

Capping Report – Efficiency of Selected Processes at Select Retail Units, Massachusetts-Rhode Island District

AUDIT REPORT

Report Number 22-188-R23 | February 15, 2023



Woburn Post Office



Fort Point Station



Norwood Post Office

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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 15, 2023

MEMORANDUM FOR: MICHAEL RAKES
DISTRICT MANAGER, MASSACHUSETTS-RHODE ISLAND

A handwritten signature in cursive script that reads "Kelly Thresher".

FROM: Kelly Thresher
Deputy Assistant Inspector General, Field Operations

SUBJECT: Audit Report – Capping Report – Efficiency of Selected Processes
at Select Retail Units, Massachusetts-Rhode Island District (Report
Number 22-188-R23)

This capping report presents the results of our audits of the Efficiency of Selected Processes in the Massachusetts-Rhode Island District.

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

Attachment

cc: Postmaster General
Corporate Audit Response Management

Results

Background

This report presents a summary of the results of our self-initiated audits assessing the efficiency of selected processes at three selected retail units in the Massachusetts-Rhode Island (MA-RI) District (Project Number 22-188). These retail units include Fort Point Station, Woburn Post Office, and Norwood Post Office in the MA-RI District of the Atlantic Area. We previously issued interim reports¹ to district management for each of these retail units regarding the conditions we identified.

Objective, Scope, and Methodology

Our objective was to review cash and stamp inventories, daily reporting activities, clock ring errors, and employee separations at the Fort Point Station, Woburn and Norwood Post Offices. Our audit scope was January 1, 2022, through June 30, 2022.

To accomplish our objective, we reviewed data regarding inventories, daily reporting activities, clock ring errors, and employee separations to identify at risk transactions.² We conducted physical counts of all cash, stamp, and money order inventories; reviewed stamp transfers; and evaluated selected internal controls. We also observed daily closing procedures, traced selected transactions to source documentation, and interviewed unit personnel. We determined the cause of clock ring errors and the steps taken to resolve them and reviewed compliance with procedures for separated employees, including timely suspending system access and collecting and protecting accountable property.

Fort Point Station, Woburn, and Norwood Post Offices are the three retail units the U.S. Postal Service Office of Inspector General (OIG) reviewed during the week of September 12, 2022. We are issuing this capping report to provide the Postal Service with overall findings and recommendations for all three post offices.

We conducted these audits from September 2022 through February 2023 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective.

We discussed our observations and conclusions with management on February 1, 2023, and included their comments where appropriate.

We relied on computer-generated data from the Enterprise Data Warehouse (EDW),³ Retail Systems Software (RSS)⁴ inventory reports, and Time and Collection System (TACS)⁵ reports. We did not test the validity of controls over these systems; however, we verified the accuracy of the data by reviewing related documentation, tracing selected information to supporting source records, and interviewing knowledgeable Postal Service employees. We determined that the data were sufficiently reliable for the purposes of this report.

Results Summary

We identified issues regarding cash and inventory, and clock ring errors at all three retail units. In addition, we identified daily reporting issues at two of the retail units and issues regarding employee separations at Fort Point Station (see [Table 1](#)).

¹ Fort Point Station (Report Number 22-188-1-R23), Woburn Post Office (Report Number 22-188-3-R23), and Norwood Post Office (Report Number 22-188-2-R23) dated November 4, 2022.

² We did not review city or rural carriers.

³ A repository intended for all data and the central source for information on retail, financial, and operational performance. Mission-critical information comes to EDW from transactions that occur across the mail delivery system, points-of-sale, and other sources.

⁴ The hardware and software retail transaction system used at post offices.

⁵ A web-based automated payroll program that collects and processes time and attendance data and provides "real time" workhour data to help run day-to-day operations.

Table 1. Summary of Results

Controls Reviewed	Deficiencies Identified – Yes or No		
	Fort Point Station	Woburn Post Office	Norwood Post Office
Cash and Inventories	Yes	Yes	Yes
Daily Reporting Activities	No	Yes	Yes
Clock Ring Errors-	Yes	Yes	Yes
Employee Separations	Yes	No	No

Source: OIG summary of results from fieldwork during week of September 12, 2022.

Finding #1: Cash and Inventories

What We Found

Cash and stamps were not always managed effectively (see Table 2). We found the following outside of tolerance:

- Cash reserve shortages at Fort Point Station totaling \$109.
- Retail floor stock overage of \$6,341 at Fort Point Station.
- One cash drawer shortage of \$45 at Fort Point Station.
- Unit stock shortage of \$110 at Norwood Post Office.
- At Woburn Post Office, Voyager cards and arrow keys were left [redacted] in [redacted]. The keys to the [redacted] were left in the [redacted] all day so anyone could enter.

- Nonmail items were left unsecured at Fort Point Station and safe combinations were posted on a bulletin board.

Why Did It Occur

Outside Tolerance

- Unit management at Fort Point Station stated they did not know the specific reasons for the shortages; however, they said the unit has experienced high employee turnover and extended leave usage. In addition, unit management were recent transfers.
- The custodian of the unit reserve stamp stock attributes the unit reserve shortage to the former postmaster of the unit. During an absence, the custodian at Norwood Post Office provided a key and password access to the former postmaster of the unit. Upon return, the custodian found the reserve short.

Cash and Inventory Security

- Unit management at Fort Point Station stated safe combinations were posted for convenience to allow personnel to open the safes at any time.
- Unit management at Fort Point Station was unaware of the policy to return the nonmail items to the original owner.
- Unit management at Woburn Post Office stated they are aware of the security policy and assumed, since the keys and cards are kept in [redacted] temporarily and there was a camera monitoring the [redacted], it was sufficient. In addition, they stated the clerks responsible for putting the cards and keys in the [redacted] were not scheduled to work until after carriers had begun returning to the unit.

Table 2. Cash and Inventory Issues

#	Issues	Fort Point Station	Norwood Post Office	Woburn Post Office	Corrective Action Taken Yes or No
1	Unit Reserve Stamp (Shortage)	0	(\$11 0)	0	No
2	Retail Floor Stamp Overage	\$6,341	\$83	\$48	No
3	Unit cash reserves (Shortage)	(\$109), (\$5)	0	0	No

Source: Results of OIG counts conducted at the units and a prior retail floor stock count.

What Should Have Happened

Outside Tolerance

- Postal Service policy states the postmaster or unit manager is responsible for ensuring that controls are in place for maintaining an accurate inventory for all accountable paper in the postal retail unit.
- Passwords used to connect to Postal Service information resources must be treated as sensitive and not be disclosed to anyone other than the authorized user, including system administrators and technical support staff.⁶
- Accountability for stamp stock must be transferred when the unit reserve stock custodian is replaced or is scheduled to be absent for a period during which access to the unit reserve stock may be necessary. Further, an independent count of the unit reserve stock must be performed by the unit stock custodian and the replacement custodian when accountability is transferred to or from the unit reserve stock custodian.⁷

Cash and Inventory Security

- Postal Service policy states that the postmaster, manager, or supervisor must provide adequate security for all accountable items, which include Postal Service funds (cash, checks, and money orders) and stamp stock,⁸ ensuring proper entry of all financial transactions.⁹ Further, Retail Associates¹⁰ (RA) must ensure that Registered Mail items are locked at all times in a security container. Employees must sign the Registered Mail key over from one tour or one employee to the next by using Postal Service (PS) Form 1625, *Record of Entry – Registry Section*, to retain individual responsibility.¹¹
- Postal Service policy states fleet cards must be kept in secure locations. A process must be in place for drivers to sign for the card associated with the vehicle he/she will be operating and to

ensure the card is returned to the same secure location at the end of the vehicle's usage.¹² In addition, the policy states arrow lock keys should be deposited in a secure location, for instance, a designated storage box.¹³ The field unit manager or supervisor is responsible for providing and monitoring adequate security for all building-related security matters, including compliance with duplicate keys, passwords, combinations for use with safes and vaults, etc.¹⁴ Use PS Form 3902, Form 3977 *Log and Lock Examination*, to maintain a record showing the employee's name, the date of examination of the PS Form 3977, the date of examination of locks and keys, and the supervisor's initials. RSS units must enter results into RSS.¹⁵

- Nonmail items, including wallets, found in collection boxes or at other points within the Postal Service's jurisdiction are returned to the appropriate individual, with postage due at the single-piece First-Class Mail rate.¹⁶

Effect on the Postal Service and Its Customers

Improperly accounting for cash, money orders, and stamp stock, physically and in financial records, increases the risk of loss and opportunities for theft to occur and go unnoticed. Further, if employees do not maintain controls over nonmail items, there is an increased risk of identity and property theft.

When there is insufficient oversight and supervision of accountable items, such as arrow keys or fleet cards, there is increased risk of theft. The value of the unsecured cards was approximately \$157,000.¹⁷ We consider these to be accountable items at risk.¹⁸

Recommendation #1

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to Fort Point Station, Woburn Post Office and Norwood Post Office unit management and personnel, the requirements to secure accountable items, properly manage cash and inventory, and conduct financial reviews.

6 Handbook F101, *Field Accounting Procedures*, Section 3-8.2.1, September 2022.

7 Handbook F-101, Sections 11-10.2.1 and 11-10.2.2.

8 Handbook F-101, Section 3-1.1.

9 Handbook F-101, Sections 11-3.1.

10 All employees who perform duties at the retail counter.

11 Handbook PO-209, *Retail Operations*, Section 6-9.1, October 2012.

12 *Voyager Fleet Card Standard Operating Procedures*, October 2021.

13 *Postal Operations Manual*, Issue 9, July 2022.

14 Handbook F-1, *Accounting and Reporting Policy*, Section 2-5.2.2.1, January 2015.

15 Handbook F-101, Section 3-8.4.

16 *Domestic Mail Manual*, Section 507.1.9.1a, January 26, 2020.

17 Each Voyager fleet card was valued at \$1,000 and multiplied by the number of carriers at the Woburn Post Office.

18 Assets or accountable items at risk of loss is a category due to lack of inadequate internal controls. Examples include, but are not limited to cash, stamps, or money orders.

Recommendation #2

We recommend the **Manager, Massachusetts-Rhode Island District**, require Norwood Post Office Management to review Retail Systems Software passwords and require unit personnel to change compromised passwords.

Recommendation #3

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to unit management at Fort Point Station the policy for handling nonmail items.

Finding #2: Daily Financial Reporting Process

What We Found

We identified issues related to the accuracy and timeliness of financial reporting activities at two retail units. Supporting documentation, at the Woburn and Norwood Post Offices, was not always complete, accurate, or missing for judgmentally selected transactions reviewed during January 1, 2022, through June 30, 2022. At Woburn Post Office, 73 of 447 transactions reviewed, totaling \$12,210, did not include proper documentation and support. At the Norwood Post Office, there was one refund, totaling \$1,235, processed untimely.

Why Did it Occur

Unit management at Woburn Post Office stated they were not present during daily financial reporting activities to review PS Form 1412 *Daily Financial Report* transactions to ensure accuracy and timeliness. Management conducted random checks but did not closely review the supporting documentation. In addition, a lead RA stated they had not been fully trained to review daily PS Forms 1412, including the supporting documentation. Further, they stated that review of PS Form 1412 would occur several days after the transactions occurred because they did not always have time to review them daily. Unit management at Norwood Post Office stated the prior, responsible postmaster was not aware of the procedure for refunds over \$1,000.

What Should Have Happened

Postal Service policy states:

- RAs, at the time of closing, must verify that PS Form 1412 entry amounts match the supporting documentation.¹⁹
- The closeout employee must confirm that all required supporting documentation is submitted and follow the closing procedures that require filing the PS Form 1412 with the supporting documentation.²⁰
- Field unit managers must review supporting documentation for all entries included on PS Forms 1412 and concur with the overall presentation of the report each day.²¹
- Field unit managers must review PS Forms 3533 *Application for Refund of Fees, Products and Withdrawal of Customer Accounts* to ensure they are completed properly and include the appropriate signatures.²²
- The Accounting Service Center issues refunds for more than \$1,000. The PS Form 3533 should be completed and submitted using Enterprise Imaging Workflow System online forms (eIWS).²³
- All unit managers are required to perform a daily closeout, which sends all applicable financial records to the appropriate Postal Service system.²⁴

Effect on the Postal Service and Its Customers

When unit management does not ensure the review of financial reports is done daily, including verifying supporting documentation, the Postal Service has an increased risk of undetected theft, lost revenue, and fraudulent activity. Our audits identified \$12,210²⁵ in unsupported questioned costs²⁶ related to unsupported transactions. Furthermore, delayed processing creates a backlog of work for unit personnel and does not ensure good customer service.

¹⁹ Handbook F-101, Section 5-3.1. c.

²⁰ Handbook F-101, Section 5-3.2. b.

²¹ Handbook F-101, Section 2-4.1.

²² Handbook F-101, Sections 21-1.2.

²³ USPS Enterprise Tool for completing and submitting certain accounting forms.

²⁴ Handbook F-101, Section 21-1.2.

²⁵ Woburn Post Office totaled \$12,210.

²⁶ A subset of questioned costs that are called into question because of missing or incomplete documentation or failure to follow required procedures. Generally, this category applies to events which occurred prior to the audit.

Recommendation #4

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate the requirement for field unit managers at the Woburn Post Office and Norwood Post Office to review daily financial reports to verify transactions are accurate, properly witnessed, and supported.

Recommendation #5

We recommend the **Manager, Massachusetts-Rhode Island District**, direct Woburn Post Office and Norwood Post Office unit management to instruct closeout personnel to follow procedures for timely completion of refunds.

Finding #3: Clock Ring Errors and Warnings

What We Found

Management at all three offices corrected fatal clock ring errors timely, avoiding payroll adjustments. All three offices had clock ring warnings.²⁷ At Fort Point Station we found 582 warnings representing 22 retail unit personnel starting their workday outside the five-minute allowance period, and at times, their work hours different from their scheduled start times that had not been officially approved. These were found from January 1, 2022, through June 30, 2022, that we consider avoidable. At the Woburn Post Office, we found 379 warnings represented 18 retail unit personnel starting their workday outside the five-minute allowance period, and at times, their work hours differed from their approved, scheduled start times. At the Norwood Post Office, we determined 91 of the warnings represented three unit personnel starting their workday outside the five-minute allowance period. The warnings mentioned above represent retail clerks only.

Further, the lead clerks at two of the three retail units did not perform TACS duties.

Why Did It Occur

The supervisor at Fort Point Station stated they were aware of the policy but did not have time to follow-up with employees clocking in after the five-minute allowance period. Management did not enforce the policy regarding late arrivals but instead cleared the clock ring errors daily, allowing employees to continue to arrive outside of the allowance period.

At the Woburn Post Office management stated employees were clocking in outside of the five-minute allowance period because the Woburn Post Office is a large office and clerks have trouble finding available scanners to clock-in. In addition, management at the Woburn Post Office stated they were not addressing lateness because their focus has been primarily on unexcused absences and Absences Without Leave. Regarding employees working hours outside of their scheduled start time, management stated several employees have hardships; however, these employees were not on temporary schedule changes. Further, unit management at Woburn Post Office stated they were aware that the policy states the lead clerks should perform TACS duties, but they believed they did a better job performing this function.

At the Norwood Post Office, unit management stated the issues occurred due to their lack of oversight regarding enforcement of the policy regarding late arrivals. In addition, their lead clerk just retired and the new lead clerk is being trained.

What Should Have Happened

Postal Service policy states the following:

- All fatal errors must be corrected daily to ensure that management reports contain accurate data.²⁸
- Upon arrival, employees required to use time clocks must clock in at their scheduled reporting time. Employees must not be permitted to clock in more than five minutes before or after their scheduled reporting time.²⁹
- Management is responsible for ensuring that employees clock in and out according to their assigned schedules, identifying any deviation from the scheduled tour by more than 0.08 hours (five minutes), acting on all leave requests, acting on all requests for temporary schedule changes, and completing supporting forms as required by established procedures.³⁰
- On July 16, 2021, multiple headquarters' officials issued a letter to all district managers stating that all units must have lead clerks trained and assigned TACS timekeeping duties including to correct daily clock ring errors.³¹

²⁷ Messages which address issues other than fatal errors but should also be reviewed. They may be informational only (i.e., "Nonscheduled Begin Tour") or may require action (i.e., an instance of "Missing OT Transaction") that needs to be addressed with a Code 91 entry (overtime transaction). Unlike fatal errors, which disappear when the error is corrected, most warning messages do not disappear (i.e., "Nonscheduled Begin Tour/End Tour").

²⁸ *Field Finance Training - Timekeeping*, updated May 2022.

²⁹ Handbook F-21, *Time and Attendance*, Section 142.21, February 2016.

³⁰ Handbook F-21, Section 114.1.

³¹ As a result of a February 2016 grievance settlement with the American Postal Workers Union.

Effect on the Postal Service and Its Customers

Unresolved timekeeping errors can result in the issuance of incorrect paychecks, requiring payroll adjustments. In addition, when the lead clerk is not trained and assigned TACS duties, the Postal Service could be exposed to financial liability resulting from grievance settlements.

Recommendation #6

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to Fort Point Station, Woburn Post Office, and Norwood Post Office unit management the requirement to address employee tardiness and retain documentation supporting actions taken.

Recommendation #7

We recommend the **Manager, Massachusetts-Rhode Island District**, direct Woburn Post Office and Norwood Post Office unit management to provide timekeeping training to their lead clerks and assign timekeeping duties to this employee.

Finding #4: Employee Separations

What We Found

Unit management at the Fort Point Station did not complete and forward PS Form 337, *Clearance Record for Separated Employee* to Human Resources for five employees who retired during our scope period.

Why Did It Occur

Unit management at Fort Point Station stated they were unaware of their responsibilities related to the proper procedures for separating employees to ensure separated employees no longer had access to Postal Service data systems and property.

What Should Have Happened

Postal Service policy states That field users must complete a PS Form 337 for each separating employee and a responsible manager must provide a signature certifying that computer access has been suspended and postal identification/building access cards and IT equipment have been collected.³² Additionally, a local Standard Operating Procedures states the employee's manager/postmaster must ensure that a PS Form 337 has been completed.³³

Effect on the Postal Service and Its Customers

When procedures for employee separations are not properly performed, the Postal Service has an increased risk that cash, blank money orders,

and other assets could be stolen or used for unintended purposes.

In subsequent communications, Human Resources confirmed that facility access for the five employees was revoked on their last day on duty.

Recommendation #8

We recommend the **Manager, Massachusetts-Rhode Island District**, provide Fort Point Station unit management employee separation training.

Management's Comments

Management agrees with all findings, recommendations, and monetary impact.

Regarding recommendation 1, management stated they will conduct and document stand-up talks about proper handling of accountable items, management of cash and inventory, and conducting financial reviews. The target implementation date is February 28, 2023.

Regarding recommendation 2, management stated they will require personnel at the Norwood Post Office to update and secure passwords in a duplicate key envelope. The target implementation date is February 28, 2023.

Regarding recommendation 3, management stated they will provide stand-up talks to all management assigned to retail and delivery at the Fort Point Station about handling nonmail items. The target implementation date is February 28, 2023.

Regarding recommendation 4, management stated they will conduct stand-up talks about proper closeout procedures. The target implementation date is February 28, 2023.

Regarding recommendation 5, management stated they will conduct stand-up talks at the Woburn and Norwood Post Offices with appropriate personnel on proper procedures for timely completion of refunds. The target implementation date is February 28, 2023.

Regarding recommendation 6, management stated they will conduct stand-up talks with local management on requirements for addressing employee tardiness and document retention. The target implementation date is April 30, 2023.

Regarding recommendation 7, management stated lead clerks will be trained and assigned

³² U.S. Postal Service Chief Human Resources Officer memo dated June 30, 2020.

³³ Handbook F-101, Section 2-4.8.

timekeeping duties. The target implementation date is May 31, 2023.

Regarding recommendation 8, management stated Fort Point Station personnel will be trained on employee separations. The target implementation date is April 30, 2023.

See [Appendix A](#) 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, and planned actions should resolve the issues identified in the report.

All recommendations require OIG concurrence before closure. The OIG requests written confirmation when corrective actions are completed. The recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

Appendix A: Management's Comments



February 8, 2023

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Capping Report – Efficiency of Selected Processes at Select Retail Units, MA-RI District (Report Number 22-188-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Capping Report – Efficiency of Selected Processes at Select Retail Units, MA-RI District*.

Management agrees with the four findings in the report on Cash and Inventories, Daily Reporting Activities, Clock Ring Errors, and Employee Separations.

Regarding the monetary impact, management agrees with the calculations.

Following are our comments on each of the eight recommendations.

Recommendation 1:

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to Fort Point Station, Woburn Post Office and Norwood Post Office unit management and personnel, the requirements to secure accountable items, properly manage cash and inventory, and conduct financial reviews.

Management Response/Action Plan:

Management agrees with this recommendation.

Management will conduct and document stand up talks with appropriate personnel at Fort Point Station, Woburn Post Office and Norwood Post Office proper handling of accountable items, management of cash and inventory and conducting financial review.

Target Implementation Date: 02/28/2023

Responsible Official: Manager, Post Office Operations

Recommendation 2:

We recommend the **Manager, Massachusetts-Rhode Island District**, require Norwood Post Office Management to review Retail Systems Software passwords and require unit personnel to change compromised passwords.

Management Response/Action Plan:

Management agrees with this recommendation.
Management will require personnel at Norwood Post Office to update passwords and properly secure in duplicate key envelope.

Target Implementation Date: 02/28/2023

Responsible Official: Manager, Post Office Operations

Recommendation 3:

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to unit management at Fort Point Station the policy for handling nonmail items.

Management Response/Action Plan:

Management agrees with this recommendation.
Management will conduct stand up talks to all management assigned to Retail and Delivery at Fort Point Station on how to properly handle nonmail items.

Target Implementation Date: 02/28/2023

Responsible Official: Postmaster, Boston

Recommendation 4:

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate the requirement for field unit managers at the Woburn Post Office and Norwood Post Office to review daily financial reports to verify transactions are accurate, properly witnessed, and supported.

Management Response/Action Plan:

Management agrees with this recommendation.
Management will conduct a stand-up talk with appropriate personnel on proper unit closeout procedures.

Target Implementation Date: 02/28/2023

Responsible Official: Manager, Post Office Operations

Recommendation 5:

We recommend the **Manager, Massachusetts-Rhode Island District**, direct Woburn Post Office, and Norwood Post Office unit management to instruct closeout personnel to follow procedures for timely completion of refunds.

Management Response/Action Plan:

Management agrees with this recommendation.
Management will conduct a stand-up talk with appropriate personnel on proper procedures for timely completion of refunds.

Target Implementation Date: 02/28/2023

Responsible Official: Manager, Post Office Operations

Recommendation 6:

We recommend the **Manager, Massachusetts-Rhode Island District**, reiterate to Fort Point Station, Woburn Post Office, and Norwood Post Office unit management the requirement to address employee tardiness and retain documentation supporting actions taken.

Management Response/Action Plan:

Management agrees with this recommendation. Management will conduct stand-up talks with local management at Fort Point, Woburn, and Norwood Post Offices on requirements to address employee tardiness and document retention.

Target Implementation Date: 04/30/2023

Responsible Official: Manager, Post Office Operations

Recommendation 7:

We recommend the **Manager, Massachusetts-Rhode Island District**, direct Woburn Post Office, and Norwood Post Office unit management to provide timekeeping training to their lead clerks and assign timekeeping duties to this employee.

Management Response/Action Plan:

Management agrees with this recommendation. For lead clerks that have not received training, management will schedule timekeeping training. Trained lead clerks will be assigned timekeeping duties.

Target Implementation Date: 05/31/2023

Responsible Official: Manager, Post Office Operations

Recommendation 8:

We recommend the **Manager, Massachusetts-Rhode Island District**, provide Fort Point Station unit management employee separation training.

Management Response/Action Plan:

Management agrees with this recommendation. Management will provide Fort Point Station management employee separation training.

Target Implementation Date: 04/30/2023

Responsible Official: Postmaster, Boston

E-SIGNED by MICHAEL W RAKES
on 2023-02-08 09:45:04 CST

Michael W. Rakes
Manager, Massachusetts-Rhode Island District

cc: *Corporate Audit & Response Management*

OFFICE OF INSPECTOR GENERAL

UNITED STATES



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

For media inquiries, please email press@uspsoig.gov
or call (703) 248-2100