



## AUDIT REPORT

# Mail Delivery Issues – Broadview Station, Atlanta, GA

August 6, 2019



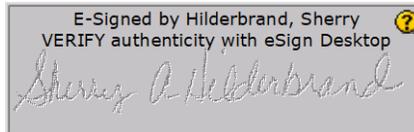
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Report Number DRT-AR-19-014



August 6, 2019

**MEMORANDUM FOR:** SANDY S. WYRICK  
MANAGER, ATLANTA DISTRICT



**FROM:** Sherry A. Hilderbrand  
Director, Delivery and Retail Response Team

**SUBJECT:** Audit Report – Mail Delivery Issues – Broadview Station,  
Atlanta, GA (Report Number DRT-AR-19-014)

This report presents the results of our audit of mail delivery issues at the Broadview Station, Atlanta, GA (Project Number 19RG029DRT000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact please contact Byron Bustos Operations Manager, at [bbustos@uspsoig.gov](mailto:bbustos@uspsoig.gov), or me at 703-248-2100.

Attachment

cc: Postmaster General  
Corporate Audit and Response Management  
Vice President, Delivery and Retail Operations  
Vice President, Area Operations

## Background

This report presents the results of our self-initiated audit of Mail Delivery Issues – Broadview Station, Atlanta, GA (Project Number 19RG029DRT000). The Broadview Station is in the Atlanta District of the Capital Metro Area. This audit was designed to provide U.S. Postal Service management with timely information on potential mail delivery risks at the Broadview Station.

The Broadview Station has 20 city routes delivered by 35 city carriers (23 full-time regular city carriers and 12 city carrier associates<sup>1</sup>). We selected Broadview Station based on the percentage of carriers returning after 6 p.m. and our analysis of enterprise Customer Care (eCC)<sup>2</sup> data.

## Scope and Methodology

The objective of this audit was to assess mail delivery service on selected routes at the Broadview Station in Atlanta, GA. To accomplish our objective, we analyzed delivery metrics such as mail arrival, Distribution Up Time (DUT), carriers return to office time, and the number of routes and carriers to assess performance of delivery operations. In addition, we analyzed eCC case data and social media reviews from Yelp and Google. We also interviewed management and employees, conducted delivery unit observations, reviewed scanning procedures for packages, and evaluated the process completed by delivery supervisory personnel in response to eCC cases.

We relied on computer-generated data from the Enterprise Data Warehouse (EDW), eCC, Scan Point Management, and Field Staffing and Support systems. Although we did not test the validity of controls over these systems, we assessed the accuracy of the data by testing the completeness and reasonableness of the data, observing operations, and interviewing Postal Service officials who are knowledgeable about the data. We determined the data were sufficiently reliable for the purposes of this report.

We conducted this audit from June through August 2019, in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on July 11, 2019, and included their comments where appropriate.

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<sup>1</sup> A City Carrier Associate is a non-career, bargaining unit employee who performs the full range of city carrier duties.

<sup>2</sup> eCC is a Postal Service software program that records and tracks customer complaints received by letter, phone, visit, or through the Postal Service's website.

### Finding # 1: Carriers Returning After 6 p.m.

City carriers in the Broadview Station did not meet the goal of 100 percent returning to the office by 6 p.m. Our analysis found that during Quarters (Q) 1 and 2 of fiscal year (FY) 2019, about 28 percent of the city carriers returned by 6 p.m., 51 percent by 7 p.m. and 81 percent by 8 p.m. (see Table 1). The U.S. Postal Service's goal is to have 100 percent of carriers returning by 6 p.m.<sup>3</sup>

**Table 1. Broadview Carriers Returning By 6 p.m.**

<b>FY 2019 Quarter</b>	<b>Percentage of Carriers Returning By 6 p.m.</b>	<b>Percentage of Carriers Returning By 7 p.m.</b>	<b>Percentage of Carriers Returning By 8 p.m.</b>
<b>Q1</b>	37%	66%	94%
<b>Q2</b>	19%	36%	68%
<b>Total Average</b>	<b>28%</b>	<b>51%</b>	<b>81%</b>

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of City Carriers After 6 p.m. data from (EDW-DDM).

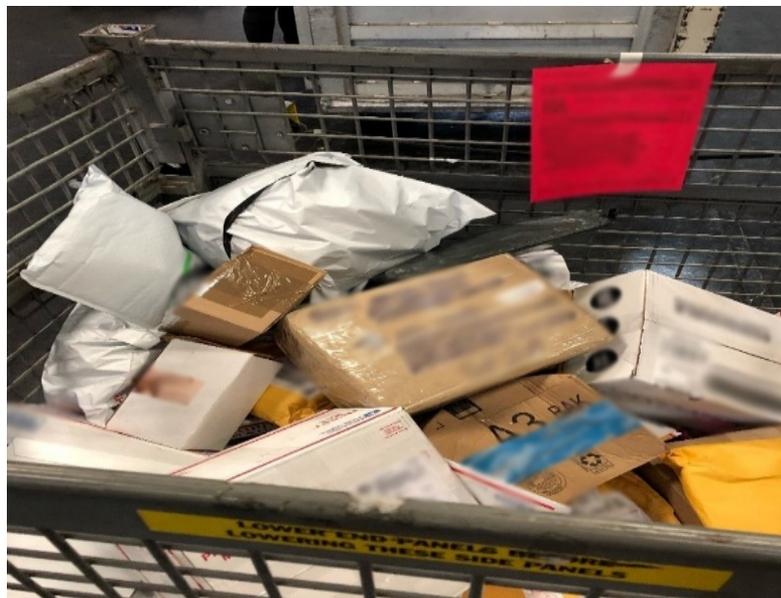
This condition occurred due to late mail arrival and improper mail mix. Specifically, mail did not arrive on time or in the proper mail mix from the Atlanta Processing and Distribution (P&DC) according to the agreed upon Integrated Operation Plan/Mail Arrival Plan (IOP/MAP).<sup>4</sup> The Postal Service designed the IOP/MAP to help stabilize mail flow by setting delivery unit and processing facilities' expectations for the arrival and quality of mail for appropriate staffing. Unit management stated the P&DC is not meeting its "last chance" transportation schedule,<sup>5</sup> and mail arriving on the last truck of the day must be reworked often because it is mixed with First-Class Mail, parcels, and Marketing mail (see [Figures 1 and 2](#)). The majority of the mail requiring manual sortation at the delivery unit should arrive on the first and second truck of the day, as per IOP/MAP; however, on June 18, 2019, we observed that the unit is receiving a high volume of working mail in the last trucks arriving later than their scheduled time.

<sup>3</sup> Publication 99, *We, The Postal Service – The 24-Hour Clock Indicators and Service Goals*.

<sup>4</sup> The MAP documents the specific requirements of the IOP between the plant and delivery units. The plan includes truck arrival times, as well as what mail, by type and quantity, will arrive on each trip for the unit to be successful.

<sup>5</sup> Also known as a Dispatch of Value, it reflects the latest time mail can be dispatched from the originating facility and arrive at the destination facility prior to the appropriate critical entry time.

**Figures 1 and 2. Mixed Working Mail Arrived at 8:50 a.m. and 9:30 a.m.**



Source: OIG photographs taken June 18, 2019, at the Broadview Station in Atlanta, GA concerning late mail from plant.

When unit employees are delayed due to late mail arrival and mail that needs to be reworked, it can result in the unit not meeting its DUT. Our analysis of DUT between April 22 and May 21, 2019, showed the station's did not meet its DUT of 9:00 a.m. 100 percent of the time. The DUT indicates the time that clerks have completed sortation to distribute mail to each delivery route. As a result, carriers must wait for the DUT to be completed to retrieve the remainder of the mail and packages to be delivered on their routes.

When DUT is not met, customers can experience inefficient and untimely mail delivery.

**Recommendation #1:** We recommend the **Manager, Atlanta District**, instruct the unit management and the Atlanta Processing and Distribution to follow or update the Integrated Operating Plan/Mail Arriving Profile to address the late mail arrival and mail mix.

## Finding # 2: Package Delivery Scanning

We determined unit employees were improperly scanning packages at the unit and were not following package scanning and handling policies. Specifically, we observed package scanning on June 18, 2019, and judgmentally selected 47 packages that were in the unit before the carriers arrived for the day to review their scanning and tracking data. Of the 47 packages we evaluated, 35 were at the carrier cases, and 12 were in the “notice left” area. We found 15 of the 47 (32 percent) had missing or improper scans. Specifically:

- Seven showed a “Delivered” scan but were at the unit.
- Eight packages did not receive a Stop-The-Clock (STC) scan, indicating why they had not been delivered.

City carriers must perform accurate STC scans for packages at the point of delivery<sup>6</sup> and the Postal Service’s goal<sup>7</sup> is to ensure mail is delivered to the correct address with proper service. This includes scanning every mailpiece ensuring 100 percent visibility throughout the process.

The package scanning issues occurred because local management did not adequately enforce scanning procedures. Customers rely on accurate scan data to track their packages in real time. By improving scanning operations, management may improve mail visibility, increase customer satisfaction, enhance the customer experience and Postal Service brand.

**Recommendation #2:** We recommend the **Manager, Atlanta District**, instruct unit management to ensure staff follow delivery standard operating procedures for scanning mailpieces.

## Management’s Comments

Management agreed with the findings and recommendations. See [Appendix A](#) for management’s comments in their entirety.

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<sup>6</sup> Where is My Package (WIMP) and Scanning, February 2017.

<sup>7</sup> Postal Service Fact Sheet, World Class Visibility – Scanning and Postal Service Delivery Done Right.

Regarding recommendation 1, management will implement an updated IOP for the Broadview Station by September 30, 2019.

Regarding recommendation 2, management gave a standup talk to all employees on the standard work instructions for proper scanning procedures. This was completed on July 3, 2019.

### **Evaluation of Management's Comments**

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

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective action is completed. Recommendation 1 should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendation can be closed. We consider recommendation 2 closed with the issuance of this report.

## Appendix A: Management's Comments

ATLANTA DISTRICT  
CUSTOMER SERVICE & SALES



July 29, 2019

LAZERICK POLAND  
DIRECTOR, AUDIT OPERATIONS

SUBJECT: Response to Draft Audit Report – Mail Delivery Issues  
Broadview Station, Atlanta, GA 30324

Thank you for the opportunity to respond to the Office of Inspector General (OIG) draft audit report, "Mail Delivery Issues- Broadview Station". Management does agree with the findings noted in the audit report. Management does agree with the recommendations as outlined in the audit per the responses below.

### **Recommendation #1**

We recommend the Manager, Atlanta District, instruct the unit management and the Atlanta Processing and Distribution to follow or update the Integrated Operating Plan/Mail Arriving Profile to address the late mail arrival and mail mix.

### **Management Response/Action Plan**

Management agrees with this recommendation and will implement by updating the IOP/ MAP at the Broadview Station. We will provide copies of the IOP and MAP for Broadview Station to request closure of this recommendation.

### **Target Implementation Date**

September 2019

### **Responsible Official**

Postmaster, Atlanta, GA  
Manager, Operations Programs Support  
Plant Manager, Atlanta District

POST OFFICE BOX 599300  
NORTH METRO, GEORGIA 30026-9300

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**Recommendation #2**

We recommend the Manager, Atlanta District, instruct unit management to ensure staff follow delivery standard operating procedures for scanning mail pieces.

**Management Response/Action Plan**

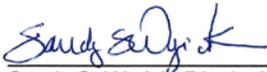
Management agrees with this recommendation and has already implemented via a personal visit by the OIC, Atlanta City on July 3<sup>rd</sup> where a stand up talk regarding standard work instructions were given to all employees on proper scanning procedures.

**Target Implementation Date**

July 2019

**Responsible Official**

Postmaster, Atlanta, GA



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Sandy S. Wyrick, District Manager, Atlanta District

cc: Manager, Corporate Audit & Response Management