

Efficiency of Operations at the Tallahassee Processing and Distribution Facility, Tallahassee, FL

AUDIT REPORT

Report Number 24-084-R24 | June 7, 2024



Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

June 7, 2024

MEMORANDUM FOR: MARK DAHLSTROM
GULF ATLANTIC DIVISION DIRECTOR,
PROCESSING OPERATIONS

WILLIAM A. RODRIGUEZ
GULF ATLANTIC DIVISION DIRECTOR,
LOGISTICS

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

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

SUBJECT: Audit Report – Efficiency of Operations at the Tallahassee Processing
and Distribution Facility, Tallahassee, FL (Report Number 24-084-R24)

This report presents the results of our audit of the Tallahassee Processing and Distribution Facility.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG's) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. All recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendations can be closed.

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

Attachment

cc: Postmaster General
Chief Processing and Distribution Officer and Executive Vice President
Chief Logistics Officer and Executive Vice President
Vice President, Processing and Maintenance Operations
Vice President, Logistics
Vice President, Eastern Regional Processing Operations
Southern Regional Director, Logistics
Corporate Audit Response Management

Results

Background

The U.S. Postal Service needs effective and productive operations to fulfill its mission of providing prompt, reliable, and affordable mail service to the American public. It has a vast transportation network that moves mail and equipment among about 330 processing facilities and 31,100 post offices, stations, and branches. The Postal Service is transforming its processing and logistics networks to become scalable, reliable, visible, efficient, automated, and digitally integrated. This includes modernizing operating plans and aligning the workforce; leveraging emerging technologies to provide world-class visibility and tracking of mail packages in near real time; and optimizing the surface and air transportation network. The U.S. Postal Service Office of Inspector General (OIG) reviews the efficiency of mail processing operations at facilities across the country and provides management with timely feedback to further the Postal Service’s mission.

This report presents the results of the efficiency of operations at the Tallahassee Processing and Distribution Facility (P&DF) in Tallahassee, FL (Project Number 24-084). It responds to concerns raised

by U.S. Representative Neil Dunn about delivery operations in the Tallahassee area. The Tallahassee P&DF is in the Gulf Atlantic Processing Division and processes letters, flats, and packages. The Tallahassee P&DF services multiple 3-digit ZIP Codes in urban and rural communities¹ (see Table 1).

Objective, Scope, and Methodology

Our objective was to evaluate the efficiency of operations at the Tallahassee P&DF.

To accomplish our objective, we focused on five audit areas: mail clearance times;² delayed mail; late, canceled, and extra outbound trips; scan compliance;³ and security of registry items. We reviewed Surface Visibility Web (SVWeb)⁴ data for late, canceled, and extra trips, as well as scan compliance for the period from March 1, 2023, to February 29, 2024. Further, we identified mail clearance time goals for the Tallahassee P&DF and compared them with operations shown in the Run Plan Generator report.⁵ During our site visit the week of April 1, 2024, we interviewed P&DF management and observed mail processing and dock operations.

Table 1. Population Demographics

3-Digit ZIP Codes	Urban Population	Rural Population	Total Population
316	88,647	110,365	199,012
317	199,830	165,151	364,981
323	278,131	164,259	442,390
398	24,791	83,058	107,849

Source: Postal Service National Distribution Labeling List and 2020 Census Bureau data.

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

2 The latest time committed mail can clear an operation for proper dispatch or delivery.

3 Scans include load, depart, unload, close, assign, and arrive.

4 A website dedicated to the Surface Visibility program, which provides real-time transportation updates and reports on the movement of trailers in the surface network. The data captured to identify early, on-time, late, or canceled trips is also used to evaluate and improve transportation schedules.

5 An application mail processing facilities use to plan machine utilization based on volume, clearance times, and other criteria.

During this time, the OIG also audited three delivery units⁶ serviced by the Tallahassee P&DF. We will provide the results of those audits to Florida I District management in separate reports. See [Appendix A](#) for additional information about our scope and methodology.

Results Summary

We identified deficiencies in all five areas we reviewed that affected the efficiency of operations at the Tallahassee P&DF (see Table 2). We also identified other issues related to safety.

Table 2. Summary of Results

Audit Area	Issues Identified	
	Yes	No
Clearance Times	X	
Delayed Mail	X	
Late, Canceled, and Extra Outbound Trips	X	
Scan Compliance	X	
Security of Registry Items	X	
Other Issues	X	

Source: Results of OIG data review from March 1, 2023, to February 29, 2024, and fieldwork conducted from April 2 to April 4, 2024.

⁶ The three delivery units were Lake Jackson Station, Tallahassee, FL (project number 24-085-1); Leon Station, Tallahassee, FL (project number 24-085-2); and Westside Station, Tallahassee, FL (project number 24-085-3).

Finding #1: Clearance Times and Late, Canceled, and Extra Trips

What We Found

From December 1, 2023, through February 29, 2024, the Tallahassee P&DF missed its letter clearance time goal 12 out of 91 days (13 percent). Clearance times during this period were missed by one minute up to almost three hours. In March 2024, the Tallahassee P&DF missed its letter clearance time goal two out of 31 days (6.5 percent) and the clearance time by no more than 16 minutes.

In addition, from March 1, 2023, through February 29, 2024, there were a total of 33,672 outbound trips from the Tallahassee P&DF. Of the total outbound trips, there were 3,242 late trips, 388 canceled trips, and 548 extra trips at the Tallahassee P&DF. These trips represented about 12.4 percent of all outbound trips (see Table 3).

Table 3. Outbound Late, Canceled, and Extra Trips

Transportation Metric	Number	Percentage of Total Trips
Late Trips	3,242	9.6%
Canceled Trips	388	1.2%
Extra Trips	548	1.6%

Source: SVWeb.

We did not find any systematic issues with canceled and extra outbound trips.

Why Did it Occur

The missed clearance times and late outbound trips were due to employee schedules not aligning with the processing schedule. Specifically, not enough staff were scheduled to run processing machines during peak operation times. This caused the machines to run past their scheduled processing

times, which in turn, contributed to high numbers of late outbound trips.

Management indicated that they are currently in the process of realigning staffing schedules to meet their processing needs more accurately. Prior to April 2024, the Tallahassee P&DF only had two full-time employees assigned to letter processing operations when 16 were needed. Management planned to add four additional full-time employees to the letter processing operations. Additionally, management utilized noncareer employees⁷ to supplement the lack of full-time employees needed during peak processing operations.

With the realignment of staff, management stated that they would be better equipped to meet clearance times and reduce late trips. They also added that they would be able to better determine if additional training was needed when adequate resources were assigned to the operations.

What Should Have Happened

The Postal Service has established service standards⁸ for measuring service performance. Management should ensure the mail is processed timely to meet clearance times and the established service standards. Further, according to Postal Service policy,⁹ key elements to effective dispatch and routing include evaluating transportation performance to planned schedules and ensuring that planned dispatches are compatible with an effective mail arrival profile at the destination.

Effect on the Postal Service and Its Customers

Missing clearance times increases the likelihood that mail will not be taken to the dock in time for dispatch to delivery units and will be delayed. In addition, when there are late trips, there is an increased risk the mail will not be delivered on time, which can adversely affect Postal Service customers, harm the brand,

⁷ An employee under a noncareer appointment, such as a temporary appointment or casual appointment. Often such an appointment is for a limited period of time, without the full employee benefits and privileges conferred by a career appointment.

⁸ A stated goal for service achievement for each mail class.

⁹ Handbook M-22, *Dispatch and Routing Policies*, dated July 2013.

send mailers to competitors, increase operating costs, and cause the Postal Service to lose revenue.

Recommendation #1

We recommend the **Gulf Atlantic Division Director, Processing Operations**, align staffing with processing operations to meet clearance times and minimize late trips at the Tallahassee Processing and Distribution Facility.

Recommendation #2

We recommend the **Gulf Atlantic Division Director, Processing Operations**, assess processing operations, once staffing is realigned, and if needed, provide additional training to employees and supervisors at the Tallahassee Processing and Distribution Facility.

Postal Service Response

The Postal Service agreed with this finding and associated recommendations. Management’s target implementation date for both recommendations is August 31, 2024. See [Appendix B](#) for management’s comments in their entirety.

OIG Evaluation

The OIG considers management’s comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

Finding #2: Delayed Mail

What We Found

We observed delayed mail in the facility on each day of our observations from April 2 through April 4, 2024. Specifically, we identified mailpieces on processing machines, the workroom floor, the docks, and manual operations that were delayed or at risk of being delayed. We identified:

- 3,304 mailpieces (3,268 letters and 36 packages)¹⁰ left behind on machines after operations were complete on April 3 and 4, 2024. The letters and packages identified were a combination of mail that needed to be rerun on the machines prior to sending to manual operations and mail that was not properly cleared from the machines (see Figure 1).¹¹ For example, on April 3, 2024, we identified approximately 1,400 letters on three DBCS machines and 33 packages on the APBS.

Figure 1. Examples of Mail Left on Processing Machines



Source: OIG photos taken April 3 and 4, 2024.

- A half container of mixed mail on the workroom floor that was delayed or at risk of being delayed on April 4, 2024. The container was not labeled and included a mix of mail, including Priority Mail and flats. (see Figure 2).

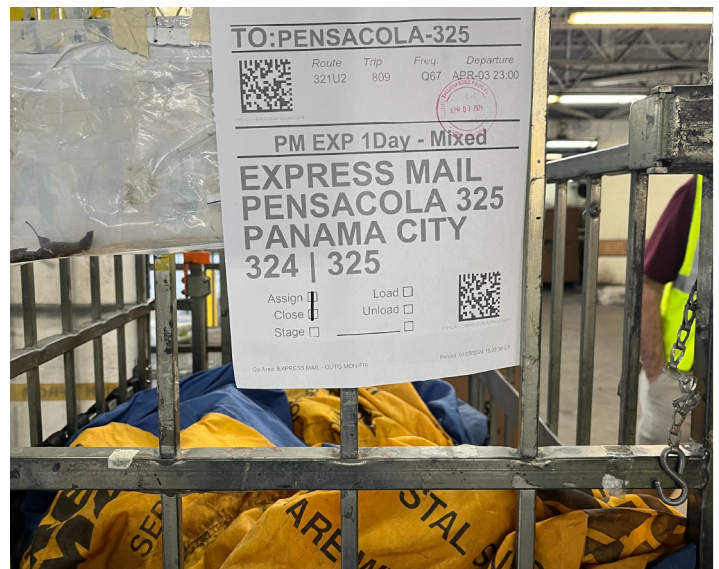
Figure 2. Unlabeled Container of Delayed Mail on Workroom Floor



Source: OIG photo taken April 4, 2024.

- Three bags of Express Mail on the dock that were delayed. They were on the dock at 7:30 a.m. on April 4, 2024, with a placard indicating they were scheduled for departure the night before at 11 p.m. (see Figure 3).

Figure 3. Express Mail Found on the Dock



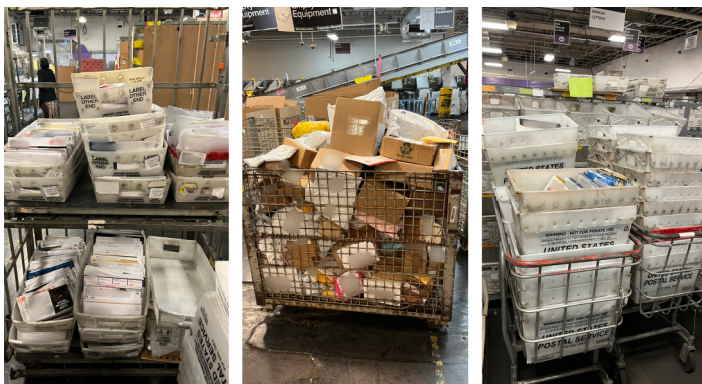
Source: OIG photos taken April 4, 2024.

¹⁰ OIG estimates based on calculations made using Mail Condition Visualization, Manual Line Item Entry Job Aid, dated October 26, 2020.

¹¹ We identified these mailpieces on the Advanced Parcel Bundle Sorter (APBS), Delivery Barcode Sorter (DBCS), and the DBCS Input/Output Subsystem (DIOSS).

In addition, we observed delayed mail in the manual letter, flat, and package operations on April 2 through April 4, 2024 (see Figure 4). Plant management reported delayed mail in the Mail Condition Visualization (MCV) system¹² on each day of our observation. In total, 30,685 delayed mailpieces were reported in the MCV system during our visit (see Table 4), which represented the mail we observed in the manual operations. The delayed mailpieces reported in the MCV system did not include the mailpieces we identified that were left behind on the machines, the workroom floor, and the docks. Further, we observed some of the mail in the manual operations could have been run on machines instead of sorted manually.¹³

Figure 4. Examples of Delayed Mail in Manual Operations



Source: OIG photos taken April 2, 3, and 4, 2024.

Table 4. Reported Delayed Mail

Date	Delayed Letters	Delayed Flats	Delayed Packages	Total Reported in MCV
April 2	8,181	13,290	170	21,641
April 3	6,666	2,208	170	9,044
April 4	6,969	2,208	170	9,347
Total	21,816	17,706	510	30,685

Source: MCV.

¹² Mail Condition Visualization provides near real-time visibility of a facility's on-hand volume, delayed processing volume, delayed dispatch volume, and oldest mail date by mail category and processing operation and stores historical trailer information.

¹³ The Postal Service refers to this type of mail as machinable.

¹⁴ A mail transportation equipment labeler placard is attached to mailpiece containers and contains route, trip, and destination information for those mailpieces.

What Should Have Happened

Postal Service policy¹⁵ states that management should continually gauge how well they are managing the flow of mail and have managerial control over the workload, personnel, and equipment needed for a well-run operation. As part of Postal Service practice, a delayed-mail count should be performed and accurately reported in the MCV system daily.¹⁶ This practice indicates that unprocessed mail due for delivery that day should be reported as delayed mail. Additionally, Postal Service policy¹⁷ addresses the importance of accurately labeling mail, as label information is used throughout the mailstream to ensure timely processing. Postal Service procedures also require placards to be printed daily.¹⁸

Effect on the Postal Service and Its Customers

When mail is not processed in accordance with proper procedures, there is an increased likelihood of delays. When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Inaccurate reporting of delayed mail in the MCV 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. In addition, incorrect or incomplete labels on mail as it moves through a processing facility make it difficult to manage the mail flow and correctly prioritize the processing of mail.

Recommendation #3

We recommend the **Gulf Atlantic Division Director, Processing Operations**, verify proper procedures are followed for rerunning mail on the machines at the Tallahassee Processing and Distribution Facility.

Recommendation #4

We recommend the **Gulf Atlantic Division Director, Processing Operations**, verify the machines are properly cleared of mail at the end of each operational run at the Tallahassee Processing and Distribution Facility.

Recommendation #5

We recommend the **Gulf Atlantic Division Director, Processing Operations**, provide adequate staffing to process mail in the manual letter operations for timely dispatch at the Tallahassee Processing and Distribution Facility.

Recommendation #6

We recommend the **Gulf Atlantic Division Director, Processing Operations**, verify delayed mail counts are fully completed and entered correctly into the Mail Condition Visualization system at the Tallahassee Processing and Distribution Facility.

Recommendation #7

We recommend the **Gulf Atlantic Division Director, Processing Operations**, coordinate with plant management to train mail clerks and supervisors at the Tallahassee Processing and Distribution Facility on proper placarding in processing operations and verify these procedures are followed.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. Management's target implementation date for recommendations 3, 4, 5, and 7 is August 31, 2024, and for recommendation 6 it is July 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

¹⁵ Handbook PO-413, *Platform Operations*, Sections 2-1 and 2-4.4, dated December 2013.

¹⁶ MCV Manual Line Item Entry Job Aid.

¹⁷ Handbook PO-441, *Rehandling of Mail Best Practices*, Section 4-8.1, dated April 2002.

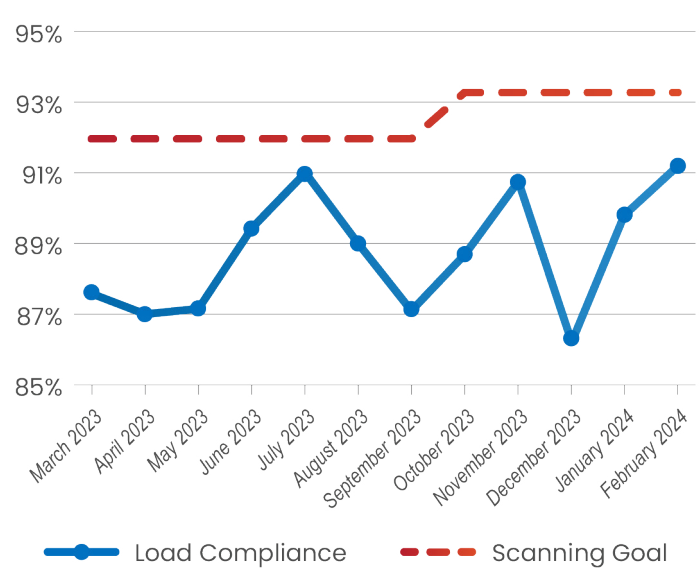
¹⁸ SVWeb Guide.

Finding #3: Scan Compliance

What We Found

The Tallahassee P&DF did not meet load scan¹⁹ goals. From March 1, 2023, through February 29, 2024, the average compliance for load scans at the Tallahassee P&DF was 88.7 percent (see Figure 5). The Postal Service goal for load scans was 92 percent in fiscal year 2023 and 93.25 percent in fiscal year 2024. Additionally, during the week of April 1, 2024, we observed load scans were not always performed.

Figure 5. Scanning Compliance at the Tallahassee P&DF From March 2023 to February 2024



Source: SVWeb.

Why Did it Occur

Load scans were not being performed consistently due to a lack of oversight by processing operations management. Specifically, Tallahassee P&DF management acknowledged that supervisors are not always holding employees accountable, and supervisors need additional training in this area.

What Should Have Happened

Postal Service policy²⁰ states that employees are required to perform outbound scans of containers and trailers to ensure mail visibility.

¹⁹ Load scans are performed when a container is loaded onto a trailer for dispatch.
²⁰ Surface Visibility Program User booklet, updated January 10, 2023.

Effect on the Postal Service and Its Customers

Scans help the Postal Service track mail as it flows through the network. Low scanning compliance contributes to inaccurate utilization data, missent mail, and operational inefficiencies. Management uses scanning data to streamline outbound container operations, enhance dispatch quality, and increase efficiency in the use of transportation containers and trailers. When scans are not made, management may not have the information needed to make accurate operational decisions.

Recommendation #8

We recommend the **Gulf Atlantic Division Director, Processing Operations**, develop and implement a plan to verify load scanning is consistently completed in accordance with policy at the Tallahassee Processing and Distribution Facility.

Recommendation #9

We recommend the **Gulf Atlantic Division Director, Processing Operations**, provide training to supervisors to ensure employees are held accountable for proper scanning procedures at the Tallahassee Processing and Distribution Facility.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. Management's target implementation date for recommendation 8 is October 31, 2024, and for recommendation 9 it is August 31, 2024.

OIG Response Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

Finding #4: Security of Registry Items

What We Found

Employees at the Tallahassee P&DF did not consistently follow procedures for the handling and security of registry items. Specifically, we found that registry clerks did not verify the receipt of all registry pouches arriving from the delivery units. For example, on April 1, 2024, registry personnel did not verify receipt of registry pouches from 24 of the 30 stations (or about 80 percent) and on April 2, 2024, registry personnel did not verify receipt of registry pouches from all 30 stations.

In addition, employees at the Tallahassee P&DF did not complete PS Form 1625, *Record of Entry – Registry Section* properly. We observed the registry clerk not signing in and out of the registry section, when leaving for and returning from a break, and the registry section did not have a separate PS Form 1625 for registry clerks.

Why Did it Occur

Employees did not consistently follow procedures to safeguard Registered Mail due to a lack of management oversight. Management acknowledged that they do not provide adequate oversight to ensure registry policies and procedures are followed.

What Should Have Happened

Management should ensure that all registry pouches are accounted for daily, and any missing pouches are reported to management for action.²¹ In addition, Postal Service policy²² requires employees regularly assigned to the registry section to sign in and out

of the registry section using PS Form 1625, *Record of Entry – Registry Section*, and a separate PS Form 1625 to be used for any other employees or visitors.

Effect on the Postal Service and Its Customers

Registered Mail provides added protection to the customer by providing evidence of secure mail and delivery for valuable and important items. When Registered Mail is not secured in accordance with proper procedures, there is an increased risk of loss or theft of items that customers have entrusted the Postal Service to provide added protection for secure delivery.

Recommendation #10

We recommend the **Gulf Atlantic Division Director, Processing Operations**, establish and maintain registry cage logs and verify the receipt of registry items at the Tallahassee Processing and Distribution Facility.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management's target implementation date is August 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation, and corrective actions should resolve the issues identified in the report.

²¹ Handbook DM 901, *Registry Mail*, Section 6-1.1.3, dated January 2016.

²² Handbook DM-901, *Registry Mail*, Section 7-1.3.1, dated January 2016.

Finding #5: Safety

What We Found

During our site observations, we observed several safety issues:

- Trucks and trailers parked at the docks without wheel chocks (see Figure 6)
- Blocked electrical panels (see Figure 7)
- Two blocked doorways from the workroom floor to the dock (see Figure 8)

Figure 6. Truck and Trailer Without Wheels Chocked



Source: OIG photos taken April 3 and 4, 2024. .

Figure 7. Blocked Electrical Panels



Source: OIG photo taken April 3, 2024.

Figure 8. Blocked Doorways



Source: OIG photos taken April 3 and 4, 2024.

Why Did it Occur

Employees at the Tallahassee P&DF did not consistently follow safety rules to properly secure trucks and trailers at the docks and keep electrical panels and exit doors free from obstructions. Management acknowledged that they did not provide sufficient oversight to ensure safety rules were consistently followed.

What Should Have Happened

The Postal Service requires management to maintain a safe environment for employees and customers.²³ Postal Service policy²⁴ states that drivers must prevent trailers from rolling away from docks by using wheel chocks. Additionally, Postal Service policy²⁵ addresses the importance of always keeping exit doors free from obstructions.

Effect on the Postal Service and Its Customers

When employees do not observe safe working practices and safety rules, there is an increased risk of employee accidents and injuries. Management's attention to maintenance, safety, and security deficiencies can reduce the risk of injuries to employees; reduce related costs, such as workers' compensation claims, lawsuits, and Occupational Safety and Health Administration²⁶ penalties.

²³ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, section 1-1, dated July 2020.

²⁴ Handbook EL-803, *Maintenance Employee's Guide to Safety*, Section 1, subsection C dated July 2020.

²⁵ Handbook EL-814, *Postal Employee's Guide to Safety*, Section V, dated April 2023.

²⁶ Occupational Safety and Health Act of 1970.

Management Action

In response to our observations, plant management took action to remove the equipment that was blocking the path to the electrical panels during our site visit. Therefore, we will not be making a recommendation regarding this matter.

Recommendation #11

We recommend the **Gulf Atlantic Division Directors, Processing Operations and Logistics**, verify that all drivers use wheel chocks at the Tallahassee Processing and Distribution Facility.

Recommendation #12

We recommend the **Gulf Atlantic Division Directors, Processing Operations and Logistics**, verify doorways are clear of obstructions at the Tallahassee Processing and Distribution Facility.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. Management's target implementation date for both recommendations is July 31, 2024.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

Appendix A: Additional Information

We conducted this audit from March through May 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. We discussed our observations and conclusions with management on May 21, 2024, and included their comments where appropriate.

In planning and conducting the audit, we obtained an understanding of the mail processing 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 control activities, information and communication, and monitoring that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of Web End of Run,²⁷ MCV, and SVWeb 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.

²⁷ Web End of Run is a Web-based application used in collecting operational data from automated and mechanized mail processing equipment.

Appendix B: Management's Comments



May 24, 2024

JOHN CIHOTA
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Efficiency of Operations at the Tallahassee Processing and Distribution Facility, Tallahassee, FL. (Report Number 24-084-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit report *Efficiency of Operations at the Tallahassee Processing and Distribution Facility, Tallahassee, FL*.

Management generally agrees with the findings related to clearance times, delayed mail, late, canceled, and extra outbound trips, scan compliance, security of registry items, and safety.

Following are our comments on each of the twelve recommendations.

Recommendation 1: We recommend the Gulf Atlantic Division Director, Processing Operations, align staffing with processing operations to meet clearance times and minimize late trips at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

Management is partnering with labor relations, HR, and the unions to assess the staffing to get the bids aligned with processing and clearance times. Mail Handler restaffing was completed. Clerks (APWU) restaffing matrix is completed, and planning is in process for final implementation date with Union, Labor, and HR.

Target Implementation Date: 08/31/2024

Responsible Official:
Gulf Atlantic Division Director, Processing

Recommendation 2: We recommend the Gulf Atlantic Division Director, Processing Operations, assess processing operations, once staffing is realigned, and if needed, provide additional training to employees and supervisors at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

Once staffing alignments are complete, management will determine if training for supervisors and employees is needed.

Target Implementation Date: 08/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 3: We recommend the Gulf Atlantic Division Director, Processing Operations, verify proper procedures are followed for rerunning mail on the machines at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk on standard work instructions will be issued to all Processing Operations for rerunning mail on processing machines and management will conduct reviews to monitor compliance.

Target Implementation Date: 08/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 4: We recommend the Gulf Atlantic Division Director, Processing Operations, verify the machines are properly cleared of mail at the end of each operational run at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk on standard work instructions will be issued to all Processing operations employees on the requirement to perform sweeps after operations and reviews will be conducted to monitor compliance.

Target Implementation Date: 08/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 5: We recommend the Gulf Atlantic Division Director, Processing Operations, provide adequate staffing to process mail in the manual letter operations for timely dispatch at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

Management will assess staffing and make necessary realignments to ensure adequate staffing is in the manual letter operations.

Target Implementation Date: 08/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 6: We recommend the Gulf Atlantic Division Director, Processing Operations, verify delayed mail counts are fully completed and entered correctly into the Mail Condition Visualization system at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk will be given to all Processing Support employees on proper MCV reporting. It specifies that all On-Hand and Delayed volumes will be counted and recorded into MCV correctly. Additionally, management will monitor for compliance.

Target Implementation Date: 07/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 7: We recommend the Gulf Atlantic Division Director, Processing Operations, coordinate with plant management to train mail clerks and supervisors at the Tallahassee Processing and Distribution Facility on proper placarding in processing operations and verify these procedures are followed.

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk on standard work instruction will be provided regarding correct container identification. It specifies that every container must have an MTEL, with a color code and or date and time of receipt. Management will review to ensure compliance.

Target Implementation Date: 08/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 8: We recommend the Gulf Atlantic Division Director, Processing Operations, develop and implement a plan to verify load scanning is consistently completed in accordance with policy at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

Processing Support continues to send out daily drilldowns and discusses performance on all tour turnovers. Daily report, pictures, postings, and SWI will be provided to MDO's. A stand-up talk will be given on standard work instruction to include assign, close, load, unload, terminate and consolidate. Management will monitor for improvement.

Target Implementation Date: 10/31/2024

Responsible Official:

Gulf Atlantic Division Director, Processing

Recommendation 9: We recommend the Gulf Atlantic Division Director, Processing Operations, provide training to supervisors to ensure employees are held accountable for proper scanning procedures at the Tallahassee Processing and Distribution Facility

Management Response/Action Plan: Management agrees with this recommendation.

Training on standard work instructions (SWI) for scanning will be given to non-bargaining employees, including scanning responsibilities. All SWIs pertaining to proper scanning in manual and Automated Parcel Bundle Sorter (APBS) operations will be re-issued. Management will provide a daily report to operations on scanning compliance.

Target Implementation Date: 08/31/2024

Responsible Official:
Gulf Atlantic Division Director, Processing

Recommendation 10: We recommend the Gulf Atlantic Division Director, Processing Operations, establish and maintain registry cage logs and verify the receipt of registry items at the Tallahassee Processing and Distribution Facility.

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk will be given to registry personnel on proper handling and security of registry items, including use of PS Form 1625. Additionally, management will monitor for compliance.

Target Implementation Date: 08/31/2024

Responsible Official:
Gulf Atlantic Division Director, Processing

Recommendation 11: We recommend the Gulf Atlantic Division Directors, Processing Operations and Logistics, verify that all drivers use wheel chocks at the Tallahassee Processing and Distribution Facility

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk on the proper use of wheel chocks will be issued to responsible personnel. Additionally, management will conduct reviews to monitor compliance.

Target Implementation Date: 07/31/2024

Responsible Official:
Gulf Atlantic Division Director, Processing
Gulf Atlantic Division Director, Logistics

Recommendation 12: We recommend the Gulf Atlantic Division Directors, Processing Operations and Logistics, verify doorways are clear of obstructions at the Tallahassee Processing and Distribution Facility

Management Response/Action Plan: Management agrees with this recommendation.

A stand-up talk will be given on keeping doorways clear of obstructions. Management will conduct regular Gemba walks on the dock to ensure exit doors are cleared of obstruction and secured as required.

Target Implementation Date: 07/31/2024

Responsible Official:
Gulf Atlantic Division Director, Processing
Gulf Atlantic Division Director, Logistics

E-SIGNED by MARK D DAHLSTROM
on 2024-05-24 12:08:59 EDT

Mark D. Dahlstrom
Sr. Division Director, Gulf Atlantic Processing Operations

E-SIGNED by William A Rodriguez
on 2024-05-24 16:00:38 EDT

William. A. Rodriguez
Division Director, Gulf Atlantic Logistics Operations

cc: Vice President, Regional Processing Operations (Eastern)
Corporate Audit Response Management

OFFICE OF INSPECTOR GENERAL

UNITED STATES POSTAL SERVICE



Contact us via our [Hotline](#) and [FOIA](#) forms. Follow us on social networks. Stay informed.

1735 North Lynn Street, Arlington, VA 22209-2020
(703) 248-2100

For media inquiries, please email press@uspsoig.gov or call (703) 248-2100