

Audit Report

Mail Delivery, Customer Service, and Property Conditions Review – Select Units, Albuquerque and Santa Fe, NM Region



Report Number 22-132-R22 | September 20, 2022



Richard J. Pino Station

Coronado Station

Sante Fe Main Post Office

Rio Rancho Branch

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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

September 20, 2022

MEMORANDUM FOR: JOHN S. MORGAN
DISTRICT MANAGER, ARIZONA-NEW MEXICO DISTRICT

A handwritten signature in black ink, reading "Joseph E. Wolski", is positioned above the "FROM:" field.

FROM: Joseph E. Wolski
Director, Field Operations

SUBJECT: Audit Report – Mail Delivery, Customer Service, and Property
Condition Reviews – Select Units, Albuquerque and Santa Fe,
NM Region (Report Number 22-132-R22)

This capping report presents the results of our audits of Mail Delivery, Customer Service, and Property Condition Reviews of Select Units in the Albuquerque and Santa Fe, NM Region.

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

Attachment

cc: Postmaster General
Corporate Audit and Response Management
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Processing & Maintenance Operations
Vice President, West Pac Area Retail & Delivery Operations
Chief Retail & Delivery Officer & Executive VP

Results

Background

This report presents a summary of the results of our self-initiated audits assessing mail delivery, customer service, and property conditions at four select delivery units in the Albuquerque and Santa Fe, NM Region (Project Number 22-132). These delivery units were the Rio Rancho Branch and Richard J. Pino Station in Albuquerque, NM; and the Santa Fe Main Post Office (MPO) and Coronado Station in Santa Fe, NM. We judgmentally selected these delivery units based on the number of customer inquiries per route the unit received and Stop-the-Clock (STC)¹ scans occurring at the delivery unit. We previously issued interim reports² to district management for each of these units regarding the conditions we identified. In addition, we issued a report on the efficiency of operations at the Albuquerque Processing and Distribution Center (P&DC),³ which services these four delivery units.

All four delivery units are in the Arizona-New Mexico District of the WestPac Area and have a combined total of 75 city routes and 153 rural routes. Staffing at the delivery units during our audit included 87 full-time city carriers, 34 city carrier assistants, 137 full-time rural carriers, 94 rural replacement carriers, 11 assistant rural carrier, 44 full-time clerks, one full-time mail handler, and 19 postal support employees (see Table 1).

Table 1. Staffing and Routes

| Staffing and Route Types | Rio Rancho Branch | Richard J. Pino Station | Santa Fe MPO | Coronado Station | Total |
|---|-------------------|-------------------------|--------------|------------------|------------|
| Full-Time City Carriers | 0 | 27 | 19 | 41 | 87 |
| City Carrier Assistants | 0 | 8 | 11 | 15 | 34 |
| Full-time Rural Carriers | 47 | 45 | 12 | 33 | 137 |
| Replacement Carriers, Part-Time Flexible Carriers, and Rural Carrier Assistants | 46 | 37 | 3 | 8 | 94 |
| Assistant Rural Carriers | 5 | 4 | 0 | 2 | 11 |
| Full-Time Clerks | 12 | 12 | 9 | 11 | 44 |
| Full-Time Mail Handlers | 0 | 0 | 1 | 0 | 1 |
| Postal Support Employees | 2 | 5 | 2 | 10 | 19 |
| City Routes | 0 | 22 | 18 | 35 | 75 |
| Rural Routes | 54 | 49 | 13 | 37 | 153 |

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of data from variance programs as of May 6, 2022.

¹ 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 Pick-up", and "No Access".

² *Mail Delivery, Customer Service, and Property Conditions Review – Rio Rancho Branch, Rio Rancho, NM* (Report Number 22-132-1-R22, dated August 5, 2022); *Mail Delivery, Customer Service, and Property Conditions Review – Richard J. Pino Station, Albuquerque, NM* (Report Number 22-132-2-R22, dated August 5, 2022); *Mail Delivery, Customer Service, and Property Conditions Review – Santa Fe MPO, Santa Fe, NM* (Report Number 22-132-3-R22, dated August 5, 2022); and *Mail Delivery, Customer Service, and Property Conditions Review – Coronado Station, Santa Fe, NM* (Report Number 22-132-4-R22, dated August 5, 2022).

³ *Efficiency of Operations at the Albuquerque, NM, P&DC* (Report Number 22-134-R22, dated August 5, 2022).

The delivery units service about 332,667 people in several ZIP Codes, which are all considered to be urban communities⁴ (see Table 2).

Table 2. Service Area and Population

| Delivery Units | Service Area ZIP Codes | Population |
|-------------------------|--------------------------------|----------------|
| Rio Rancho Branch | 87124 and 17144 | 89,081 |
| Richard J. Pino Station | 87114 and 87120 | 119,707 |
| Santa Fe MPO | 87501, 87504, and 87506 | 28,425 |
| Coronado Station | 87505, 87507, 87508, and 87540 | 95,454 |
| Total | | 332,667 |

Source: OIG analysis of Postal Service National Labeling List and Esri.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery, customer service, and property conditions at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe MPO in the Albuquerque and Santa Fe, NM Region.

We reviewed delivery metrics including the number of routes and carriers, mail arrival time, number of reported delayed mailpieces, package scanning, and distribution up-time.⁵ In addition, during our site visits the week of June 6, 2022,

we reviewed mail conditions and delivery unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at and around the carrier cases and in the “Notice Left”⁶ areas. Finally, we interviewed unit management and employees.

We conducted this audit from June through September 2022 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 September 7, 2022, and included their comments where appropriate.

We relied on computer-generated data from the Product Tracking and Reporting (PTR)⁷ system, Delivery Condition Visualization (DCV),⁸ the Surface Visibility (SV)⁹ database, and the electronic Facilities Management System (eFMS).¹⁰ Although we did not test the validity of the controls over these systems, we assessed the accuracy of the data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined the data were sufficiently reliable for the purposes of this report.

4 We obtained ZIP Code information related to population and urban/rural classification from Esri.

5 Time of day when clerks have completed distributing mail to carrier routes.

6 The area of a postal facility where letters or packages that carriers were unable to deliver are stored for customer pickup.

7 A system of record for all delivery status information for mail and packages with trackable services and barcodes.

8 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. DCV replaced the legacy Customer Service Daily Reporting System and allows users to manually input delayed and curtailed mail volume.

9 SV collects end-to-end data by linking multiple scans of a single asset to create visibility data to support planning, management, and optimization of the surface network.

10 A custom-built Postal Service system used to manage work orders, contracts, and payments for facility construction, repairs, and alteration contracts, along with real estate contracts.

Results Summary

We identified issues affecting mail delivery, customer service, and property conditions at all four delivery units. Specifically, we found deficiencies with delayed mail, package scanning, truck arrival scanning, and property conditions (see Table 3).

Table 3. Summary of Results

| Controls Reviewed | Deficiencies Identified – Yes or No | | | |
|------------------------|-------------------------------------|-------------------------|--------------|------------------|
| | Rio Rancho Branch | Richard J. Pino Station | Santa Fe MPO | Coronado Station |
| Delayed Mail | Yes | Yes | Yes | Yes |
| Package Scanning | Yes | Yes | Yes | Yes |
| Truck Arrival Scanning | Yes | Yes | No | No |
| Property Conditions | Yes | Yes | Yes | Yes |

Source: Results of OIG reviews conducted the week of June 6, 2022.

Finding #1: Delayed Mail

What We Found

On the morning of June 7, 2022, we identified about 24,953 pieces of delayed mail at these four delivery units, 8,704 of which the units reported as delayed. In total, 16,249 pieces of delayed mail were not accurately reported in the DCV system for all four units (see Table 4 and Figures 1 and 2).

Table 4. Delayed Mail

| | Customer Service Operations | | Delivery Operations | | | Total |
|--------------------------------|-----------------------------|-----------------------|--------------------------|------------------------|---------------------------|---------------|
| | Letters in Hot Case | Flats in Sorting Case | Letters in Carrier Cases | Flats in Carrier Cases | Packages in Carrier Cases | |
| Rio Rancho Branch | | | | | | |
| Identified | 560 | 22 | 251 | 15 | — | 848 |
| Reported | — | — | — | — | — | — |
| Under Reported | 560 | 22 | 251 | 15 | — | 848 |
| Richard J. Pino Station | | | | | | |
| Identified | 4,540 | — | 678 | 778 | — | 5,996 |
| Reported | — | — | — | — | — | — |
| Under Reported | 4,540 | — | 678 | 778 | — | 5,996 |
| Santa Fe MPO | | | | | | |
| Identified | — | — | 8,968 | 1,956 | 64 | 10,988 |
| Reported | — | — | 5,800 | 75 | 166 | 6,041 |
| Under Reported | — | — | 3,168 | 1,881 | (102) | 4,947 |
| Coronado Station | | | | | | |
| | Excluded | Excluded | | | | |
| Identified | n/a | n/a | 5,444 | 1,289 | 388 | 7,121 |
| Reported | n/a | n/a | 2,200 | 75 | 388 | 2,663 |
| Under Reported | n/a | n/a | 3,244 | 1,214 | — | 4,458 |
| Total Identified | 5,100 | 22 | 15,341 | 4,038 | 452 | 24,953 |
| Total Reported | — | — | 8,000 | 150 | 554 | 8,704 |
| Total Under Reported | 5,100 | 22 | 7,341 | 3,888 | (102) | 16,249 |

Source: OIG counts and analysis of Postal Service DCV data.

Note: Customer Service Operations supports delivery services by receiving, sorting, and distributing mail. The hot case, as part of Customer Service Operations, is a case designated for final withdrawal of mail as carriers leave the office. "Delivery Operations" refers to mail carriers.

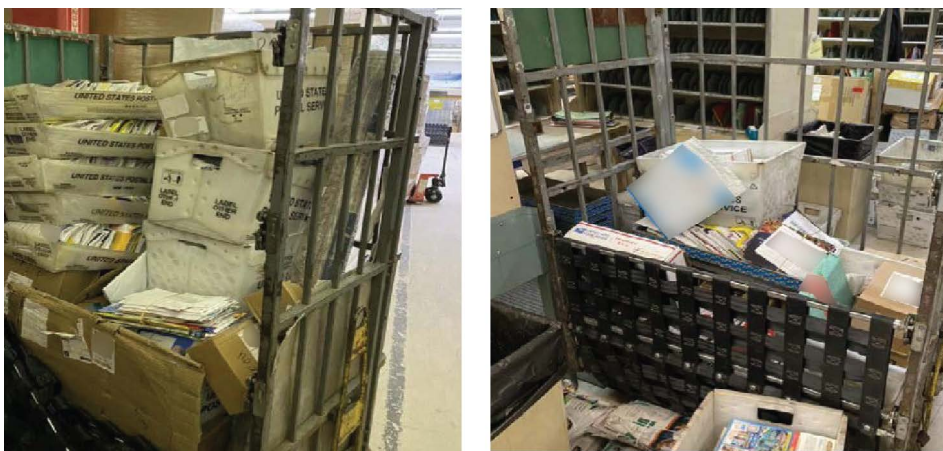
Figure 1. Examples of Delayed Mail in Carrier Cases



Source: OIG photos taken at the Santa Fe MPO June 7, 2022.

At the Coronado Station we did not include mail from customer service operations because it was comingled with non-delayed mail at the time of our visit. From that station, we only included the 7,121 pieces of delayed mail we identified in delivery operations and the 2,663 mailpieces the unit reported in DCV for delivery operations.

Figure 2. Examples of Delayed Mail on the Workroom Floor



Source: OIG photos taken at the Coronado Station June 7, 2022.

¹¹ Mail that is missorted, missent, or missequenced.

Why Did It Occur

At the Rio Rancho Branch, management did not verify that carriers had cleared all mail from the unit and taken it to the street for delivery the previous day. The AM supervisor stated that he was unaware of the delayed mail. Management also stated that some mail was placed in the hot case instead of the 3M¹¹ case; however, a clerk stated that the bundles found in the flat sorting case were not 3M mail but were from the previous delivery day. In addition, the Manager, Customer Service, started at the unit on May 31, 2022 and did not monitor delayed mail.

At the Richard J. Pino Station, management did not ensure that carriers were checking in with a supervisor upon returning from street deliveries, preventing management from determining whether all mail was delivered. Management also stated that employees placed some mail in the hot case instead of the 3M case.

At the Santa Fe MPO and Coronado Station, insufficient staffing and unscheduled leave contributed to the delayed mail. Specifically:

- At the Santa Fe MPO, management stated that the unit was understaffed due to unscheduled leave. The carrier shortage resulted in portions of nine routes not being delivered the previous day. Management did not accurately report the delayed mail in DCV because the PM supervisor was not properly trained to count mail.
- At the Coronado Station, carriers were unable to complete delivery on all routes due to insufficient staffing. Specifically, carriers delivered mail until 11:30 p.m. the previous night, at which point management instructed them to cease delivery and return to the delivery unit. Upon their return, the PM supervisor miscalculated undelivered mail volume because he did not know how to properly count mail volume.

What Should Have Happened

Postal Service policy¹² states that all types of First-Class Mail, Priority Mail, and Priority Express Mail are always committed for delivery on the day of receipt. In addition, managers are required¹³ to report all mail in DCV that remains in a unit after the carriers have left for their street duties. Further, policy¹⁴ states that managers must be sure that replacement employees are available for unscheduled absences and develop contingency plans for situations that may interfere with normal delivery service. In addition, managers are required¹⁵ to report all mail in DCV that remains in a unit after the carriers have left for their street duties or upon realization that there would be delayed mail. Unit management should ensure that employees place all 3M mail in the distribution area for proper processing. All missorted and missequenced mail from the previous day should be distributed prior to each carrier's leave time and all the missent mail should be dispatched on the next available trip to the P&DC.¹⁶

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 DCV 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.

Recommendation #1

We recommend the **District Manager, Arizona-New Mexico District**, develop a plan to ensure that all committed mail at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office are delivered daily; all delayed mail volume is measured and recorded as needed; and that management systematically reviews the data and enforces reporting compliance.

Recommendation #2

We recommend the **District Manager, Arizona-New Mexico District**, develop a plan to ensure that unit management at the Santa Fe Main Post Office and Coronado Station are trained on standard operating procedures for properly counting mail volume when the need arises to report delayed mail.

Finding #2: Package Scanning

What We Found

Employees improperly scanned packages at all four delivery units. Specifically, employees scanned 11,952 packages at the delivery units between February and April 2022 (see [Table 5](#)). Further analysis of the scan data for these packages showed that about 72 percent were scanned "Delivered." This data excludes scans that could properly be made at a delivery unit, such as "Delivered – PO Box" and "Customer (Vacation) Hold" but, rather, represent scans made at the delivery unit that should routinely be made at the point of delivery. In addition, we only included "Delivery Attempted – No Access to Delivery Location" scans performed Monday through Friday to avoid legitimate scans for businesses that are closed on weekends.

¹² *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹³ *Delivery Condition Visualization User Guide*, March 2022.

¹⁴ Handbook M-39, *Management of Delivery Services*, Transmittal Letter 14, Section 111.2, June 2019.

¹⁵ *Delivery Condition Visualization, Guidelines and Definitions*, March 2022.

¹⁶ *3M (Missort, Missent, Missequence) Standard Work Instruction: Supervisor*, March 2019.

Table 5. STC Scans at the Unit by Type

| STC Scan Type | Rio Rancho Branch | Richard J. Pino Station | Santa Fe MPO | Coronado Station | Total | Percent |
|----------------------------------|-------------------|-------------------------|--------------|------------------|---------------|-------------|
| Delivered | 212 | 419 | 3,515 | 4,456 | 8,602 | 71.97% |
| No Access | 103 | 216 | 99 | 676 | 1,094 | 9.15% |
| Receptacle Full / Item Oversized | 21 | 55 | 214 | 794 | 1,084 | 9.07% |
| No Secure Location | 3 | 28 | 59 | 867 | 957 | 8.01% |
| Local Weather Delayed | 0 | 38 | 0 | 109 | 147 | 1.23% |
| Animal Interference | 16 | 8 | 0 | 3 | 27 | 0.23% |
| Refused | 0 | 3 | 5 | 14 | 22 | 0.18% |
| No Authorized Recipient | 4 | 0 | 0 | 15 | 19 | 0.16% |
| Total | 359 | 767 | 3,892 | 6,934 | 11,952 | 100% |

Source: OIG analysis of the Postal Service's PTR System data.

In addition, on the morning of June 7, 2022, we selected 240 packages¹⁷ to review and analyze scanning and tracking data. Of the 240 sampled packages, 48 (20 percent) had missing or improper scans, including:

- Sixteen (14 from three units' carrier cases and two from a unit's "Notice Left" area) with "Delivery Attempted – No Access to Delivery Location" scans were made away from the delivery points. All packages are required to be scanned at the point of delivery attempt.

¹⁷ We selected all 120 packages from the carrier cases and judgmentally selected 120 from the Notice Left area.

¹⁸ PARS intercepts mail identified as undeliverable-as-addressed during processing by matching a change-of-address record in the national database with the name and delivery address on the mailpiece. After the new address is applied to the piece, it is sent to the appropriate operation for sortation.

¹⁹ *Notice Left and Return Guidelines*, dated July 2007, state that domestic packages should be returned to the sender on the 15th calendar day after a notice is left and international packages should be returned to the sender on the 30th calendar day after a notice is left.

- Twelve (10 from three units' carrier cases and two from a unit's "Notice Left" area) were missing STC scans to let the customer know the reason for non-delivery.
- Eleven (10 from all units' carrier cases and one unit's "Notice Left" area) were scanned "Delivered", which should only be done when a package is successfully left at the customer's delivery address.
- Three from a unit's "Notice Left" areas were scanned "Receptacle Full/Item Oversized" at the delivery unit rather than the delivery point.
- Three from two units' carrier cases were scanned "No Such Number" and should have been returned to the sender.
- One from a unit's carrier cases had an "Addressee Unknown" scan and should have been returned to the sender.
- One from a unit's "Notice Left" area had a "Forwarded" scan and should have been sent for processing through Postal Automated Redirection System (PARS)¹⁸ to be sent to the new address.
- One from a unit's "Notice Left" area was missing an "Arrival at Unit" scan, which is required for performance measurement.

Further, at the Rio Rancho Branch, nine packages in the "Notice Left" area were not returned to the sender, as required.¹⁹ These packages ranged from five to 63 days past their return dates. At the Santa Fe MPO, 15 packages in the "Notice Left" area were not returned to the sender, as required. These packages ranged from five to 25 days past their return dates.

Why Did It Occur

These scanning issues occurred because management did not adequately monitor and enforce proper package scanning and handling procedures. Specifically,

- At the Rio Rancho Branch, the PM supervisor had only been performing this role for one day prior to our arrival and was aware that she needed to follow up with each carrier as they returned from their route. However, she prioritized mail delivery and carriers returning from their routes in a timely manner over monitoring package scan data.
- At the Richard J. Pino Station, the acting PM supervisor stated that he routinely scans all undelivered packages with an STC scan such as “Held at Post Office at Customer Request” or “Delivery Attempted – No Access to Delivery Location” when they find packages that do not appear to have an STC scan. The acting PM supervisor cited fear of disciplinary action if he did not clear the End of Day Report,²⁰ indicating that there was an STC scan for each package. Unit management stated that they were unaware of the acting PM supervisor’s improper scanning.
- At the Santa Fe MPO, we determined that 3,374 of the “Delivered” scans (96 percent) were for one delivery point and most were completed by one carrier. The carrier stated that he scanned the packages while loading the vehicle and then completed the scan operation by assigning the “Delivered” code at the point of delivery. Further, management stated that an understaffed unit and a postmaster on extended leave impacted scan monitoring.
- At the Coronado Station, we determined that over 4,000 of the “Delivered” scans were for a single address and one carrier completed the majority of the scans. The carrier stated that he scanned the packages while loading the vehicle and completed the scan operation by assigning the “Delivered” code at the point of delivery. Management also stated that rural carriers are permitted to scan packages at the office because they are not required to deviate more than one-half mile off their line of travel. Further, management did not adequately monitor and enforce proper package scanning and handling procedures.

Furthermore, packages in the “Notice Left” area at two of the units were not returned timely due to inadequate management oversight.

- At the Rio Rancho Branch, one of the clerks who handles the “Notice Left” area stated that working the retail window and processing passports does not allow time to review package return dates each day. In addition, the Manager, Customer Service, stated that when starting at this unit, the “Notice Left” area was not the top priority, as there were not a high number of packages in it.
- At the Santa Fe MPO, management stated monitoring the scans was impacted because the unit was understaffed, and the postmaster was on extended leave.

What Should Have Happened

The Postal Service’s goal is to ensure proper delivery attempts of mailpieces to the correct address with proper service,²¹ which includes scanning packages at the time and location of delivery.²² Management should have monitored scan performance daily and enforced scan compliance. Packages at one of the units should have been placed on a Firm Sheet²³ and scanned “Delivered” at the delivery point. Also, the policy that rural carriers not deviate more than one-half mile from their line of travel²⁴ to deliver packages does not address scanning packages. Carriers should still attempt delivery at the customer’s mailbox and, if the package does not fit, then scan it as required. It does not negate existing Postal Service policy that requires carriers to scan packages at the point of delivery, which is usually a mailbox along carriers’ line of travel.

In addition, employees should have timely reviewed packages in the “Notice Left” area for second notices and returned them to sender if they remained after the prescribed number of days.

²⁰ Displays the number of Arrival at Unit (AAU) scans, the number of STC scans, and the percentage of AAU scans with a corresponding STC scan for each facility in the user’s area or district.

²¹ *Delivery Done Right the First-Time* stand-up talk, March 2020.

²² *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

²³ A list of packages for delivery to one address documented with a single barcode. Firm sheets are used to link packages sent to one address on a single form. Postal Service guidance states that firm sheet usage for delivery points that receive 25 or more trackable pieces per day would result in highly increased efficiency.

²⁴ PO-603, *Rural Carrier Duties and Responsibilities*, Chapter 33.

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 or properly handle packages, customers are unable to determine the actual status of their packages. By improving scanning and handling operations, management could potentially improve mail visibility, increase customer satisfaction, and enhance the customer experience and Postal Service brand.

Recommendation #3

We recommend the **District Manager, Arizona-New Mexico District**, develop and execute a plan to ensure that all employees at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office are trained on standard operating procedures for package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

Finding #3: Truck Arrival Scanning

What We Found

Employees at the Rio Rancho Branch and Richard J. Pino Station did not always scan incoming trailer/truck barcodes²⁵ as required. We reviewed data related to morning truck arrival scans from February 1 to April 30, 2022, and found that employees at the Rio Rancho Branch and Richard J. Pino Station did not perform “Arrive” scans on the mail arrival truck labels for 409 of the 421 trips (97.15 percent) arriving from the Albuquerque Auxiliary Service Facility and the Albuquerque P&DC (see Table 6).

²⁵ The 15-digit trailer barcode on the back door and inside right and left walls of the trailer.

Table 6. AM Truck Arrival Scans from February through April 2022

| Delivery Units | Inbound AM Trips | Missed Arrive Scans | Missed Scan Percent |
|-------------------------|------------------|---------------------|---------------------|
| Rio Rancho Branch | 188 | 188 | 100% |
| Richard J. Pino Station | 233 | 221 | 94.85% |
| Total | 421 | 409 | 97.15% |

Source: OIG analysis of data extracted from the Postal Service’s SV System. This system collects end-to-end data by linking multiple scans of a single asset to create visibility data to support planning, management, and optimization of the surface network.

Why Did It Occur

Management did not monitor scan performance data to ensure trucks received an arrival scan.

Specifically:

- At the Rio Rancho Branch, the AM supervisor was unfamiliar with proper truck scanning requirements and had not instructed employees to scan truck barcodes. In addition, neither the Manager, Customer Service, nor the Albuquerque Postmaster provided follow-up about these scans not being performed.
- At the Richard J. Pino Station, management stated that they did not monitor scan performance data because they were unaware of the Arrive Depart Tracking Report and did not enforce scan procedures for trailer/truck barcodes due to competing priorities, such as retail and delivery operations. During our interviews, the AM supervisor stated that he was unaware of the scan requirement because he had not received training.

What Should Have Happened

Management should have reviewed and monitored the Arrive Depart Tracking Report²⁶ to ensure that employees were performing all expected truck scans. They should have also instructed employees to consistently perform appropriate trailer/truck barcode scans and enforced the requirement. According to Postal Service policy,²⁷ employees must scan the trailer barcode on Postal Service trailers/trucks and highway contract route trailers/trucks arriving at the delivery unit during local operating hours.

Effect on the Postal Service and Its Customers

When employees do not scan trailer/truck barcodes consistently, the Postal Service does not receive timely transportation information and is unable to address issues that may be causing mail delays, which could affect customer service.

Recommendation #4

We recommend the **District Manager, Arizona-New Mexico District**, develop and execute a plan to ensure management at the Rio Rancho Branch and Richard J. Pino Station review truck/trailer arrival scanning performance daily and enforce compliance.

Finding #4: Property Conditions

What We Found

We found safety issues at all four delivery units, security issues at two of the units, and maintenance issues at two of the units.

At the Rio Rancho Branch, we identified safety and security issues, including fire extinguishers that had not had a monthly inspection since December 17, 2021, and no signage posted in the employee parking lot stating that vehicles may be subject to search, as required.

At the Richard J. Pino Station, we identified safety and maintenance issues, including fire extinguishers that had not been inspected (see Figure 3), two

broken dock lifts (see Figure 4), non-working dock lights (see Figure 5), and light fixtures attached to thermostats.

Figure 3. Fire Extinguishers Missing Annual or Monthly Inspections



Source: OIG photos taken June 7, 2022.

Figure 4. Broken Dock Lifts



Source: OIG photos taken June 10, 2022.

²⁶ The report shows if employees perform the scanning of trailers/trucks arrival and departure.

²⁷ United States Postal Service Standard Operating Procedure – Subject: Trailer Scans at the Delivery Units.

Figure 5. Non-Working Dock Lights



Source: OIG photos taken June 7, 2022.

At the Santa Fe MPO, we identified safety, security, and maintenance issues, including blocked electrical panels on the workroom floor, extension cords “daisy-chained” together (see Figure 6), an unlocked door leading to the lobby, excessive clutter in the switch room, and trash in a blue postal hamper in the lobby near the PO Box section.

Figure 6. Cords “Daisy-Chained”



Source: OIG photo taken June 7, 2022.

²⁸ OSHA Act of 1970 and Handbook EL-801, *Supervisor’s Safety Handbook*.

At the Coronado Station, we identified safety issues. Specifically, ten fire extinguishers were missing the annual and monthly inspections.

Why Did It Occur

Management did not provide adequate oversight to ensure that property condition issues were corrected. Specifically, at the Rio Rancho Branch, management was not aware that monthly fire extinguisher inspections were not being performed or that they are required to post a sign indicating that vehicles may be subject to search in the employee parking lot.

At the Richard J. Pino Station, management was not aware of most of the issues due to lack of oversight and competing priorities, such as retail and delivery operations. In addition, management believed the dock lift reported in eFMS was fixed, stating that local maintenance was onsite to repair the broken dock lift the week prior to our visit. However, during our visit, we observed that the dock lift was not fully repaired and was unusable.

At the Santa Fe MPO, management was not aware of the conditions identified during the audit. The postmaster stated that he was assigned to the facility on May 17, 2022, and had focused his attention on other duties, such as addressing customer inquiries and getting the mail out for delivery. Unit management had not instructed staff on the proper use of extension cords.

At the Coronado Station, management did not monitor that fire extinguisher inspections were being performed because they delegated this responsibility to the unit’s safety committee and did not follow up to ensure that this task was being completed.

What Should Have Happened

Management should have provided sufficient oversight to personnel responsible for maintaining facilities; reported safety, security, and maintenance issues as they arose; and followed up on completion of repairs. The Postal Service is required to maintain a safe environment for employees and customers. In addition, the Occupational Safety and Health Administration (OSHA) requires employers to provide a safe and healthy workplace free of recognized hazards.²⁸

Effect on the Postal Service and Its Customers

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

Management Actions

During our audit, unit management at the Richard J. Pino Station took corrective actions and removed the lamps from the thermostats. Additionally, unit management at the Santa Fe MPO unblocked the electrical panels, removed clutter from the switch room, and removed the trash in the blue postal hamper and labeled the container "Recycling".

Recommendation #5

We recommend the **District Manager, Arizona-New Mexico District**, address all building safety, security, and maintenance issues identified at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office.

Management's Comments

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

Regarding recommendation 1, management stated that they began training unit managers, supervisors, and 204Bs²⁹ on volume recording and DCV reporting. Training began in June 2022 and management will ensure that it is completed and documented. In addition, the postmaster or Manager, Customer Service Operations (MCSO), will conduct monthly random spot audits and take appropriate corrective actions for non-compliance. Management's target implementation date is October 31, 2022.

Regarding recommendation 2, management stated that they began training unit managers, supervisors, and 204Bs on volume recording. Training began in June 2022 and management will ensure that it is completed. In addition, the Santa Fe Postmaster will validate recorded volume at least once a month, document his/her findings, and take appropriate corrective actions for non-compliance with volume recording procedures. Management's target implementation date is October 31, 2022.

Regarding recommendation 3, management stated that they have begun training all employees on proper scanning procedures. Training began in June 2022 and management will ensure that it is completed timely. In addition, the postmaster will validate scanning integrity compliance daily and take appropriate corrective actions on all scan integrity issues. Management's target implementation date is October 31, 2022.

Regarding recommendation 4, management stated that they have trained all clerks on proper truck/trailer arrival scanning and the postmaster established a daily performance review to ensure compliance and will take corrective action for non-compliance. Management's target implementation date is October 31, 2022.

Regarding recommendation 5, management stated that they abated all property condition issues before July 31, 2022. Station managers and safety captains will complete and document safety Gemba walks³⁰ at their units at least monthly to help identify safety, security, and maintenance issues. All findings will be tracked for abatement and reported to the postmaster and MCSO. To ensure all that issues are abated, monthly safety telecoms are being completed with all Albuquerque stations, and the postmaster and safety captains are meeting at least monthly in Santa Fe. Management's target implementation date is October 31, 2022.

²⁹ 204B is a Postal Service designation for an Acting Supervisor.

³⁰ A Gemba Walk is a workplace walkthrough which aims to observe employees and ask them questions to identify opportunities for improvement.

Evaluation of Management's Comments

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

Appendix A: Management's Comments



September 15, 2022

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Albuquerque and Santa Fe, NM Region* (Project Number 22-132-DRAFT)

Thank you for providing the Postal Service with an opportunity to review and comment on the finding and recommendation contained in the draft audit report, *Mail Delivery, Customer Service, and Property Condition Reviews – Select Units, Albuquerque and Santa Fe, NM Region*.

Finding 1 – Delayed Mail: Management agrees with this finding.

Finding 2 – Package Scanning: Management agrees with this finding.

Finding 3 – Truck Arrival Scanning: Management agrees with this finding.

Finding 4 – Property Condition: Management agrees with this finding.

Recommendation [1]:

We recommend the **District Manager, Arizona-New Mexico District**, develop a plan to ensure that all committed mail at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office are delivered daily; all delayed mail volume is measured and recorded as needed; and that management systematically reviews the data and enforces reporting compliance.

Management Response/Action Plan:

Management agrees with this recommendation. Volume Recording and DCV Reporting training for all Managers, Supervisors, and 204Bs started in June 2022. Management will ensure all training is completed and documented. Random spot audits will be completed monthly by Postmaster and/or MCSO. Appropriate corrective action will be taken for non-compliance with volume recording and reporting requirements.

Target Implementation Date: 10/31/2022

Responsible Officials: Postmaster Albuquerque, MCSO Albuquerque, Postmaster Santa Fe, and Station Managers

Recommendation [2]:

We recommend the **District Manager, Arizona-New Mexico District**, develop a plan to ensure that unit management at the Santa Fe Main Post Office and Coronado

Station are trained on standard operating procedures for properly counting mail volume when the need arises to report delayed mail.

Management Response/Action Plan:

Management agrees with this recommendation. Volume recording training for all Managers, Supervisors, and 204Bs started in June 2022. Management will ensure training is completed timely. The Santa Fe Postmaster will validate recorded volume at least one time per month and document his/her findings. Appropriate corrective action will be taken for non-compliance with volume recording procedures.

Target Implementation Date: 10/31/2022

Responsible Official: Postmaster Santa Fe

Recommendation [3]:

We recommend the **District Manager, Arizona-New Mexico District**, develop and execute a plan to ensure that all employees at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office are trained on standard operating procedures for package scanning and handling and that unit management systematically reviews scan data and enforces compliance.

Management Response/Action Plan:

Management agrees with this recommendation. Proper scanning procedure training for all employees started in June 2022. Management will ensure training for all employees is completed timely. Scanning Integrity compliance is reviewed daily by the Postmaster. Appropriate corrective action will be taken for all scan integrity issues.

Target Implementation Date: 10/31/2022

Responsible Officials: Postmaster Albuquerque, MCSO Albuquerque, Postmaster Santa Fe, and Station Managers

Recommendation [4]:

We recommend the **District Manager, Arizona-New Mexico District**, develop and execute a plan to ensure management at the Rio Rancho Branch and Richard J. Pino Station review truck/trailer arrival scanning performance daily and enforce compliance.

Management Response/Action Plan:

Management agrees with this recommendation. All clerks have been trained on proper truck/trailer arrival scanning. The Postmaster has established a daily performance review to ensure compliance. Appropriate corrective action will be taken for non-compliance.

Target Implementation Date: 10/31/2022

Responsible Officials: Albuquerque Postmaster and MCSO

Recommendation [5]:

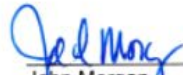
We recommend the District Manager, Arizona-New Mexico District, address all building safety, security, and maintenance issues identified at the Rio Rancho Branch, the Richard J. Pino and Coronado Stations, and the Santa Fe Main Post Office.

Management Response/Action Plan:

Management agrees with this recommendation. The Postmasters abated all audit findings before 7/31/2022. Station Manager and Safety Captain will complete a safety GEMBA in their units at least one time per month. These GEMBA's will be documented. All findings will be reported to the Postmaster and MCSO and tracked for abatement. Regular safety telecons are being completed with all Albuquerque stations each month. These telecons will be recorded for documentation and follow up all safety, security, and maintenance issues. Regular safety one on ones have been implemented in Santa Fe. The Postmaster meets with the safety captains at least monthly to ensure all safety, security, and maintenance issues have been addressed.

Target Implementation Date: 10/31/2022

Responsible Officials: Postmaster Albuquerque, MCSO Albuquerque, Postmaster Santa Fe, and Station Managers.



John Morgan
District Manager
AZ/NM District

cc: Manager, Corporate Audit Response Management

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GENERAL**
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