

Warner Robins Main Post Office, Warner Robins, GA: Delivery Operations

AUDIT REPORT

Report Number 25-015-3-R25 | February 12, 2025



UNITED STATES POST OFFICE
WARNER ROBINS, GEORGIA



Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 12, 2025

MEMORANDUM FOR: AVINESH D. KUMAR
MANAGER, GEORGIA DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is centered below the "MEMORANDUM FOR" section.

FROM: Sean Balduff
Director, Field Operations, Central & Southern

SUBJECT: Audit Report – Warner Robins Main Post Office, Warner Robins, GA:
Delivery Operations (Report Number 25-015-3-R25)

This report presents the results of our audit of delivery operations and property conditions at the Warner Robins Main Post Office in Warner Robins, GA.

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

Attachment

cc: Postmaster General
Chief Retail & Delivery Officer & Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Southern Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response Management

Results

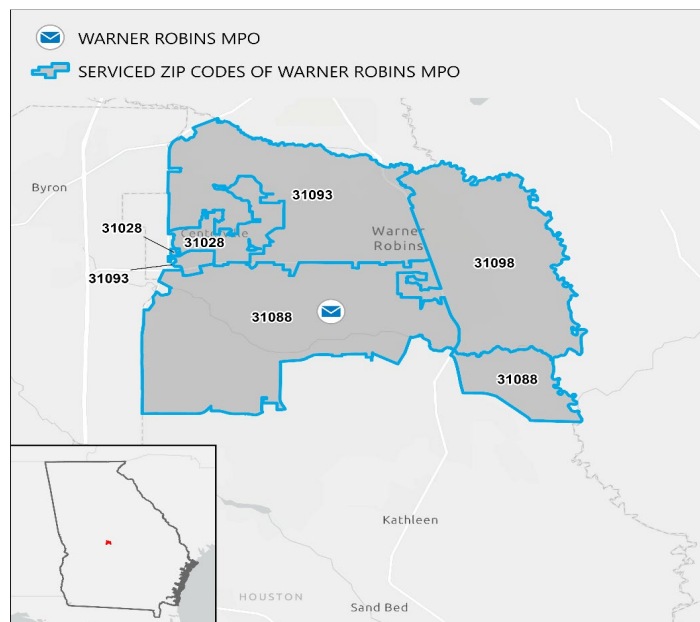
Background

The U.S. Postal Service's mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across the country and provides management with timely feedback in furtherance of this mission.

This interim report presents the results of our self-initiated audit of delivery operations and property conditions at the Warner Robins Main Post Office (MPO) in Warner Robins, GA (Project Number 25-015-3). The Warner Robins MPO is in the Georgia District of the Southern Area and services about 94,533 people in ZIP Codes 31028, 31088, 31093, and 31098¹ which are considered predominantly urban communities (see Figure 1). Specifically, 93,742 (99 percent) live in urban communities and 791 (1 percent) live in rural communities.²

This delivery unit has 35 city routes and 30 rural routes. From September 7 through October 4, 2024, the delivery unit had two supervisors assigned.³ There were also three employees that were acting in a higher-level supervisor detail at this facility. As of September 20, 2024,⁴ the employee availability rate for the Warner Robins MPO was 92.4 percent year to date for fiscal year (FY) 2024, which is under the Postal Service's retail and delivery operations employee availability goal of 93.6 percent for FY 2024. The Warner Robins MPO is one of four delivery units⁵ the OIG reviewed during the week of November 18, 2024, that are serviced by the Macon Local Processing Center (LPC).

Figure 1. ZIP Codes Serviced by the Warner Robins MPO



Source: OIG analysis of ZIP Code data.

We assessed all units serviced by the Macon LPC based on the number of Customer 360⁶ (C360) delivery-related inquiries,⁷ Informed Delivery⁸ contacts, stop-the-clock⁹ (STC) scans performed away from the delivery point and at the unit, undelivered route information, and first and last mile failures between July 1 and September 28, 2024.

We judgmentally selected the Warner Robins MPO primarily based on the number of C360 inquiries related to delivery. The unit was also chosen based on first and last mile failures and undelivered routes. See [Table 1](#) for a comparison of the C360 inquiries between the unit and the rest of the district.

¹ The unit also services ZIP Codes 31095 and 31099, which are used for Post Office Boxes.

² We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

³ According to the Postal Service's Time and Attendance Collection System.

⁴ The last day of Pay Period 20.

⁵ The other three units were the Gray Main Post Office, Gray, GA (Project Number 25-015-1); Perry Administrative Post Office, Perry, GA (Project Number 25-015-2); and Zebulon Branch, Macon, GA (Project Number 25-015-4).

⁶ A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

⁷ A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

⁸ Informed Delivery is a free and optional notification service that gives residential customers the ability to digitally preview their letter-sized mail and submit inquiries for mailpieces that were expected for delivery but have not arrived.

⁹ A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of STC scans include "Delivered," "Available for Pickup," and "No Access."

Table 1. C360 Inquiries Comparison Between July 1 and September 28, 2024

Delivery Metric	Unit Average per Route	District Average per Route
C360 Delivery Inquiries	11.4	9.8

Source: OIG analysis of Postal Service’s C360 data extracted October 7, 2024.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Warner Robins MPO in Warner Robins, GA.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹⁰ carrier separations and transfers, and property safety and security conditions. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, and carrier complement. During our site visit we observed mail conditions; arrow key security procedures; and unit safety and security conditions. We also analyzed the scan status of mailpieces at the carrier cases and interviewed unit management and employees. We discussed our observations and conclusions as summarized in Table 2 with management on January 23, 2025, and included their comments, where appropriate.

We are issuing this interim report to provide the Postal Service with timely information regarding conditions we identified at the Warner Robins MPO.

We will issue a separate capping report¹¹ that provides the Postal Service with the overall findings and recommendations for all four delivery units, as well as the district. The capping report will include actions taken by management to address the issues identified in this interim report. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the Warner Robins MPO. Specifically, we found issues with four of the five areas we reviewed (see Table 2). We also found an issue with the separation of packages for dispatch.

Table 2. Summary of Results

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning	X	
Arrow Keys	X	
Carrier Separations and Transfers		X
Property Conditions	X	
Other: Separation of Packages for Dispatch	X	

Source: Results of our fieldwork during the week of November 18, 2024.

We analyzed employee data and did not identify any issues with carrier separations and transfers.

¹⁰ A distinctively shaped key carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.
¹¹ Project Number 25-015.

Finding #1: Delayed Mail

What We Found

On the morning of November 19, 2024, we identified 28,135 delayed mailpieces¹² at 46 carrier cases, collections, and at the hot cases.¹³ Specifically, we identified 20,347 letters, 6,996 flats, and 792 packages. In addition, management did not accurately report this mail as undelivered in the Delivery Condition Visualization (DCV)¹⁴ system. Management reported 4,194 delayed letters, flats, and packages from the

previous day, representing about 15 percent of the delayed mail we identified at the unit. See Table 3 for the number of pieces for each mail type and Figures 2 and 3 for examples of delayed mail found at the unit. Further, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁵ to document undelivered mailpieces.

Table 3. Types of Delayed Mail Identified

Type of Mail	Carrier Cases	Collections	Hot Cases	Total Count of Delayed Mail
Letters	5,365	9,534	5,448	20,347
Flats	5,365	251	1,380	6,996
Packages	112	680	0	792
Totals	10,842	10,465	6,828	28,135

Source: OIG count of delayed mailpieces identified during our visit on November 19, 2024.

Figure 2. Examples of Delayed Mail

Delayed Mail at a Carrier Case



Delayed Mail at a Hot Case



Source: OIG photos taken November 19, 2024.

¹² Count of mail included individual piece counts and OIG estimate based on Postal Service conversion factors in Management Instruction PO-610-2007-1, *Piece Count Recording System* and Handbook M-32, *Management Operating Data Systems*, Appendix D.
¹³ A case designated for final withdrawal of mail as carriers leave the office.
¹⁴ A tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.
¹⁵ PS Form 1571, *Undelivered Mail Report*, lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

Figure 3. Examples of Delayed Collection Mail



Source: OIG photos taken November 19, 2024.

Why Did It Occur

Management did not provide adequate oversight to verify that all mail was cleared from the unit and the delayed mail was accurately reported in the DCV system. The postmaster attributed the delayed mail to an inexperienced temporary PM supervisor, late arriving mail from the plant, and employee availability. Specifically:

- The temporary PM supervisor did not enforce the redline¹⁶ process, which includes verifying carriers identify and place mail brought back from their routes into the appropriate area and complete a PS Form 1571 documenting the reason why the mail could not be delivered. In addition, the temporary PM supervisor did not complete a thorough review of undelivered mail in the unit and did not inform the postmaster of the delayed mail to be reported in the DCV system, nor request an additional truck to pick up the remaining collection mail. The postmaster stated the temporary supervisor was a new employee who had been with the Postal Service for less than six months. She was overwhelmed with other duties, such as monitoring carriers still out on the street and checking package scan failures.
- On the day prior to our visit, the 7:30 a.m. truck arrived with 12 trays of working letters which had to be sorted by clerks at the hot case. They also received all the carrier-routed flat mail tubs that had to be distributed to each carrier case. The postmaster stated the mail came too late for them to sort and distribute prior to the carriers leaving for the street.
- The unit had five full-time vacancies and three employees on unscheduled leave on the day prior to our visit. The postmaster stated he spoke to district management on that Monday prior to our visit and requested additional help, but did not receive any.

¹⁶ A Standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments, ensuring that any mail returned from the street is identified with a signed completed PS Form 1571 and that no mail is taken back to the carrier case.

What Should Have Happened

Management should have ensured that all mail was sorted and delivered daily and that any mail returned from a route was properly identified. Postal Service policy¹⁷ states that all types of First-Class Mail, Priority Mail, and Priority Mail Express are always committed for delivery on the day of receipt. In addition, managers are required¹⁸ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day.

In addition, policy¹⁹ states delivery units must follow the redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Further, managers must complete the PM checklist verifying that the unit is free of all outgoing mail. In the event collection mail does not make it on the final dispatch truck to the plant, management must initiate procedures for ensuring the mail is transported to the processing plant.²⁰

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. In addition, inaccurate reporting of delayed mail in the DCV system provides management at the local, district, area, and headquarters levels with an inaccurate status of mail delays and can result in improper actions taken to address issues.

Postal Service Response

The Postal Service agreed with this finding. See [Appendix B](#) for management's comments in their entirety.

¹⁷ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁸ DCV Learn and Grow HQ CRDO Command Center, August 1, 2024.

¹⁹ Standard Operating Procedure, Redline Policy.

²⁰ Standard Operating Procedure, Dispatch Deviation Policy, July 19, 2024.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit, scanned packages away from the intended delivery point,²¹ and handled packages incorrectly at the unit.

We reviewed package scanning data for scans that occurred at the unit and removed any potentially accurate scans performed.²² In total, employees improperly scanned 212 packages at the delivery unit between July 1 and September 28, 2024 (see Table 4). Further analysis of the STC scan data for these packages showed that about 58 percent of them were scanned “Delivered.”

Table 4. STC Scans at Delivery Unit

STC Scan Type	Count	Percentage
Delivered	122	57.5%
Delivery Attempted – No Access to Delivery Location	34	16.0%
Receptacle Full / Item Oversized	32	15.1%
No Secure Location Available	22	10.4%
Refused	2	0.9%
Total	212	100%*

Source: OIG analysis of the Postal Service’s Product Tracking and Reporting (PTR) System data. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

* Total percentage does not equal 100 percent due to rounding.

We also found issues with scanning and handling of packages in the unit. On the morning of November 19, 2024, before carriers arrived for the day, we selected 30 packages from the carrier cases to review and analyze scanning and tracking history. Of the 30 sampled packages, 23 (77 percent) had improper scans or handling issues, including:

- Thirteen packages were scanned “Delivered,” which should only be performed when a package is successfully left at the customer’s delivery address.
- Six packages were scanned “Delivery Attempted – No Access to Delivery Location” or “Vacant” between .4 and 4.5 miles away from the delivery point. Scans should be made as close to the delivery point as possible.
- Two packages were scanned “Held at Post Office at Customer Request” without a customer hold request.
- One package was scanned “Delivery Exception, Local Weather Delay.” There were no weather delays on the day of attempted delivery.
- One package was missing a STC scan to let the customer know the reason for non-delivery.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning. Management agreed that their focus is on the daily integrity and failure reports which lists packages missing scans. In addition, management stated they are not aware of reports available to monitor scans performed away from the delivery point.

For scans occurring at the unit, there were three addresses that were for caller service²³ customers that accounted for most of the package scans. Since the packages were addressed to a street address, the packages were routed to the carrier instead of the caller service clerk. The carrier scanned these packages “Delivered” at their case and then handed them to the caller service clerk for customer pick up at the unit. The postmaster stated he is aware of this practice and explained that the carriers scanned the packages at the unit to clear the package from

21 We found a nominal amount of scans occurring away from the delivery unit and over 1,000 feet from the intended delivery point between July 1 and September 28, 2024.

22 This data does not include scans that could properly be made at a delivery unit, such as “Delivered - PO Box” and “Customer (Vacation) Hold.” Additionally, PO Box scans at the unit were only counted when the delivery point was an address away from the unit. This category does not include mail addressed for a PO Box.

23 Caller Service provides optional delivery services to customers willing to pay a fee, such as those with large volumes of mail.

the carrier's scanner. He further stated that he would implement an alternative way to handle these packages more effectively.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance. The Postal Service's goal is to ensure proper delivery attempts for mailpieces to the correct address with proper service,²⁴ which includes scanning packages at the time and location of delivery.²⁵

Effect on the Postal Service and Its Customers

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly, customers are unable to determine the actual status of their packages. By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

²⁴ *Delivery Done Right the First Time* stand-up talk, March 2020.

²⁵ *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Finding #3: Arrow Keys

What We Found

Unit management did not properly update the arrow key inventory log. On the morning of November 21, 2024, we reviewed the unit's arrow key certification list in the Retail and Delivery Applications and Reports (RADAR)²⁶ system and conducted a physical inventory of keys at the unit. Unit management reported 52 keys in RADAR as "In-Use". Based on our physical review of arrow keys at the unit, two of the 52 keys were missing, and an additional four keys found at the unit were not recorded in RADAR. In addition, unit management recorded five keys in RADAR as "Lost", but we found one of the keys. Unit management had not reported any of the four lost keys, nor the two keys we identified as missing, to the U.S. Postal Inspection Service.

We also found that carriers were not always signing the daily log to acknowledge their acceptance and return of their assigned keys.

Why Did It Occur

Management did not properly manage arrow keys because the postmaster did not reconcile the physical arrow keys with those listed in RADAR. He claimed that he verified the keys based on those present in the cart and by using

the unit's accountable log, which did not match RADAR. Furthermore, management was not aware there were missing keys since a supervisor or clerk did not verify all keys had been accounted for daily.

What Should Have Happened

Management should have verified that arrow key procedures were properly followed. According to Postal Service policy,²⁷ management must keep an accurate inventory of all arrow keys. Any missing keys must be immediately reported to the Postal Inspection Service.

In addition, policy states that upon the employees' return a supervisor or clerk must verify all keys have been returned and accounted for daily.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is increased risk of mail theft. These thefts damage the Postal Service's reputation and diminish public trust in the nation's mail system. Additionally, because arrow keys open mail receptacles, lost keys can result in undelivered mail.

Postal Service Response

The Postal Service agreed with this finding.

²⁶ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁷ Arrow/Modified Arrow Lock (MAL) Key Accountability Standard Work Instruction, dated May, 2024.

Finding # 4: Property Conditions

What We Found

We found one property safety issue at the Warner Robins MPO. Specifically, all 10 fire extinguishers throughout the unit were missing monthly inspections since August 2024.

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that the fire extinguishers were inspected monthly. The postmaster stated he relied on the custodian to complete the monthly inspections and did not follow-up with him to confirm that they were inspected. During our audit, management took corrective action and had all 10 fire extinguishers inspected.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.²⁸

Effect on the Postal Service and Its Customers

Management's attention to safety deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and penalties; and enhance the customer experience and Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

²⁸ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

Finding # 5: Separation of Packages for Dispatch

What We Found

Employees at the Warner Robins MPO did not properly separate packages destined for the Atlanta, GA Regional Processing and Distribution Center (RPDC). Specifically, on November 20, 2024, during the unit's evening operations, we observed outgoing Priority Mail²⁹ packages comingled in the same container with other packages (see Figure 4).

Figure 4. Comingled Outgoing Packages



Source: OIG photo taken November 20, 2024.

Why Did It Occur

The Postmaster stated the Atlanta RPDC instructed them not to separate Priority Mail packages from other packages; however, he was not able to provide documentation. He further stated this practice had been in place since he arrived at the unit in April 2024.

What Should Have Happened

The Postal Service requires all level 22 and above units to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.³⁰

Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility, in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Postal Service Response

The Postal Service agreed with this finding.

²⁹ An expedited service that may contain any mailable matter weighing no more than 70 pounds.

³⁰ *Learn and Grow RDC/RSC Updates*, May 2024.

Appendix A: Additional Information

We conducted this audit from October 2024 through February 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.

In planning and conducting the audit, we obtained an understanding of the delivery operations 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 we determined that the following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure that we assessed these controls. Based on the work performed, we identified internal control deficiencies related to all three components that were significant within the context of our objective. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Gray MPO, Perry Administrative Post Office, Warner Robins MPO, and Zebulon Branch, as well as the district.

We assessed the reliability of PTR and DCV data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined that the data were sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments



January 24, 2025

VICTORIA SMITH
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Warner Robins Main Post Office, Warner Robins, GA:
Delivery Operations (Report Number 25-015-3-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report, *Warner Robins Main Post Office, Warner Robins, GA: Delivery Operations*.

Management generally agrees with the five findings in the report on delayed mail, package scanning, arrow keys, property conditions, and separation of packages for dispatch.

Management has begun taking steps to address the five findings.

Delayed Mail: Management will conduct a service talk on proper handling and recording of delayed mail in DCV. Management will also reiterate the requirement to use PS Form 1571 *Undelivered Mail Report* and follow the *Redline process*. Management will also verify attendance policies are being followed. Reviews will be conducted to monitor for compliance.

Package Scanning: Management will provide a service talk on proper scanning procedures and conduct reviews to monitor compliance.

Arrow Keys: Management will update the inventory log to reflect all arrow keys on hand and report all missing keys to the US Postal Inspection Service. Management will also conduct training on proper management and security of arrow keys. Additionally, reviews will be conducted to monitor for compliance.

Property Conditions: Management abated the one safety-related property condition identified in the audit.

Separation of Packages for Dispatch: Management will provide service talks to reinforce package separation practices to ensure Priority Mail is not comingled with non-priority mail. Reviews will be conducted to monitor for compliance.

E-SIGNED by Avinesh D Kumar
on 2025-01-24 08:35:25 EST

Avinesh D. Kumar
District Manager, Georgia District

cc: Vice President, Area Retail & Delivery Operations (Southern)
Corporate Audit Response Management

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