

# Implementation and Communication of System Changes to PostalOne!



## AUDIT REPORT

Report Number 25-070-R26 | December 18, 2025



**CHANGE**  
Management

The central graphic is a blue hexagon with a white border, containing the text "CHANGE Management". A white mouse cursor arrow points to the bottom right corner of the hexagon. The background of the entire page is a light gray grid of hexagons, each containing a white icon representing various business and technology concepts: a line graph with an upward arrow, a gear, a clipboard with a gear, a target with an arrow, a group of people, a magnifying glass over a bar chart, and a magnifying glass over a document.

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# Highlights

## Background

Business mailers accounted for approximately \$16.2 billion of the Postal Service’s revenue through marketing and other large-scale mailings, of which \$9.4 billion (58 percent) was generated through the PostalOne! application in fiscal year 2024. PostalOne! provides business mailers with a web-based alternative to manual business mail acceptance processes and interfaces with 45 different Postal Service systems to provide mailers a streamlined process for mail entry, payment, tracking, and reporting. As such, it is critical that changes to PostalOne! are communicated and managed effectively to avoid disruptions in service.

## What We Did

Our objective was to determine whether the Postal Service appropriately implemented and communicated changes to PostalOne!. [REDACTED]

## What We Found

The Postal Service generally communicated PostalOne! changes to mailers effectively by using available resources—such as websites, alerts, briefings, and meetings—and made further improvements to communications with mailers. [REDACTED]

Further, although the Postal Service mostly followed its approved processes for change and problem management, opportunities exist to improve these processes. Specifically, the Postal Service can improve closure of changes, closure of high and critical incident tickets, and after-action reporting of incidents. Strengthening controls in the management of changes to PostalOne! can improve customers’ ability to use the application and reduce potential security risks.

## Recommendations and Management’s Comments

We made four recommendations for the Postal Service to [REDACTED] improve its change request processes, resolution of critical and high incident tickets, and after-action reporting and management agreed with all four. We consider management’s comments responsive to all four recommendations as corrective actions should resolve the issues identified in the report. Management’s comments and our evaluation are at the end of each finding and recommendation. See [Appendix C](#) for management’s comments in their entirety.

# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

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December 18, 2025

**MEMORANDUM FOR:** ANGELA LAWSON  
VICE PRESIDENT,  
TECHNOLOGY APPLICATIONS



DORIN METHFESSEL  
EXECUTIVE DIRECTOR,  
CHIEF INFORMATION OFFICE SERVICES

*Mary H. Lloyd*

**FROM:** Mary Lloyd  
Deputy Assistant Inspector General  
for Operations, Performance, and Services

**SUBJECT:** Audit Report – Implementation and Communication of  
System Changes to PostalOne!  
(Report Number 25-070-R26)

This report presents the results of our audit of Implementation and Communication of System Changes to PostalOne!.

All recommendations require U.S. Postal Service Office of Inspector General (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All 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.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or need additional information, please contact Vasilius Grastos, Director, Technology Operations, or me at 703-248-2100.

Attachment

cc: Postmaster General  
Corporate Audit Response Management

# Results

## Introduction/Objective

This report presents the results of our self-initiated audit of Implementation and Communication of System Changes to PostalOne! (Project Number 25-070). Our objective was to determine whether the Postal Service appropriately implemented and communicated changes to PostalOne!.

See Appendix A for additional information about this audit.

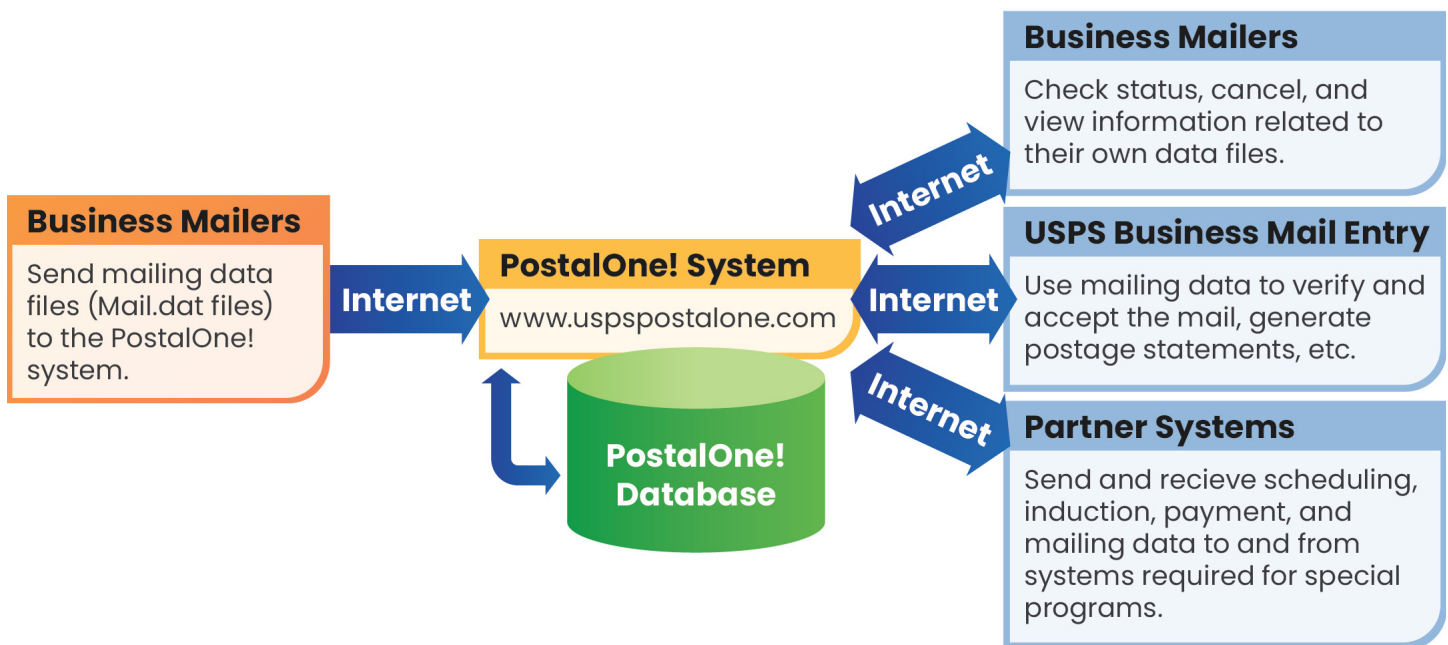
## Background

Business mailers accounted for approximately \$16.2 billion of the Postal Service's revenue through marketing and other large-scale mailings, of which \$9.4 billion (58 percent) was generated through the PostalOne! application in fiscal year (FY) 2024.<sup>1</sup> PostalOne! is a business-critical application with an electronic suite of services that provides a

web-based alternative to existing manual mailing processes. The application interfaces with 45 other Postal Service systems to provide an electronic linkage between a mailer's information and the Postal Service's business acceptance and mail and package induction processes. This collaboration streamlines the process for mail entry, payment, tracking, and reporting. See Figure 1 for a diagram of the interfaces enabled by PostalOne! with business mailers.

The PostalOne! development team designs, codes, and tests software changes according to the Postal Service's security requirements.<sup>2</sup> Modifications to source code, hardware upgrades, and software patches<sup>3</sup> are considered software changes. This team also facilitates communications with business mailers<sup>4</sup> for customer acceptance testing (CAT) and remediation of technical issues.

Figure 1. PostalOne! Interface With Business Mailers



Source: USPS, *PostalOne! Mail.dat Technical Guide*, v19.0.0, dated March 2009.

1 USPS Enterprise Data Warehouse, September 2025.

2 [REDACTED]

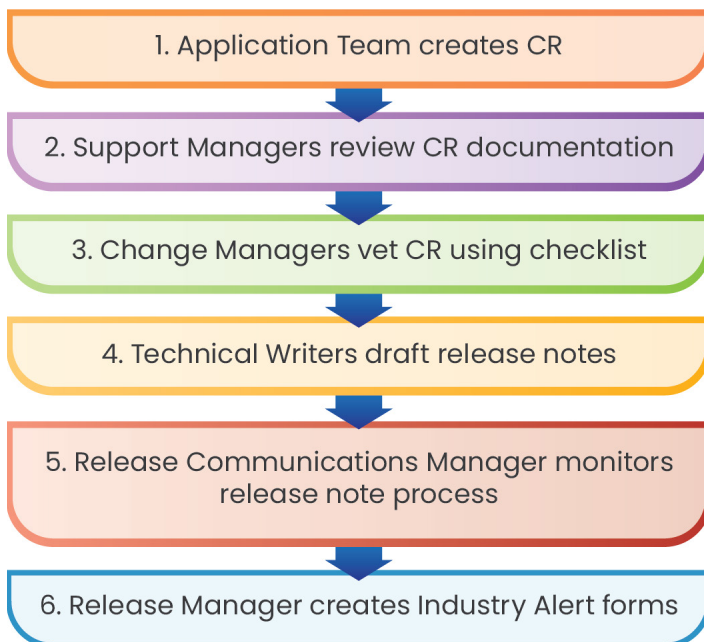
3 A repair for a piece of programming. A patch is the immediate solution to an identified problem that is provided to users.

4 Throughout the report we refer to business mailers, which includes major and small business mailers and their support functions such as software developers, that utilize or interface with PostalOne!.

The Postal Service formally distributes updates to PostalOne! through software “releases,” which may include updates to Marketing Mail prices, addition of functional features, or remediation of vulnerabilities. During our scope period of October 2023 to January 2025, there were 48 releases executed for PostalOne!. Of those releases, three contained software updates to support price structure changes<sup>5</sup> while the remaining 45 provided new or enhanced capabilities or addressed functionality updates.

The Postal Service uses a change management process<sup>6</sup> to approve releases for PostalOne!, which begins with the initiation of a change request (CR) and proceeds through documentation review, vetting, drafting the associated release, and communicating the changes. Each step is intended to provide quality, compliance, and effective communication throughout the change lifecycle. See Figure 2 for the sequential steps for the CR process.

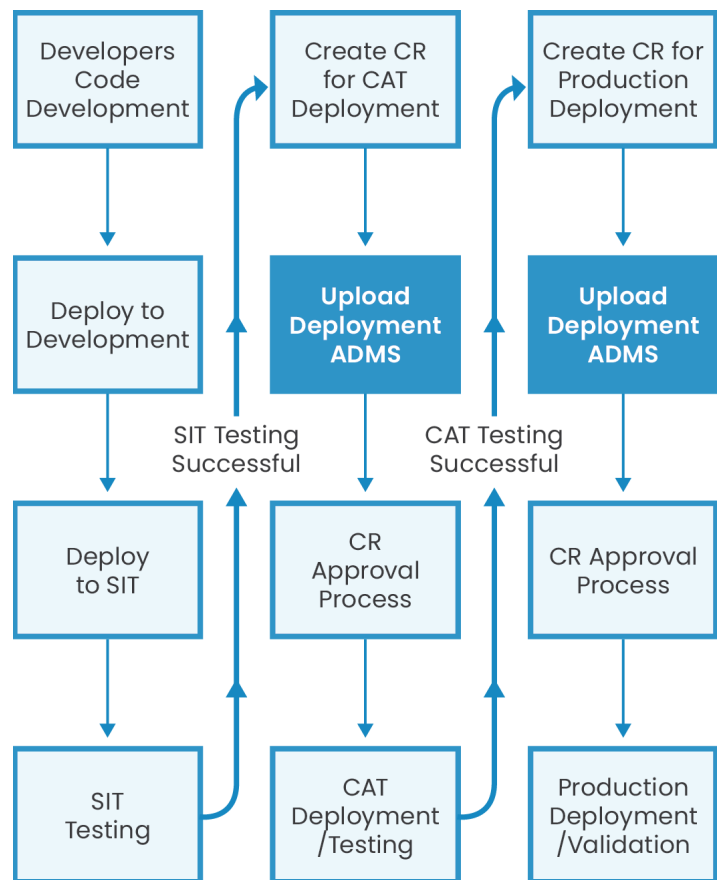
**Figure 2. CR Workflow for the PostalOne! Application**



Source: U.S. Postal Service Office of Inspector General (OIG).

Each change is prioritized based on an assigned risk level and impact score, ranging from low to critical. Once a change is approved for code deployment, the Postal Service follows its workflow process for managing PostalOne! changes. First the change is tested internally in System Integration Testing (SIT), then major mailers perform functional testing in CAT, the change is then uploaded into the Application Deployment Management System (ADMS), and finally a CR is created for the software release to be deployed to production. Each step must be completed successfully before moving to the next. See Figure 3 for the PostalOne! deployment process.

**Figure 3. PostalOne! Deployment Process**



Source: Postal Service provided on March 18, 2025.

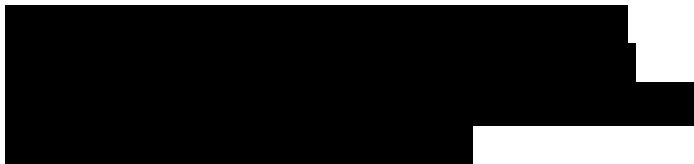
<sup>5</sup> The price changes are the bi-annual Postal Regulatory Commission approved postal rate adjustments. During the period of our review, the Postal Service made price changes in January 2024, July 2024, and January 2025.

<sup>6</sup> Change management is the process that controls the life cycle of all software changes, enabling them to be made with minimum disruption to Postal Service applications.

Inadequate controls in the change management process can lead to incidents<sup>7</sup> that could go undetected. To identify and address the underlying cause of incidents,<sup>8</sup> the Postal Service uses problem management with the goal of minimizing any adverse impact on its operations. An after action report (AAR) allows the Postal Service to investigate and document the cause of an incident, identify root causes and contributing factors, such as coding errors, and assess response efforts. The Postal Service uses AARs to document the cause of high impact problems that either affect many customers or severely impact its information technology systems.

## Findings Summary

The Postal Service generally communicated PostalOne! changes to mailers effectively by using available resources—such as websites, alerts, briefings, and meetings—and made further improvements to communications with mailers.



<sup>7</sup> An incident is an unplanned interruption to, or a reduction in, quality of an information technology service. Incidents range from minor issues, such as a slow application, to critical disruptions, including server outages.

<sup>8</sup> The underlying cause of one or more incidents is considered a problem.

# Finding #1: Communication of PostalOne! Changes

The Postal Service effectively informed business mailers of price changes made in PostalOne! and made additional resources available to them to improve communication.

Specifically, the Postal Service used several tools and methods to notify mailers of price and functional changes in the application.<sup>9</sup> These tools and methods included the application website itself, PostalPro,<sup>10</sup> Industry Alerts,<sup>11</sup> news releases, emails, industry briefings, Mailers' Technical Advisory Committee<sup>12</sup> meetings, and user-group meetings.<sup>13</sup> The user-group meetings are a forum for mailers of the PostalOne! test environments to provide feedback on the user experience, including any issues and suggestions for enhancements.

In addition, the Postal Service provided supplemental communication resources to all mailers. During our audit, the Postal Service added communication resources online for all mailers to access information about PostalOne!. Specifically, scrolling messages containing information about PostalOne! issues and related updates are now posted on the Business Customer Gateway<sup>14</sup> and PostalPro. Major mailers

stated that the Postal Service has improved in its communication of PostalOne! changes.

For price changes made between October 2023 and January 2025, we found that the Postal Service provided users with change information in a release 14 days before the price change took effect, in accordance with its practice.<sup>15</sup> Delays in the approval of price changes by the Postal Regulatory Commission impacted the Postal Service's ability to communicate the changes to its mailers sooner, which is out of the Postal Service's control.

Because the Postal Service effectively used many online resources to communicate systemwide issues and provided information regarding service issues, we are not making any recommendations related to this finding.

## Postal Service Response

Management agreed with the finding.

## OIG Evaluation

We consider management's comments responsive to the finding.

<sup>9</sup> The Postal Service does not communicate changes considered sensitive or proprietary, such as code errors or other security issues.

<sup>10</sup> Public-facing website used by the Postal Service to communicate release notes to business mailers and customers.

<sup>11</sup> Used by the Postal Service to inform industry stakeholders about important information regarding Postal Service webinars, promotions, products, and other news.

<sup>12</sup> The Postmaster General's Mailers' Technical Advisory Committee is a quarterly meeting venue used by the Postal Service to share technical information with mailers and to receive advice and recommendations from mailers on matters concerning mail-related products and services.

<sup>13</sup> The Postal Service has two on-going user-group forums for major mailers that use PostalOne!: user group 16, which is focused on the CAT environment; and user group 11, which is focused on price changes and other functional issues.

<sup>14</sup> Portal for all commercial mailers to submit postage statements and electronic documents.

<sup>15</sup> R59.0.0.0 (January 2024), R60.0.0.0 (July 2024), and R.61.0.0.0 (January 2025).



Finding #2: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

16 [REDACTED]  
17 [REDACTED]  
18 [REDACTED]  
19 [REDACTED]  
20 [REDACTED]  
21 [REDACTED]

**Recommendation #1:**

[Redacted]

**Postal Service Response**

Management agreed with the finding and recommendation.

[Redacted]

The target implementation date is July 31, 2026.

**OIG Evaluation**

We consider management's comments responsive to the recommendation and corrective action should resolve the issue identified in the report.

## Finding #3: Change and Problem Management Process

Although the Postal Service generally followed its processes for change and problem management, we identified opportunities to improve those processes when changes are made to, or incidents arise with, PostalOne!. Specifically, we identified opportunities to improve:

- Closing CRs.
- Resolving critical and high incident tickets.<sup>23</sup>
- Developing AARs for critical incidents.

### Testing and Closing Change Requests

The Postal Service mostly completed testing from CRs prior to the implementation of a price change and closed CRs, as required.

Every software release can contain several CRs, and each CR can have numerous tests associated with it. We found that all tests were completed for the January 2024 price change and 13 tests associated with the last two price CRs failed or were not completed<sup>24</sup> prior to the date of the associated market price change. Specifically, the:

- June 2024 price change had 6 unique failed or incomplete tests at deployment (out of 54,374 total tests), which included updating domestic mail pricing.
- January 2025 price change had 7 unique failed or incomplete tests at deployment (out of 38,203 total tests), which included verifying prices and updating functionality to reflect new pricing.

In addition, we found that 12 of 162 sampled CRs<sup>25</sup> (7 percent) remained open for over six months after implementation of the associated release.<sup>26</sup> Specifically, these 12 CRs were opened between November and December 2024, with the release being implemented in January 2025. However, the CRs remained open until August 2025. In addition, two

of these CRs had an implementation phase longer than 60 days.

Postal Service change management policy<sup>27</sup> and best practices<sup>28</sup> state that all changes, including patches and code releases, should be tested to validate that they do not introduce vulnerabilities or cause downtime. Further, the Postal Service change management process states that CRs should be closed when all activities have been completed.<sup>29</sup> In addition, the change management policy states that CRs cannot take more than 60 days during the implementation phase.

According to Postal Service management, testing was not always completed for changes prior to the associated release because of time limitations for CAT and delays in price change decisions. Postal managers from the Customer Integration and Support team stated that in one case, delays by the Postal Regulatory Commission to make price change decisions reduced the planned testing window from one month to two weeks, which was not enough time to complete the testing for that change. In addition, management stated that when a test fails, the team moves on from the CAT phase and continues with new tests during the production phase. Management stated that in situations where more time is needed to resolve issues identified in testing, the solution is addressed in a future release.

Further, the 12 CRs remained open for more than six months because the team responsible for managing those changes was unaware of the requirement to manually close CRs. According to Postal Service management, CRs would close automatically after seven days once all tasks were completed; but the process was updated to require the manual closure of these particular CRs.<sup>30</sup> Management stated that the updated process was not communicated to

<sup>23</sup> A critical incident is defined as an incident whose impact is extensive or widespread, affects multiple locations, has a potential for a significant loss of revenue or a significant impact to other business operations, with no workaround available.

<sup>24</sup> This includes tests that failed or were not completed, not run, or blocked.

<sup>25</sup> From October 2023 to January 2025, there were 1,185 change requests made to PostalOne!, of which we selected a statistical sample of 162.

<sup>26</sup> Release number R61.0.0.0 (pre-release for January 2025 price change).

<sup>27</sup> United States Postal Service, *CIO Change Management Policy*, version 3.8, dated March 28, 2023.

<sup>28</sup> Global Technology Audit Guide, *IT Change Management*, dated February 2020.

<sup>29</sup> USPS, *Change Management Process*, version 4.8, dated November 25, 2024.

<sup>30</sup> All 12 CRs were categorized as normal or expedited. The updated process requires the manual closure of all normal or expedited CRs, according to Postal Service management.

the change management team responsible for managing CRs. During the course of our audit, in August 2025 the 12 open CRs were closed.

It is critical that system changes to PostalOne! are implemented timely to provide business mailers the ability to accurately process their mailings and account for pricing changes. Monitoring the testing of all changes and documenting testing completion can strengthen the Postal Service's controls to prevent negatively impacting mailer satisfaction and its reputation. The Postal Service provided support showing that it addressed the issues from five of the 13 failed or incomplete tests in later releases, while the remaining eight are known issues that are still open. As a result, we are not making a recommendation related to testing.

### Resolving Critical and High Incident Tickets

The Postal Service did not resolve all critical and high incident tickets timely. From October 2023 through January 2025, we found 58 of 112 (52 percent) total critical and high incident tickets were not resolved in the required timeframes.<sup>31</sup> Specifically:

- Five of eight critical incident tickets (about 63 percent) were not resolved within the two-hour target for resolution.
- 53 of 104 (about 51 percent) high incident tickets were not resolved within the eight-hour target for resolution.

According to the Postal Service, vulnerabilities or issues identified in some of these incidents took time to address and, in some cases, remediation included a software release update. Four of the five critical incident tickets remained open between three to nearly 23 hours. The fifth ticket (regarding data issues)<sup>32</sup> was open for approximately 21 days, from April 18, 2024, through May 9, 2024, and was addressed by the Postal Service in a software release on May 12, 2024.

The 53 high incident tickets remained open between nine hours and 163 days, with the majority (39 of 53) open between 1 and 69 days.<sup>33</sup> One incident related to a critical vulnerability detected on PostalOne! was open from July 17, 2024, to November 1, 2024—nearly 99 days. The vulnerability was reportedly resolved on September 30, 2024, but the incident was not marked as “resolved” until October 25, 2024, and finally closed November 1, 2024.

These issues occurred because the Postal Service did not conduct sufficient oversight to verify the resolution of critical and high incident tickets.

A critical incident has the potential for a significant loss of revenue or impact on other business operations when it is not resolved within the restoration target. A high incident has the potential for a significant impact on operations when no workaround is available. Delayed resolutions can cause negative effects to businesses that leverage PostalOne! for their operations, which can impact the Postal Service's reputation and future relationships with business customers.

### AAR for Critical and High Incidents

The Postal Service did not conduct AARs for four of the eight critical incidents that occurred from October 2023 to January 2025, as required. Multiple alerts,<sup>34</sup> signaling a potential security or performance issue, prompted the creation of these critical incidents. Specific details for these four incidents included:

- A monitoring application created a critical incident on PostalOne! and it was resolved; however, there were no additional notes, and the AAR fields were left with “TBD”.
- A monitoring application created a critical incident on multiple applications, including PostalOne!. The issue resolved itself without direct intervention by any teams and no AAR was created.
- Electronic Verification System data entered into Customer Data Mart was not correct, creating a

<sup>31</sup> The Postal Service established a target to resolve critical incidents in two hours and high incidents in eight hours.

<sup>32</sup> Issue with incorrect Electronic Verification System data uploaded to Customer Data Mart.

<sup>33</sup> Of the 39 high incidents, 23 were opened from 1 to 8 days and 16 were opened 12 to 69 days.

<sup>34</sup> Alerts are generated by a system the Postal Service used to monitor its external applications.

critical incident. A remediation was identified and implemented but no AAR was created.

- The Enterprise Systems Monitoring team reported PostalOne! had database issues. A critical incident was created and reviewed but there were no issues or customer impact found, and no AAR was created.

Regarding high incidents, during our scope period, a monitoring application created a high incident for multiple applications including PostalOne!. While the issue was remediated, an AAR—although not required for high incidents—was requested but not completed.

Best practices<sup>35</sup> state that an AAR for incidents should document the incident, the response and recovery actions taken, and lessons learned. Management from the IT Performance Achievement team<sup>36</sup> stated that AARs should be created for all critical incidents and may be requested for high incidents. When an AAR is created, Postal Service procedures require a final AAR to be completed within seven days of restoration from the incident.<sup>37</sup>

These issues occurred because management did not monitor the creation of AARs for all critical incidents. In addition, the Postal Service did not document in policy when an AAR should be conducted. For the high incident AAR that was not completed, the Network Infrastructure Technology team was initially assigned to complete the AAR, but it was scheduled to be reassigned to another team. However, the reassignment did not occur, and the AAR was not completed. Management from the Performance Management and Enterprise Systems Monitoring team stated that the Postal Service recently identified this issue and now assigns AARs to an application team for completion. In July 2025, the Postal Service created a standard operating procedure for assigning the completion of an AAR, as required, to responsible teams. However, the procedure does not specify when an AAR should be created.

AARs are essential for driving continuous improvement and create a record of the incident and remediation, that can be referenced in the future. Without an AAR, the source of the issue could be misattributed and response measures not assessed. When an AAR is not completed for a critical incident, the Postal Service is at risk of the remediation effort being incomplete or ineffective at preventing a similar incident from re-occurring and impacting PostalOne! and business mailers.

#### **Recommendation #2:**

We recommend the **Vice President, Technology Applications**, implement a process to verify all change requests are closed and reviewed when all change activities have been completed.

#### **Recommendation #3:**

We recommend the **Vice President, Technology Applications**, in collaboration with **Executive Director, Chief Information Office Services**, validate all critical and high incident tickets are resolved within required timeframes.

#### **Recommendation #4:**

We recommend the **Executive Director, Chief Information Office Services**, update policy to identify when an after action report should be created and verify completion of all after action reports.

#### **Postal Service Response**

Management agreed with the finding and recommendations 2, 3, and 4.

Regarding recommendation 2, management stated it will implement a process to verify change requests are closed and reviewed when all change activities have been completed. The target implementation date is May 31, 2026.

Regarding recommendation 3, management noted that fixing critical or high incidents may require extensive efforts from vendors that

<sup>35</sup> National Institute of Standards and Technology Special Publication SP 800-61r3, *Incident Response Recommendations and Considerations for Cybersecurity Risk Management*, Section 3.2 Incident Response, dated April 2025.

<sup>36</sup> Provides application support for incident, problem, change, configuration, and performance management functions within the Postal Service.

<sup>37</sup> USPS, Service Now Operations Support, Problem Management.

may exceed the guideline times for resolution. Management stated it will work collaboratively to accept the risk and track the incident until the work is complete. The target implementation date is May 31, 2026.

Regarding recommendation 4, management stated it will update the standard operating procedure that guides after action reports. The target implementation date is March 31, 2026.

**OIG Evaluation**

We consider management's comments responsive to recommendations 2, 3, and 4 and corrective actions should resolve the issues identified in the report.

# Appendices

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# Appendix A: Additional Information

## Scope and Methodology

Our objective was to determine whether the Postal Service appropriately implemented and communicated system changes to PostalOne!. The scope of this audit included changes made to PostalOne! between October 1, 2023, and January 31, 2025, that could impact use of the application by mailers. [REDACTED]

[REDACTED] To accomplish our objective, we:

- Reviewed Postal Service policies, procedures, and related documents to identify applicable guidance and systems related to PostalOne!.
- Interviewed Postal Service personnel and major mailers to gain an understanding of how changes were communicated to mailers.
- Reviewed PostalOne! releases, Industry Alerts, and various meeting minutes<sup>38</sup> to understand what changes and issues were communicated.
- Assessed how Postal Service personnel tested and deployed changes, responded to incidents, and communicated testing results with major mailers.
- Interviewed Postal Service headquarters personnel and major mailers to understand the change management and CAT processes.
- Reviewed PostalOne! incident tickets to identify customer submitted complaints.
- Identified, obtained, and analyzed PostalOne! test plans from Application Lifecycle Management, a central repository for all testing assets.
- Reviewed change and problem management policies and processes to assess compliance with guidance for creating problems.

- [REDACTED]

We conducted this performance audit from March through December 2025 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on November 18, 2025, and included its comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the PostalOne! internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles and determined that the following three components were significant to our audit objective: Control Activities, Monitoring, and Information and Communication.

We developed audit work to assess these controls. Based on the work performed, we identified internal control deficiencies related to Control Activities, Monitoring, and Information and Communication that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of PostalOne! data by performing testing for data completeness, reasonableness, and validity. We determined that the data was sufficiently reliable for the purposes of this report.

<sup>38</sup> Minutes were from User group 11.



Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

# Appendix B:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

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# Appendix C: Management's Comments



Date: December 11, 2025

Laura Lozon  
Director, Audit Services

SUBJECT: Management Response: Implementation and Communication of System Changes to PostalOne! (25-070)

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: Implementation and Communication of System Changes to PostalOne!

**Finding #1: Communication of PostalOne! Changes**

The Postal Service effectively informed business mailers of price changes made in PostalOne! and made additional resources available to them to improve communication.

**Management Response:** Management agrees with this finding.

**Finding #2:** [REDACTED]

**Management Response:** Management agrees with this finding.

**Finding #3: Change and Problem Management Process**

Although the Postal Service generally followed its processes for change and problem management, we identified opportunities to improve those processes when changes are made to, or incidents arise with, PostalOne!. Specifically, we identified opportunities to improve:

- Closing CRs.
- Resolving critical and high incident tickets.
- Developing AARs for critical incidents.

**Management Response:** Management agrees with this finding.

**Recommendation 1:** [REDACTED]

**Management Response/Action Plan:** Management agrees with this recommendation. [REDACTED]

**Target Implementation Date:** July 31, 2026

**Responsible Official:** [REDACTED]

**Recommendation 2:** We recommend the **Vice President, Technology Applications**, implement a process to verify all change requests are closed and reviewed when all change activities have been completed.

**Management Response/Action Plan:** Management agrees with this recommendation. The Vice President, Technology Applications will implement a process to verify all change requests are closed and reviewed when all change activities have been completed.

**Target Implementation Date:** May 31, 2026

**Responsible Official:** Vice President, Technology Applications

**Recommendation 3:** We recommend the **Vice President, Technology Applications**, in collaboration with **Executive Director, Chief Information Office Services**, validate all critical and high incident tickets are resolved within required timeframes.

**Management Response/Action Plan:** Management agrees with this recommendation. Fixing Critical or High incidents may require extensive troubleshooting or patches and repair from suppliers that may exceed the guideline times for resolution. However, Technology Applications, NIT, and CSO will work collaboratively to implement a process to accept the risk and track the incident until the work is complete.

**Target Implementation Date:** May 31, 2026

**Responsible Official:** Vice President, Technology Applications and Executive Director, Chief Information Office Services.

**Recommendation 4:** We recommend the **Executive Director, Chief Information Office Services**, update policy to identify when an after action report should be created and verify completion of all after action reports.

**Management Response/Action Plan:** Management agrees with this recommendation. The Executive Director, Chief Information Office Services will update the SOP guiding After Action Reports.

**Target Implementation Date:** March 31, 2026

**Responsible Official:** Executive Director, Chief Information Services

E-SIGNED by ANGELA.D LAWSON  
on 2025-12-10 08:40:01 EST

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Angela Lawson  
Vice President, Technology Applications

E-SIGNED by [REDACTED]  
on 2025-12-10 08:38:08 EST

E-SIGNED by Dorin.M Methfessel  
on 2025-12-10 09:04:47 EST

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Dorin Methfessel  
Executive Director, Chief Information Office

cc: Corporate Audit Response Management

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