage, as well as vehicle safety, security, and appearance. To illustrate:

- During the 24-month period from February 24, 2001, through February 21, 2003, the Chicago District incurred approximately \$900,000 in preventable or unnecessary costs because personnel conducting Postal Service business accidentally damaged vehicles or because officials did not pursue restitution from private parties who caused damage. The Chicago District could save up to \$1.2 million over the next 2 years if accidental damage is prevented, or if damage claims are properly pursued. For an explanation of monetary impact, see Appendix C.



South Chicago Post Office.



Roberto Clemente Post Office.

- Many Chicago District vehicles were unsafe, did not securely protect the mail, and their appearance reflected poorly on the Postal Service.



Mount Greenwood Post Office.



Roseland Post Office.

Accidental Damage

Postal Service Handbook PO-701, Fleet Management, dated March 1991, requires drivers to operate vehicles safely, and prevent damage. The handbook also requires officials to reduce accidental cost by taking and documenting accident prevention measures like driver training, observation, testing, counseling, and suspension. The handbook suggests vehicle accidents are preventable, but are caused by negligent personnel conducting Postal Service business, or negligent private parties. It requires Postal Service officials to investigate all accidents, determine fault, and when private parties damage Postal Service vehicles, pursue claims for restitution.

Our examination revealed the Chicago District did not comply with Postal Service accident prevention, investigation, or damage claim policy. Specifically, our review of maintenance records for all 2,700 vehicles assigned to the Chicago District, disclosed that during the period February 24, 2001, through February 21, 2003, the district incurred accidental damage costs of approximately \$900,000. However, we found that district personnel neither completed nor retained accident documentation. As a result, we could not determine whether officials pursued required accident prevention measures like driver training, observation, counseling, or license suspension; investigated accidents; or pursued damage claims against private parties who damaged Postal Service vehicles. This occurred because managers did not enforce compliance with fleet management policies regarding accident damage. Instead, the district simply paid accident repair costs that could have

been prevented or recovered. Correcting these deficiencies could save the Chicago District up to \$1.2 million over the next 2 years.¹



Roberto Clemente Post Office.

Vehicle Safety,
Security, and
Appearance

Handbook PO-701 requires drivers and managers to properly maintain vehicles so they are safe, securely protect the mail, and present an appropriate appearance.

Our examination revealed the Chicago District did not comply with Postal Service fleet management policies regarding vehicle safety, security, and appearance. Specifically, during our on-site inspection of vehicles at eight judgmentally selected post offices during October 2002 and February 2003, we identified 460 safety, security, or appearance deficiencies on 265 vehicles. Specifically, we identified broken or missing lights and mirrors; missing or significantly damaged bumpers; worn tires; broken hood and door latches; broken or missing windows; body damage; peeling paint and Postal Service logos; and graffiti.

¹Our analysis of approximately \$900,000 in unnecessary accident costs identified an average cost of \$46,162 per accounting period, projecting potential savings of up to \$1.2 million over 2 years. See Appendix C.



Mount Greenwood Post Office.



Mount Greenwood Post Office.

In February 2003, we reinspected 89 judgmentally selected vehicles of the damaged vehicles we found in October and found that 86 of the 89 vehicles previously inspected still had the deficiencies originally identified. A more detailed summary of our inspection is provided in Appendix B.

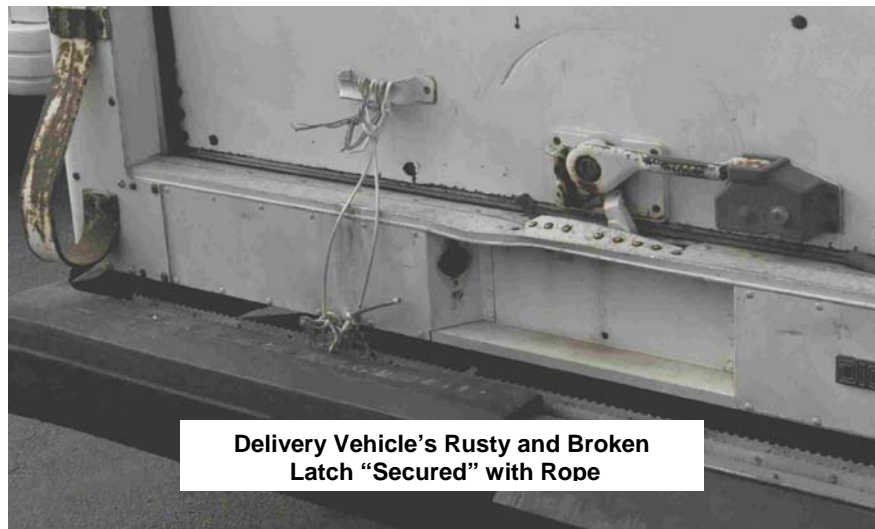


Roseland Post Office.



Auburn Park Post Office.

These unsatisfactory conditions existed because management did not enforce compliance with vehicle safety, security, and appearance requirements specified by Handbook PO-701. For example, vehicle maintenance facility personnel explained that drivers and supervisors did not conduct required daily vehicle inspections. Consequently, required repairs were not identified or completed until routine regularly scheduled maintenance was performed.



South Chicago Post Office.

Because these deficiencies were not immediately reported, vehicles in the Chicago District were not properly maintained or repaired; were unsafe; presented a threat to Postal Service personnel and the public; did not properly protect the mail; were in deteriorated condition; and reflected poorly on the Postal Service. In addition, officials could not take appropriate actions, such as providing additional driver training, to help prevent damage to vehicles.

Recommendations

We recommend the vice president, Great Lakes Area Operations:

1. Direct Chicago vehicle managers to immediately file all appropriate damage claims, inspect its fleet of vehicles, and immediately repair all deficiencies and damage.

**Management's
Comments**

Management agreed with our recommendation. They stated they will direct the Chicago District to file all appropriate damage claims and that the Chicago vehicle maintenance facility is currently addressing the issues of fleet appearance and safety. Management also stated that a vehicle deficiency report will be developed for each Postal

Service station, which lists deficiencies in the area of safety, operational and unreported accident damage, and the list will be acted upon expeditiously. Management's comments, in their entirety, are included in Appendix D of this report.

**Evaluation of
Management's
comments**

Management's comments were responsive to our recommendation. We believe the actions management has taken or planned are sufficient to address the issues we identified in the report.

Recommendation

We recommend the vice president, Great Lakes Area Operations:

2. Reinforce, through means such as additional training and written guidance, the vehicle damage claim, safety, security, and maintenance provisions contained in Postal Service Handbook PO-701, Fleet Maintenance, dated March 1991.

**Management's
Comments**

Management agreed with our recommendation. They stated vehicle maintenance mechanics and technicians were being retrained or were scheduled for training with procedures contained in Handbook PO-701, Fleet Maintenance, and in the Vehicle Maintenance Bulletin, V-07-98, dated June 1, 1998. Management also stated that tort claim training was being requested; that a national review team had been asked to perform a follow-up review of the vehicle maintenance facility in the Chicago District; and that an action plan addressing the audit recommendations was put into effect immediately.

**Evaluation of
Management's
comments**

Management's comments were responsive to our recommendation. We believe the actions management has taken or planned are sufficient to address the issues we identified in the report.

Recommendation

We recommend the acting vice president, Delivery and Retail:

3. Review and reinforce policies, training programs, and other guidance necessary to cause Postal Service officials, managers, and employees to appropriately pursue damage claims from negligent third parties who

damage Postal Service vehicles-and to maintain vehicles that are safe, protect the mail, and reflect positively on the Postal Service.

Management's Comments	Management agreed with our recommendation. They stated that Delivery and Retail would work with the Managing Counsel to revise Handbook PO-701, <u>Fleet Maintenance</u> , and Handbook PO-702, <u>Accident Investigations—Tort Claims</u> , and they expected to publish the recommendations before January 2004. Management also stated that to build continuous improvement in vehicle maintenance operations, a national model vehicle maintenance facility review team was formed and the Chicago vehicle maintenance facility was audited. In addition, management stated the headquarters Safety Performance Management group was taking separate follow-up action with the Great Lakes Area to determine appropriate improvements to the Chicago District's safety and accident reporting program, and that Delivery and Retail would assist the area with follow-up action as necessary.
Evaluation of Management's Comments	Management's comments were responsive to our recommendation. We believe the actions management has taken or planned are sufficient to address the issues we identified in the report.
Additional Management's Comments	Management agreed that our recommendations would lead to significant cost reductions. However, they disagreed with our specific estimate of potential cost savings.
Evaluation of Management's Additional Comments	In our report, we specified that management controls like documentation and record retention were not adequate; the adequacy of the records constrained our work; and as a result, we were unable to more precisely analyze cost. Had required management records been more complete, our estimates could have been more precise. However, throughout our audit we consulted with subject matter experts who routinely guided our work. In consultation with our subject matter experts, we concluded the most objective measure to communicate the magnitude of the issues we raised, was to identify all damage costs and qualify those costs as an upper limit or potential. In that context, we consider our estimates appropriate.

APPENDIX A. PRIOR AUDIT COVERAGE

Our report, Leased Trailer Deficiencies in the New York Metro Area (TR-MA-01-001, dated March 30, 2001), identified deficiencies we found while visiting the New York Metro Area to inspect the statistically selected trailers included in the audit referred to on page 2. The trailers we observed were not within our randomly selected statistical sample. However, because the trailers appeared to be old and in substandard condition, we conducted a limited inquiry. In response to our inquiry, the contractor was unable to provide maintenance history files or safety compliance records as required by the contract. Our advisory suggested that management require the contractor to meet contract provisions regarding safety, maintenance, and appearance; and that if the provisions were not met, consider contract cancellation. Management agreed with all of our suggestions.

Our report, Trailer Damage (TD-MA-02-002, dated March 22, 2002), revealed the Postal Service had an opportunity to save up to \$1 million annually by reducing unnecessary damage to trailer doors. Specifically, we found trailer door damage was a significant avoidable cost, caused primarily by cargo that was not properly loaded or secured, and as a result, shifted in transit and caused damage. We also concluded the unnecessary damage was caused, at least in part, because Postal Service personnel did not comply with safety provisions specified by Postal Service Handbook PO-701, Fleet Maintenance, dated March 1991, or with other Postal Service policies and procedures. We made two recommendations to management to address the issues we identified and management agreed with both our recommendations. Management is implementing the actions to correct the deficiencies.

Our report, New York Metro Area Trailer Acquisition – Safety and Length (TD-AR-03-001, dated October 28, 2002), concluded, in part, the existing New York Metro Area 40-foot trailer fleet did not meet federal or contract safety standards, including such deficiencies as rusted or damaged frames, bald tires, and expired safety stickers. We recommended that contracting officers enforce federal and lease safety and maintenance requirements. Management agreed with our recommendation. Management is implementing actions to correct the deficiencies.

APPENDIX B

ANALYSIS OF CHICAGO DISTRICT VEHICLE INSPECTIONS VEHICLE DEFICIENCIES IDENTIFIED²

Deficiency Type	Number of Deficiencies		
	Owned Vehicles	Leased Vehicles	Total
Broken or Missing Mirrors	126	7	133
Broken or Missing Lights			
Signals	3	0	3
Headlights	2	3	5
Tail Lights	6	18	24
Missing or Significantly Damaged Bumpers	31	31	62
Worn or Low Tires	6	1	7
Broken Hood Latches	14	1	15
Broken or Missing Windows	13	2	15
Broken Door Latches	2	3	5
Moderate to Severe Body Damage	72	62	134
Peeling Postal Service Logos	34	0	34
Peeling Paint	13	0	13
Graffiti	10	0	10
Total Deficiencies	332	128	460
Number of Post Offices Visited			8
Number of Vehicles with Exceptions	193	72	265
Number of Vehicles Assigned to the Offices Visited	305	95	400

² The offices visited were not selected in accordance with probability sampling procedures; therefore, these results should not be assumed to be representative of the universe of vehicles or offices because such assumptions cannot be made with a known degree of reliability.

APPENDIX C

SUMMARY OF MONETARY IMPACT FOR VEHICLE REPAIR

Chicago District vehicle repair costs/claims for damaged vehicles:

Owned vehicle repair costs	\$444,537 ³
Accounting period 7, 2001 through accounting period 6, 2003 (February 24, 2001, through February 21, 2003)	
Leased vehicle repair claims	432,935 ⁴
Not available by accounting period (January 1, 2002, through February 21, 2003)	_____
Total (owned and leased)	\$877,472*

Average Chicago District repair costs/claims per accounting period for damaged vehicles:

Owned vehicle repair costs	\$17,098
(\$444,537/26 accounting periods)	
Leased vehicles repair claims	29,064
(\$432,935/417 days in period reviewed = \$1038/day x 28 days in an accounting period)	_____
Total (owned and leased)	\$46,162

Estimated Chicago District repair costs/claims
for owned and leased vehicles for 2 years: \$1,200,212**
(\$46,162 per accounting period x 26 accounting periods)

* Represents unrecoverable costs

** Represents funds put to better use

³ Actual costs recorded in the Vehicle Management Accounting System.

⁴ Actual claims submitted to the Chicago District for leased vehicle damages. Claim costs provided by Chicago District personnel. Data was not available prior to January 2002.

APPENDIX D. MANAGEMENT'S COMMENTS



September 25, 2003

MARY W. DEMORY
DEPUTY ASSISTANT INSPECTOR GENERAL
FOR CORE OPERATIONS
OFFICE OF INSPECTOR GENERAL

MAIL TO: KIM H. STROUD
DIRECTOR
AUDIT OPERATIONS AND FOLLOW-UP
OFFICE OF INSPECTOR GENERAL

SUBJECT: Draft Audit Report—Vehicle Maintenance Facilities—Chicago District—Accidental Vehicle Damage and Vehicle Safety, Security, and Appearance (Project Number 02YG012TD001) **Amended**

We are in concurrence with the findings and recommendations reported in the draft audit report Vehicle Maintenance Facilities—Chicago District—Accidental Vehicle Damage and Vehicle Safety, Security, and Appearance (Project Number 02YG012TD001). We believe that the audit correctly identified several items which are currently being addressed or will be addressed by the Chicago District in the near future.

Recommendation 1: Direct Chicago vehicle managers to immediately file all appropriate damage claims, inspect its fleet of vehicles, and immediately repair all deficiencies and damage.

Response: The Chicago District will be directed to file all appropriate damage claims, inspect its fleet of vehicles, and immediately repair all deficiencies and damage. The Chicago VMF is currently addressing the issues of fleet appearance and safety by implementing an aggressive action plan which involves visiting each postal station in the district and identifying all vehicle repair needs (including those related to vehicle appearance, security, safety, and unreported accident damage). Based on the information received from the stations themselves and coordinated site visits, a vehicle deficiency report will be developed for each postal station which list deficiencies in the area of safety, operational and unreported accident damage. Items requiring immediate attention are identified and acted on expeditiously.

Recommendation 2: Reinforce, through means such as additional training and written guidance. The vehicle damage claim, safety, security, and maintenance provisions contained in Postal Service Handbook P0-701, Fleet Maintenance, dated March 1991.

Response: Vehicle maintenance mechanics and technicians are currently being retrained or have been scheduled to be trained in the proper preventive maintenance procedures as outlined in the P0-701, Fleet Management Handbook, and in the Vehicle Maintenance Bulletin (VMB) V-07-98, June 1, 1998.

Tort claim training is being requested for two Vehicle Maintenance Facility supervisors to assist in processing vehicle accident damage claims (reimbursable and non-reimbursable).

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This will enable the Vehicle Maintenance Facility to assist in the processing of accident damage claims and in the recovery of funds from non-postal entities.

Additionally, a National Review Team has been requested to perform a follow-up review to assess VMF operations in the Chicago District. The purpose of this review is to stimulate continuous improvement in the Chicago VMF operations and address the status of inefficiencies identified during the initial review.

Action plans addressing each of the recommendations indicated in the audit have been developed and will be put into effect immediately by the Chicago District.

We believe the above listed changes will lead to significant reductions in vehicle damage and will support efforts in the recovery of costs associated with the repair of our vehicles. However, the projected savings savings over the next two years of \$1.2 million appears to be based on the assumption that no vehicle damage will be caused by employees, and all vehicle damages caused by third parties will be fully recovered. While this is the most desirable outcome, and activities will be in place to pursue full recovery, the projection of \$1.2 million is unrealistic. Even in situations where the responsible party is identified, the claims and litigation process does not always allow us full recovery.

If you have any questions, please contact Robert H. Hart, Manager, Delivery Programs Support at (630) 539-5335.


Danny Jackson

cc: Mr. Pankey

**Vehicle Maintenance Facilities – Chicago District –
Accidental Vehicle Damage Cost and Vehicle
Safety, Security, and Appearance**

NL-AR-04-002

HENRY A. PANKEY
VICE PRESIDENT, DELIVERY AND RETAIL



September 23, 2003

MARY W. DEMORY
DEPUTY ASSISTANT INSPECTOR GENERAL
FOR CORE OPERATIONS
OFFICE OF INSPECTOR GENERAL

**MAIL TO: KIM H. STROUD
DIRECTOR
AUDIT OPERATIONS AND FOLLOW-UP
OFFICE OF INSPECTOR GENERAL**

**SUBJECT: Draft Audit Report—Vehicle Maintenance Facilities—Chicago District—Accidental Vehicle
Damage and Vehicle Safety, Security, and Appearance (Project Number 02YG012TD001)**

The following comments are provided in response to the subject draft Audit Report.

We agree that there are extreme deficiencies in the reporting and repair of accident damage, in compliance with the Postal Service's standards of vehicle appearance and maintenance, and in proper handling of claims for damage, in the Chicago District. Without minimizing the significance of the report's findings, we disagree with its estimate of avoidable costs incurred; its generalizations about threats to postal and public safety; and the limited nature of its recommendations.

With regard to the cost of vehicle damage (cited at \$900,000) and of potential savings (projected at \$1.2 million over the next two years), the discussions on pages 3 and 4, the footnote on page 5, and Appendix C, appear to be their basis. Capture of the projected savings of \$1.2 million appears to rely on the assumptions that: 1) no postal vehicle damage will be caused by employees; and 2) all other vehicle damage will be caused by third parties and will be identified, documented, and repaired with full recovery of all costs to the Postal Service. While both of these assumptions reflect obviously desirable conditions, they are totally unrealistic. Employee accidents can and must be minimized; but they will not be eliminated. We must pursue appropriate claims for recoverable damages; but even where the responsible party can be identified, the nature of the claims and litigation processes (let alone the financial situation of the third party) will necessarily preclude full recovery. Therefore, the draft report's savings claim is overstated.

We do not dispute that the appearance of numerous Chicago District vehicles was deplorable and that safety and security deficiencies were present. However, some of the report's broad statements that are implied to the district's entire fleet, such as its posing a "threat" to postal or public safety (page 7) are hyperbole. Appendix B enumerates deficiencies, but does not identify how many vehicles had deficiencies in appearance alone, or multiple problems. To the extent the observed vehicles are assigned in areas with pervasive property crime and graffiti problems (which may be a factor behind the footnote to Appendix B), the risk of chronic damage and the low probability of cost recovery must be recognized.

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Finally we believe that the report's recommendations focus primarily on the issue of recovery of damage claims and compliance with Handbook PO-701, which is a primary reference for vehicle maintenance facilities (VMFs) only. Observations that directly contributed to the findings, such as the failures of Chicago District employees to perform pre-trip vehicle inspections and report deficiencies or accidents, are not given sufficient direct attention in the recommendations. Requirements and responsibilities relative to vehicle inspection and reports of deficiencies and accidents are clearly established in city and rural delivery handbooks and manuals, and supervisor and employee safety handbooks. To fully correct the problems identified in the Chicago District, comprehensive, cross-functional action and ongoing attention will be essential. This is particularly important relative to recommendations 1 and 2, which are addressed to the Vice President, Great Lakes Area Operations.

The following response to Recommendation 3 is provided:

Recommendation 3: [The vice president, Delivery and Retail] review and reinforce policies, training programs, and other guidance necessary to cause Postal Service officials, managers, and employees to appropriately pursue damage claims from negligent third parties who damage Postal Service vehicles – and to maintain vehicles that are safe, protect the mail, and reflect positively on the Postal Service.


Response: Delivery and Retail will work with the Managing Counsel, claims to revise sections of Handbooks PO-701, *Fleet Management* and PO-702, *Accident Investigations—Tort Claims*, that deal with processing damage claims. Publication within Quarter I, FY2004 is planned.

To highlight and build continuous improvement in vehicle maintenance operations, a national Model VMF review team was formed to perform in-depth operational audits of selected VMFs. Audit elements were analyzed and updated. Headquarters, area and district safety staffs participate in audit planning, completion, and follow up tasks, as necessary. Corrective activities are defined, their completion is tracked, and periodic follow-up visits are structured to confirm progress. The national review team has been structured to include "participant observer" slots, so that employees with VMF responsibilities, but limited backgrounds, can develop their skills. Four VMFs (including Chicago) were audited in FY2003. Also during FY2003, the Great Lakes area Vehicle Maintenance Programs Analyst received extensive exposure to VMF management requirements by participating on the national review team. Those skills will help in the area in administering essential improvements in Chicago VMF operations. Additionally, managers and supervisors in the audited VMFs are introduced to other headquarters, district, and area subject matter experts, who serve as resources and contacts to coach and develop their skills. In addition to required follow-up visits in the FY2003 sites, the national team will complete four new audits in FY2004.

The headquarters Safety Performance Management (SPM) group is taking separate follow-up action with the Great Lakes area, to determine appropriate improvements to the Chicago District's safety and accident reporting program. Delivery and Retail will assist SPM and the area with follow-up action as necessary.

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The material may be disclosed in accordance with the Freedom of Information Act. If you have questions or need additional information, please contact Jackie Estes, Manager, Delivery Vehicle Operations at (202) 268-2861.


Henry A. Pankey
for
cc: Mr. Donohoe
Mr. Rapp
Mr. Harris
Mr. Jackson

