

Lammond Riggs Station in Washington, DC: Delivery Operations

AUDIT REPORT

Report Number 24-065-2-R24 | April 11, 2024



Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

April 11, 2024

MEMORANDUM FOR: LORA M. MCLUCAS
MANAGER, MARYLAND DISTRICT

A handwritten signature in black ink, reading "Joseph E. Wolski", is centered below the memorandum header.

FROM: Joseph E. Wolski
Director, Field Operations Atlantic & WestPac

SUBJECT: Audit Report – Lammond Riggs Station, Washington, DC: Delivery
Operations (Report Number 24-065-2-R24)

This report presents the results of our audit of mail delivery operations and property conditions at the Lammond Riggs Station in Washington, DC.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Ricardo Martinez, 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, Atlantic 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 Lammond Riggs Station in Washington, DC (Project Number 24-065-2). The Lammond Riggs Station is in the Maryland District of the Atlantic Area and services ZIP Code 20011 (see Figure 1).¹ This ZIP Code serve 66,425 people in an urban area.²

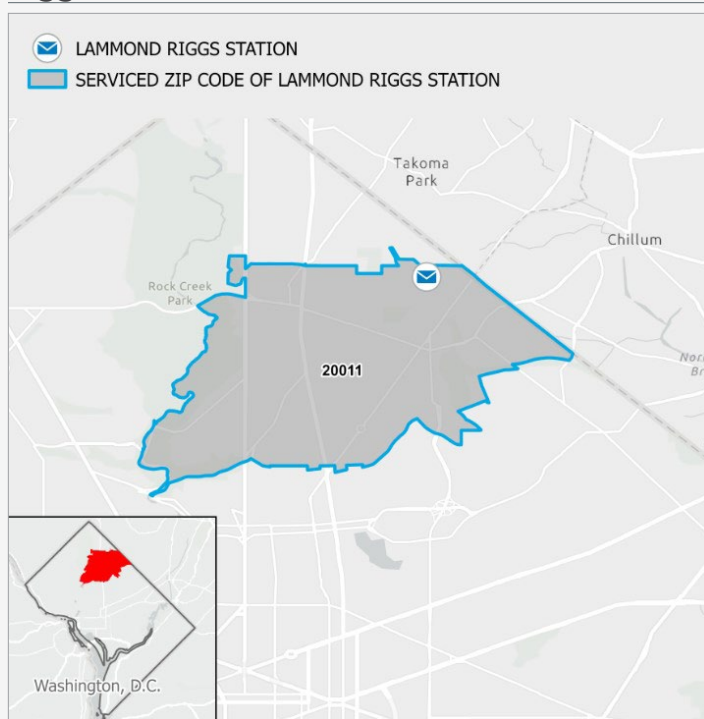
This delivery unit has 55 city routes. The Lammond Riggs Station is one of three delivery units³ the OIG reviewed during the week of February 5, 2024, that are serviced by the Curseen-Morris Processing and Distribution Center (P&DC).

We assessed all units serviced by the Curseen-Morris P&DC based on the number of Customer 360⁴ (C360) delivery-related inquiries,⁵ Informed Delivery⁶ contacts, Stop-the-Clock⁷ (STC) scans performed away from the delivery point, and undelivered route information between October 1 and December 31, 2023.

We judgmentally selected the Lammond Riggs Station primarily based on the number of C360 inquiries related to delivery. Specifically, the unit had an average of 7.3 inquiries per route compared to

the district average of 6.1. The unit was also chosen based on first and last mile failures⁸ and undelivered routes.

Figure 1. ZIP Code Serviced by the Lammond Riggs Station



Source: OIG analysis of ZIP Code data.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations and property conditions at the Lammond Riggs Station in Washington, DC.

To accomplish our objective, we focused on five audit areas: delayed mail, package scanning, arrow keys,⁹ carrier complement and timekeeping, and property conditions. Specifically, we reviewed

1 The unit also services ZIP Code 20039, which is used for Post Office Boxes.

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

3 The other two units were the Brookland Station, Washington DC (Project Number 24-065-1) and the Ward Place Carrier Annex, Washington, DC (Project Number 24-065-3).

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

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

6 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.

7 A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include “Delivered,” “Available for Pick-up,” and “No Access.”

8 First mile failures occur when a mailpiece is collected and does not receive a processing scan at the P&DC on the day that it was intended. A last mile failure occurs after the mailpiece has been processed at the P&DC on a final processing operation and is not delivered to the customer on the day it was intended. First and last mile failures can occur due to processing, transportation, or delivery operations.

9 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.

delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, carrier complement and timekeeping, and distribution up-time.¹⁰ During our site visit we observed mail conditions; package scanning procedures; arrow key security procedures; timekeeping documentation; and unit safety, security, and maintenance conditions. We also analyzed the scan status of mailpieces at the carrier cases and in the “Notice Left” area¹¹ and interviewed unit management and employees. We discussed our observations and conclusions as summarized in Table 2 with management on March 21, 2024, 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 Lammond Riggs Station. We will issue a separate report¹² that provides the Postal Service with the overall findings and recommendations for all three delivery units. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified issues affecting delivery operations and property conditions at the Lammond Riggs Station. Specifically, we found issues with all five of the areas we reviewed. We also identified issues related to the sortation of packages for dispatch to the P&DC (see Table 1).

Table 1. Summary of Results

Audit Area	Deficiencies Identified	
	Yes	No
Delayed Mail	X	
Package Scanning	X	
Arrow Keys	X	
Carrier Complement and Timekeeping	X	
Property Conditions	X	
Other Issues	X	

Source: Results of our fieldwork during the week of February 5, 2024.

We did not identify any issues with arrow key security and carrier complement. However, we did identify issues with the management of arrow keys (see [Finding #3](#)) and timekeeping (see [Finding #4](#)).

¹⁰ Time of day that clerks have completed distributing mail to the carrier routes.

¹¹ The area of a delivery unit where letters or packages that the carriers were unable to deliver are stored for customer pickup.

¹² Project Number 24-065.

Finding #1: Delayed Mail

What We Found

On the morning of February 6, 2024, we identified about 3,075 delayed mailpieces at 17 carrier cases. Specifically, we identified 3,005 letters, 67 flats and three packages. In addition, management did not report this mail as undelivered in the Delivery Condition Visualization (DCV)¹³ system. See Figure 2 for examples of delayed mail found at carrier cases. In addition, the carriers did not complete Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁴ to document undelivered mailpieces.

Figure 2. Examples of Delayed Mail at the Carrier Cases



Source: OIG photos taken on February 6, 2024.

Why Did It Occur

Management did not provide adequate oversight to verify that all mail was cleared from the unit and any delayed mail was accurately reported in the DCV system. The station manager stated they did not report the undelivered mail as delayed because it was the result of broken customer lock boxes, and they were not aware that they were required to report it in the DCV system. Management also stated that some of the newer carriers may not have been aware of the requirement to document undelivered mail on PS Form 1571, and they did not follow up because other duties took priority, such as addressing staffing issues.

What Should Have Happened

Management should have conducted an adequate walkthrough of the workroom to verify that all mail was delivered, and that carriers documented on PS Form 1571 the reason for undelivered mail brought back from the street. Postal Service policy¹⁵ 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 required¹⁶ 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.

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.

¹³ 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.

¹⁴ A Postal Service form used to document any mail or package undelivered.

¹⁵ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

¹⁶ *Informed Visibility Delivery Condition Visualization User Guide*, August 2023.

Finding #2: Package Scanning

What We Found

Employees scanned packages improperly at the delivery unit, scanned packages away from the intended delivery point, 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.¹⁷ In total, employees improperly scanned 198 packages at the delivery unit between October and December 2023 (see Table 2). Further analysis of the STC¹⁸ scan data for these packages showed that 64.1 percent of them were scanned “Delivery Attempted – No Access.”

Table 2. STC Scans at Delivery Unit

STC Scan Type	Count	Percentage
Delivery Attempted – No Access to Delivery Location	127	64.1%
Delivered	55	27.8%
No Secure Location Available	9	4.5%
Receptacle Full / Item Oversized	5	2.5%
Delivery Exception – Animal Interference	2	1.0%
Total	198	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 to 100 percent due to rounding.

We also reviewed 131 scans occurring away from the delivery unit and over 1,000 feet¹⁹ from the intended delivery point between October and December 2023 (see Table 3). We removed scans that could have been performed within policy, such as animal interference and unsafe conditions. Further analysis

of the STC scan data for these packages showed that 85.5 percent of them were scanned “Delivered.”

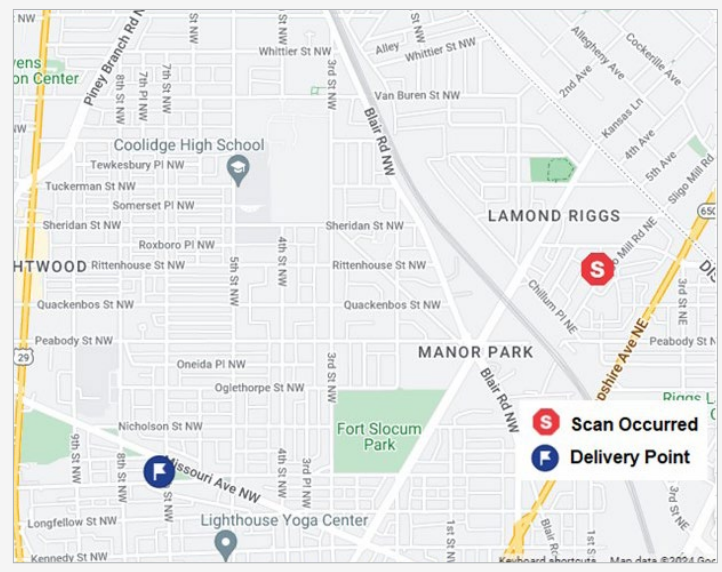
Table 3. STC Scans Over 1,000 Feet Away From the Delivery Point

STC Scan Type	Count	Percentage
Delivered	112	85.5%
Delivery Attempted – No Access to Delivery Location	19	14.5%
Total	131	100%

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

For example, the map below (see Figure 3) shows an instance where a carrier scanned a package as delivered 1.4 miles away from the delivery point.

Figure 3. Scan Away from the Delivery Point in Washington, District of Columbia



Source: Postal Service Single Package Look Up.

We also found issues with scanning and handling of packages in the unit. On the morning of February 6, 2024, before carriers arrived for the day, we selected

17 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, P.O. 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 P.O. Box.
 18 A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include “Delivered,” “Available for Pick-up,” and “No Access.”
 19 Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.

60 packages²⁰ to review and analyze scanning and tracking history. Of the 60 sampled packages, 21 (35 percent) had improper scans or handling issues, including:

- Seven packages from the “Notice Left” area were scanned “Delivered,” which should only be performed when a package is successfully left at the customer’s delivery address.
- Four packages scanned “Forwarded” had been incorrectly placed in the “Notice Left” area from 1 to 107 days ago and remained there instead of being forwarded.
- Three packages from the carrier cases were scanned “Delivery Attempted – No Access” away from the delivery point. These scans ranged between 0.4 and 1.4 miles away from the point of delivery.
- Three packages should have been returned to sender instead of located at the carrier case. One package was scanned “Held at Post Office at Customer Request,” one was scanned “Vacant,” and one was scanned “Delivery Attempted – No access.”
- Two packages scanned “insufficient Address” and “Addressee Unknown” were incorrectly placed in the “Notice Left” area 24 and 28 days ago and remained there instead of being returned to sender.
- One package from the “Notice Left” area was scanned “No Such Address” but was a valid address.
- One package from the carrier case was scanned “Available for Pickup” and should have been placed in the “Notice Left” area.

Further, two packages in the “Notice Left” area were not returned to the sender, as required. These packages were 11 and 656 days past their scheduled return dates. This excludes packages mentioned

above that were incorrectly placed in the “Notice Left” section.

Why Did It Occur

These scanning issues occurred because unit management did not adequately monitor and enforce proper package scanning and handling procedures. Management stated that they were not aware that they needed to monitor scanning compliance because they relied on the district to notify them of scanning. Regarding the “Notice Left” area, the station manager stated that there is not a regular clerk that handles the area. She relies on the AM supervisor to assign a clerk daily to handle the “Notice Left” area. The station manager also periodically monitors the “Notice Left” area but competing priorities such as mail delivery took priority.

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,²¹ which includes scanning packages at the time and location of delivery.²² Packages on the “Notice Left” area should have been reviewed for second notices and returned to sender if they remained after the prescribed number of days.²³

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 both the customer experience and the Postal Service brand.

²⁰ We judgmentally selected 30 packages from the carrier cases and 30 packages from the “Notice Left” area.

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

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

²³ *Notice Left and Return Guidelines*, April 2016. Domestic packages should be returned to sender on the 15th calendar day after a notice is left, and international packages should be returned to sender on the 30th calendar day after a notice is left.

Finding #3: Arrow Keys

What We Found

We found two extra keys not on the arrow key certification list.

Why Did It Occur

Management stated that they kept the extra keys as spares when two routes were discontinued. They did not have the ability to add the spare keys to the Retail and Delivery Applications and Reports (RADAR)²⁴ arrow key inventory and had not considered asking the district for assistance.

What Should Have Happened

Management should have properly managed the arrow keys. According to Postal Service policy,²⁵ management must keep an accurate inventory of all arrow keys.

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 or damaged keys can result in undelivered mail.

²⁴ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

²⁵ *USPS Arrow Key Guidebook Standard Work Instructions*, updated August 2023.

Finding # 4: Timekeeping Management

What We Found

We determined that the station had 40 disallowed time occurrences and 397 instances of unauthorized overtime for carriers between October 1 and December 29, 2023. Management did not resolve any of the entries in the Time and Attendance Collection System (TACS).²⁶ Specifically, they did not document the reason for the disallowed and unauthorized time occurrences, or that they had discussed the disallowed time with the employee.

Further, management did not retain any of the printed copies of the PS Forms 1017-A, *Time Disallowance Record*,²⁷ or PS Forms 1017-B, *Unauthorized Overtime Record*²⁸ for any of these occurrences. The unit had a binder that retained the most recent PS Forms 1017-A and PS Forms 1017-B, but it did not include any forms prior to 2024. We also noted the binder was located at one of the supervisor's desks in the open workroom floor and was not secured.

Why Did It Occur

The station manager stated that she was not aware of the requirement to resolve the records in TACS. She was also not aware she had to maintain, in a secure location, the PS Forms 1017-A and PS Forms 1017-B for three years. Once the binder became full, the unit would purge the older forms instead of maintaining them as required.

What Should Have Happened

Postal Service policy²⁹ states unit personnel must complete PS Form 1017-A and PS Form 1017-B entries and place them in a notebook binder that is secured from unauthorized access documenting the reason for the disallowed time or unauthorized overtime. Postal Service guidance³⁰ provides instructions on how to complete the entries in TACS.

²⁶ The system used by Postal Service to automate the collection of employee time and attendance information.

²⁷ Form used only when a supervisor observes, or has reason to know, that an employee did not work, while "on the clock." The supervisor must document the basis for any such disallowance. These forms serve as a cumulative record of disallowed time.

²⁸ Managers and supervisors are required to complete a PS Form 1017-B the first time a non-exempt employee incurs unauthorized overtime. These forms serve as a cumulative record of unauthorized overtime.

²⁹ Handbook F-21, *Time and Attendance*, Section 146 - Approving Entries, February 2016.

³⁰ TACS Training Page, Training Video 1017-A 1017 B Enhancement Demo.

³¹ 29 USC § 201-219.

Effect on the Postal Service and Its Customers

When proper documentation of time disallowance and unauthorized overtime is not completed, management could incur additional managerial workhours. In addition, the Postal Service risks violation of the Fair Labor Standards Act³¹ when unit management does not maintain documentation that shows the justifiable reason and employee notification for disallowed time.

Finding # 5: Property Conditions

What We Found

We found safety, security, and maintenance issues at the Lammond Riggs Station.

Property Safety:

- There were three damaged electrical outlets behind the window/box sections (see Figure 4).
- There were two blocked/covered internal Postal Inspection Service doors.
- There was a blocked electrical panel on the workroom (see Figure 5).
- There was a missing fire extinguisher on the workroom leading to the back dock.
- There was an electrical extension cord improperly used at three carrier cases.

Figure 4. Damaged Electrical Outlet



Source: OIG photo taken on February 7, 2024.

Figure 5. Blocked Electrical Panel



Source: OIG photo taken on February 7, 2024.

Property Security:

- The employee parking lot did not have a posted sign stating that vehicles may be subject to search.
- There was an unsecured employee entrance doors (near the street) during non-peak hours of operation.

Property Maintenance:

- There was black dust on and around the air vents throughout the station (see Figure 6).
- The postal vehicle parking lots littered with empty equipment and trash (see Figure 7).

Figure 6. Black Dust On and Around an Air Vent



Source: OIG photo taken on February 7, 2024.

Figure 7. Empty Equipment and Trash in the Postal Vehicle Parking Lot



Source: OIG photo taken on February 7, 2024.

- The flagpole in front of the station is too short to fly flags at half-staff.
- There was a large hole at the base of the concrete step going up to the back dock (see Figure 8).

Figure 8. Damaged Base on Dock Step



Source: OIG photo taken on February 7, 2024.

- The customer lobby had a broken door hinge (does not close softly); damage to a window ledge; damaged ceiling tile; and a dirty floor.
- There were two inoperable safes behind the window section.
- The women’s restroom had a damaged sink countertop; wall damages; missing wall section behind a toilet; and a dirty floor.
- The men’s restroom had damaged wall tiles and dirty floor; damaged wall; a clogged toilet; locked (taped) toilet stall; an inoperable urinal; a faucet that barely streamed; and a loose faucet.
- The men’s locker room had a broken doorknob; peeling paint on the ceiling air ducts; damaged ceiling; damaged walls and dirty/stained floor.
- The walls were damaged in the hallways behind the window, leading to the manager’s office.
- There was a broken door hinge leading out to the back dock.

- There were damaged walls and missing ceiling tiles in the vestibules.
- There was a damaged fence under the back dock.
- There was graffiti on the back brick wall, facing the street.
- There was a damaged gutter down spout in the covered back area with missing parts.
- There was a loose exterior door post on the dock.
- There was damaged concrete in the front exterior of the station.

Why Did It Occur

Management did not provide sufficient oversight and take the necessary actions to verify that property condition issues were corrected due to competing priorities. The unit manager stated that she was aware of many of the issues and has been working to try and address the issues, but she has not made it a priority due to focusing on mail delivery and addressing other issues at the unit. She added that she has been on a temporary assignment at this station for about a year, but on a limited duty basis.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and maintenance issues as they arose, and followed up for completion. The Postal Service requires management to maintain a safe environment for employees and customers.³²

Effect on the Postal Service and Its Customers

Management’s attention to maintenance, safety, and security 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.

³² Postal Service Handbook EL-801, *Supervisor’s Safety Handbook*, July 2020.

Finding # 6: Sortation of Packages for Dispatch

What We Found

Employees at the Lammond Riggs Station did not properly separate packages destined for the Curseen–Morris P&DC. Specifically, on February 7, 2023, during the unit’s evening operations, we observed that Ground Advantage³³ and Priority Mail³⁴ were commingled in the same containers.

Why Did It Occur

The PM supervisor was following an outdated policy and was not aware of the requirement to separate Ground Advantage and Priority Mail packages.

What Should Have Happened

In July 2023, the Postal Service made significant changes to its parcel processing operations. Specifically, delivery and retail units changed the way they separated packages dispatched to facilitate the introduction of a new package service. On September 26, 2023, the Postal Service implemented³⁵ additional changes for the preparation and dispatch of packages to processing facilities by delivery units of a certain size.³⁶ Postal Service requires these units to separate Priority and Ground Advantage packages when dispatching this mail to the processing facility.

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.

Management’s Comments

Management agreed with all the findings in the report. See [Appendix B](#) for management’s comments in their entirety.

³³ A service providing an affordable and reliable way to send packages inside the U.S. Packages under 70 pounds arrive in 2-5 business days.

³⁴ An expedited service and may contain any mailable matter weighing no more than 70 pounds.

³⁵ *Mail Preparation (MTEL) Changes Level 22 and Above Only*, September 2023.

³⁶ All level-22 units and higher are required to follow these package separation requirements.

Appendix A: Additional Information

We conducted this audit from January 2024 through April 2024 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 objectives. We will issue a separate report that provides the Postal Service with the overall findings and recommendations for the Brookland Station, Lammond Riggs Station, and the Ward Place Carrier Annex. These recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of PTR, DCV, TACS, electronic Facilities Management System³⁷ and RADAR 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.

³⁷ 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.

Appendix B: Management's Comments



March 22, 2024

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Lammond Riggs Station, Washington, DC: Delivery Operations (Report Number 24-065-2-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report, *Lammond Riggs Station, Washington, DC: Delivery Operations*.

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

Management has begun taking steps to address the six 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*. Reviews will be conducted to monitor for compliance.

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

Arrow Keys: Management will update the inventory log to reflect all arrow keys on hand. Management will also conduct training on proper management of arrow keys. Additionally, management will conduct reviews to monitor for compliance.

Timekeeping Management: Management will be retrained on proper record keeping for disallowed time, and unauthorized overtime. Management has placed binders in a secure location and will monitor to ensure 1017-A and 1017-B forms are completed accurately.

Property Conditions: Management has begun addressing the property conditions related to safety, security, and maintenance.

Sortation of Packages: Management will provide service talks to reinforce newly implemented package separation practices to ensure Priority Mail and Ground Advantage are not comingled.

E-SIGNED by Lora Mclucas
on 2024-03-21 18:39:17 EDT

Lora McLucas
District Manager, Maryland/DC District

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

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UNITED STATES POSTAL SERVICE



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