



City of Chicago



R2021-221

Office of the City Clerk

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Type: Resolution

Title: Call for resignation of Chicago Postmaster Wanda Prater

Committee(s) Assignment: Committee on Health and Human Relations

**RESOLUTION CALLING FOR THE RESIGNATION OF
CHICAGO POSTMASTER WANDA PRATER**

WHEREAS, The United States Post Office (USPS) operates 48 post office stations in the City of Chicago, and is responsible for delivering mail to the City's nearly 3 million residents; and

WHEREAS, Chicago residents rely on USPS to not only deliver letters and packages, but also to deliver essential goods to their homes, such as medication and household supplies; and

WHEREAS, Over the past year, local officials have received thousands of complaints regarding issues with USPS's mail delivery and customer service; and

WHEREAS, On August 6, 2020, 42 members of the Chicago City Council signed a letter to Chicago Postmaster Wanda Prater requesting a meeting to discuss potential collaborations to improve service. That letter has thus far been ignored by Postmaster Prater while service has continued to decline; and

WHEREAS, USPS Office of Inspector General (OIG) conducted an investigation into the delivery delays and customer service at four Post Office stations in September 2020, and published their findings in a report (the "Report") on February 1, 2021; and

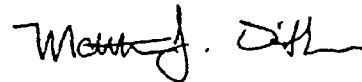
WHEREAS, The Report identified numerous delivery and customer service issues at all four stations, including: 60,659 delayed pieces of letter and flat mail; 2,207 undelivered packages; and 18,456 underreported non-deliveries; the failure to properly manage support staff, causing further delays in deliveries; and the failure to lock and secure USPS vehicles; the Report also found over 10,000 customer complaints were submitted from May through July 2020; and

WHEREAS, The Report highlights multiple deficiencies in staffing at all levels at the four stations, and accents the inadequate services USPS continues to provide the residents of Chicago; and

WHEREAS, The residents of Chicago deserve efficient and reliable mail service, and it is clear the current management of the Chicago District of the USPS is unable to provide the postal services that the residents of Chicago need and deserve; now, therefore

BE IT RESOLVED, That we, the Mayor and members of the City Council of the City of Chicago, assembled this twenty-fourth day of February, 2021, do hereby call upon Chicago Postmaster Wanda Prater to resign from her position; and

BE IT FURTHER RESOLVED, That we call upon the United States Postal Service to hire the proper personnel to ensure Chicago and its residents receive the same quality of postal services as other cities across the United States.



MATTHEW J. O'SHEA
Alderman, 19th Ward



MATTHEW J. O'SHEA
ALDERMAN, 19TH WARD

February 23, 2021

The following list of aldermen have requested their names to be included in the record as co-sponsors on the proposed ordinance attached hereto **calling for the resignation of the Chicago Postmaster, Wanda Prater**, which is hereby submitted for introduction at the City Council meeting of **Wednesday, February 24, 2021**, and referral to the **Committee on Human Relations**.

Brian Hopkins	Ward 2	Michael Scott, Jr.	Ward 24
Leslie A. Hairston	Ward 5	Byron Sigcho-Lopez	Ward 25
Roderick T. Sawyer	Ward 7	Jason C. Ervin	Ward 28
Michelle A. Harris	Ward 8	Scott Waguespack	Ward 32
Anthony Beale	Ward 9	Carrie M. Austin	Ward 34
Susan Sadlowski-Garza	Ward 10	Samantha Nugent	Ward 39
Patrick Thompson	Ward 11	Andre Vasquez	Ward 40
Edward Burke	Ward 14	Anthony Napolitano	Ward 41
Raymond A. Lopez	Ward 15	Brendan Reilly	Ward 42
Stephanie D. Coleman	Ward 16	Michele Smith	Ward 43
David Moore	Ward 17	Tom Tunney	Ward 44
Derrick G. Curtis	Ward 18	James Cappleman	Ward 46
Howard Brookins, Jr.	Ward 21	Matthew J. Martin	Ward 47
Michael D. Rodriguez	Ward 22	Debra L. Silverstein	Ward 50
Silvana Tabares	Ward 23		

Very truly yours,

Matthew J. O'Shea
Alderman, 19th Ward

Office of Inspector General | United States Postal Service

Audit Report

Mail Delivery and Customer Service Issues — Select Chicago Stations, Chicago, IL

Report Number 20-296-R21 | February 1, 2021

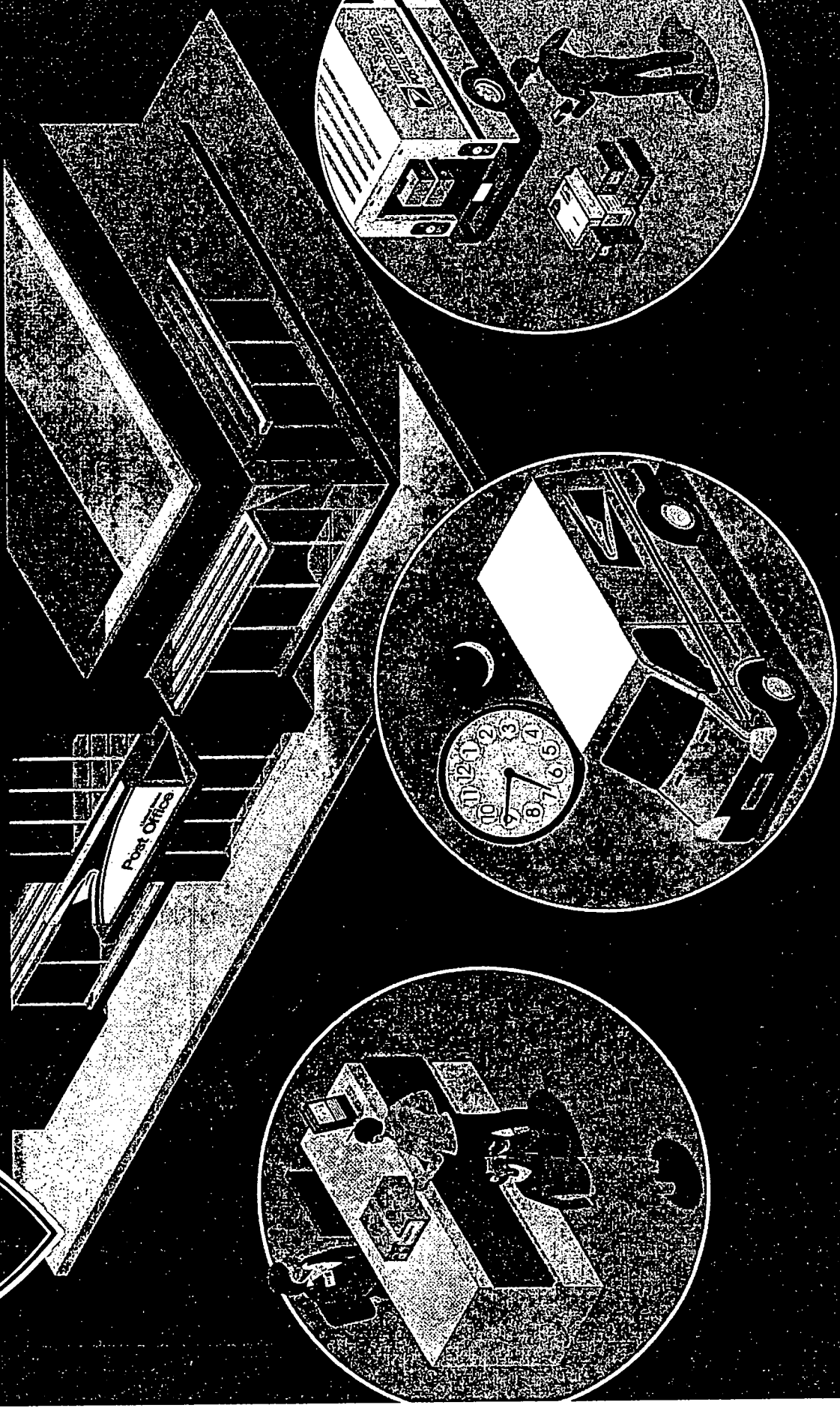
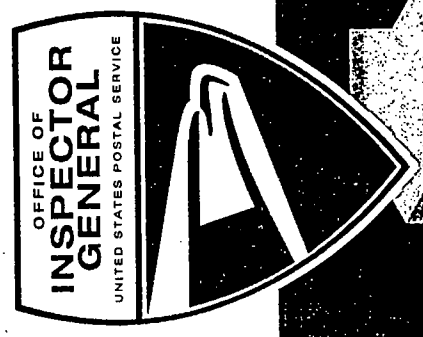


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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

February 1, 2021

MEMORANDUM FOR: RANDY STINES
CHICAGO DISTRICT MANAGER

FROM: Sean Balduff
Director, Delivery and Retail Response Team

SUBJECT: Audit Report – Mail Delivery and Customer Service Issues –
Select Chicago Stations, Chicago, IL
(Report Number 20-296-R21)

This report presents the results of our audit of Mail Delivery and Customer Service Issues – Select Chicago Stations, Chicago, IL.

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

Attachment

cc: Postmaster General
Corporate Audit Response Management
Delivery Operations Vice President
Area Retail & Delivery Operations Central Vice President

Results

Background

This report presents the results of our audit assessing mail delivery and customer service issues at select stations in Chicago, IL (Project Number 20-296). In August 2020, U.S. Representative Bobby Rush, 1st Congressional District of Illinois, requested that we conduct an investigation after he received over 600 complaints regarding inadequate mail delivery for customers serviced by four stations in the Chicago District. The Postal Service stations included Auburn Park, Henry McGee, Ashburn, and James E. Worsham. Congressman Rush stated that constituents reported they had not received their mail for up to four weeks and received unsatisfactory service at the retail counter.

These four stations are in the Chicago District of the Central Area. The Chicago District has 48 stations with 2,124 city routes servicing the city of Chicago. These four selected stations have a combined total of 188 city routes and 349 carriers and clerks. Staffing at these stations included 245 full-time letter carriers, 61 city carrier assistants¹ (CCA), 33 full-time clerks, and 10 postal support employees² (PSE). See Table 1.

Table 1. Staffing and Routes

Station	James E. Worsham	Auburn Park	Ashburn	Henry McGee	Totals
Full-Time Carriers	70	75	39	61	245
CCA	16	14	9	22	61
Full-Time Clerks	8	10	4	11	33
PSE	4	0	2	4	10
Routes	57	51	28	52	188

Source: U.S. Postal Service Office of Inspector General (OIG) analysis of data from CSV and CDV.

- 1 A non-career, bargaining unit employee who performs the full range of city carrier duties.
- 2 A non-career bargaining unit employee permitted to work within the American Postal Workers Union bargaining unit.
- 3 A cloud-based application which enables Postal Service employees to diagnose, resolve, and track customer issues.
- 4 On September 1, 2020, the four stations had a total of 117,201 possible deliveries. Ashburn had 14,106; Auburn Park had 14,106; Henry McGee had 41,744; and James E. Worsham had 32,953.
- 5 An inquiry about a missing domestic package or an envelope with a tracking number.
- 6 A complaint regarding a letter carrier's behavior or professionalism.

Mail Delivery and Customer Service Issues — Select Chicago Stations, Chicago, IL
Report Number 20-296-R21

We obtained and analyzed Postal Service C360³ customer inquiry data for the period May through July of fiscal year (FY) 2020 and found these locations had numerous inquiries related to mail delivery service and letter carriers.⁴ Specifically, the Henry McGee Station had 5,317 customer inquiries related to package tracking, non-receipt of mail, and letter carrier complaints. The Auburn Park Station had 2,710 inquiries, the James E. Worsham Station had 1,958 inquiries, and the Ashburn Station had 997 inquiries (see Table 2).

Table 2. OIG Analysis of Customer Inquiries

Inquiry Type	Henry McGee	Auburn Park	James E. Worsham	Ashburn
Tracking ⁵	4,686	1,994	1,378	690
Have Not Received My Mail in More Than 2 Days	545	64	473	273
Complaint - Letter Carrier ⁶	86	75	107	34
Total	5,317	2,710	1,958	997

Source: OIG analysis of data from C360.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery and customer service issues at the Auburn Park, Henry McGee, Ashburn, and James E. Worsham Stations in Chicago, IL.

We reviewed delivery metrics including the number of routes and carriers, mail arrival time, number of reported delayed mailpieces, package scanning, distribution up-time (DUT),⁷ and carriers return to office time. In addition, during our site visits on September 21-22, 2020, we reviewed unit safety and security procedures, mail conditions, and clerk interactions with customers at the retail counter. We analyzed the scan status of mailpieces at the carrier cases, in the "Notice Left"⁸ area, and in the mail staging area. We also interviewed unit management and employees.⁹

We conducted this audit from September 2020 through February 2021, in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on December 23, 2020 and included their comments where appropriate.

We relied on computer-generated data from the Product Tracking and Reporting System, C360, Customer Service Daily Reporting System (CSDRS), eFlash, and Scan Point Management System. Although we did not test the validity of 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. Therefore, we determined the data were sufficiently reliable for the purposes of this report.

Finding Summary:

We identified delivery and customer service issues at all four sites we visited. These issues included delayed mail, inaccurate reporting of mail conditions, improper scanning, and unsecured delivery vehicles. We did not identify any issues related to retail customer service.

Finding #1: Delayed Mail

All four stations had delayed¹⁰ mail during our visits in September 2020 (see Figure 1). Specifically, we found about 62,800¹¹ pieces of delayed mail including 60,659 pieces of letter and flat mail, the oldest being two days old; and 2,207 packages, the oldest being 19 days old (see Table 3). The delayed mail identified at the Henry McGee and Auburn Park Stations included Every Door Direct Mailings from the Secretary of State identified as "Voter Information". These mailings arrived at the unit prior to September 12, 2020 and were still at the unit on the day of our site visit on September 22, 2020. At the James E. Worsham Station, we identified delayed First-Class Mail in the Postal Automated Redirection System¹² (PARS) area. First-Class Mail should be processed daily.¹³

7 Time of day when clerks have completed distributing mail to the carrier routes after mail has arrived from the processing & distribution center.

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

9 The city carriers we interviewed had from two months to 37 years of service.

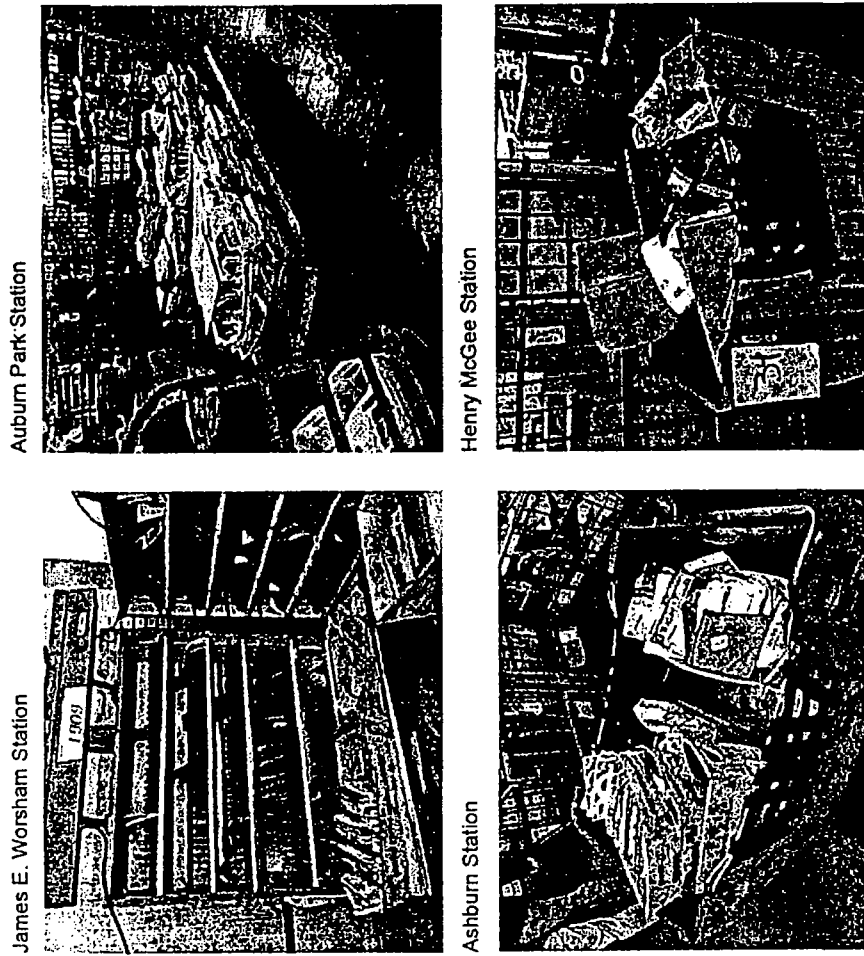
10 Mail that is not delivered to the delivery point within the committed delivery time.

11 The four sites had total mail volume of about 314,073 pieces on the delivery day prior to our visit.

12 This system is designed to automate the task of redirecting Undeliverable as Addressed mail.

13 Delivery Unit Service Talk-Committed Mail & Color Code Policy for Marketing Mail, February 2019.

Figure 1. Examples of Delayed Mail



Source: OIG photos taken on September 21 & 22, 2020.

Table 3. OIG Analysis of Delayed Mail

Station	OIG-Identified Delayed Letters and Flats	OIG-Identified Delayed Packages	Total Delayed Mailpieces
Auburn Park	27,614	1,481	29,095
James E. Worsham	22,969	511	23,480
Henry W. McGee	6,723	151	6,874
Ashburn	3,353	64	3,417
Total	60,659	2,207	62,866

Source: OIG analysis of mail data from OIG observations.

Management stated that employee availability contributed to the delayed mail at each of the stations. We analyzed employee availability and found it fluctuated between an average of 70.30 to 72.40 percent from April through September 2020, and 67.79 to 80.71 percent on the day prior to our visits (see Table 4).

Table 4. OIG Analysis of Employee Availability at Selected Stations

Station	Average Employee Availability Percentage (April Through September 2020)	Employee Availability on Day Prior to Site Visit
Auburn Park	72.40	80.71
James E. Worsham	70.77	73.01
Henry W. McGee	70.30	72.93
Ashburn	70.73	67.79

Source: Postal Service dashboard analysis of employee availability data.

Management also stated that non-deliveries occurred on routes because some carriers were not completing their assignments due to safety concerns. Recent violence and civil unrest¹⁴ in the area caused some carriers to deliver mail only during daylight hours. These carriers returned to the office at sunset even if all mail had not been delivered. District management stated they work closely with local law enforcement to identify possible pockets of activity and adjust deliveries as necessary.

Although the station managers faced challenges with employee availability and safety concerns, we also found they did not remove inactive CCAs from the employee rolls. When station managers do not remove inactive CCAs from the employee rolls, the district is unable to hire replacement CCAs. We determined that 48 of the 61 CCAs assigned to the four stations had not reported for work for at least four consecutive weeks between May 30 and September 18, 2020, and they were not on approved leave. District management stated that these station managers should have taken action to remove these employees from the current employee rolls. District management also stated that station managers prioritized completing mail delivery over completing the steps necessary to remove the inactive CCAs from the employee rolls. It is important to remove the inactive CCAs so that replacement CCAs can be hired to increase the availability of employees to assist on undelivered routes.

Recommendation #1:

We recommend the **District Manager, Chicago**, instruct the **Postmaster, Chicago**, to ensure managers at the Ashburn, Auburn Park, Henry McGee, and James E. Worsham Stations complete the removal process for city carrier assistants not reporting for duty as identified by the District.

Finding #2: Inaccurate Reporting of Mail Conditions

Management at all four stations did not accurately report delayed mail in the Customer Service Daily Reporting System (CSDRS).¹⁵ Specifically, management at the Ashburn and Henry McGee Stations did not report any delayed mail in CSDRS, and management at the Auburn Park and James E. Worsham Stations only reported a total of 3,114 delayed mailpieces. However, this was significantly less than the 62,866 delayed mailpieces we identified at the stations at the time of our visits (see Table 5).

Table 5. OIG Analysis of Under Reported Delayed Mailpieces

Station	OIG-Identified Delayed Mailpieces	Delayed Mailpieces Reported by Unit	Under Reported Delayed
Auburn Park	29,095	2,229	26,866
James E. Worsham	23,480	885	22,595
Henry W. McGee	6,874	0	6,874
Ashburn	3,417	0	3,417
Total	62,866	3,114	59,752

Source: OIG analysis of reported mail data from CSDRS and OIG observations.

In addition, station management did not ensure non-deliveries were reported accurately in the Operational Impact Reporting System¹⁶ as required. Specifically, three stations did not report any non-deliveries and the Auburn Park Station reported 329 non-deliveries¹⁷ for the day before our observations. However, during our site visits, we determined that there were 18,785 non deliveries for all four stations based on the delayed mail we identified (see Table 6).

14 Recent incidents include rioting in the Chicago area that involved breaking into Chicago District Stations and the shooting of a carrier while delivering a route.
 15 A delivery unit-based system that provides a snapshot of the daily condition of the mail at the point in time when the carriers have departed for the street. The data in this system is used to provide management with a formal delayed mail reporting tool.

16 A reporting site to collect and validate operational impacts to delivery service, including the facility status, route information, impacted areas and timeline.
 17 This represents the number of individual deliveries that were not completed due to service disruption.

Table 6. OIG Analysis of Under Reported Non-Deliveries

Station	OIG-Identified Non-Deliveries	Non-Deliveries Reported by Unit	Under Reported Non-Deliveries
Auburn Park	8,417	329	8,088
James E. Worsham	4,470	0	4,470
Henry W. McGee	4,690	0	4,690
Ashburn	1,208	0	1,208
Total	18,785	329	18,456

Source: OIG analysis of reported delivery data from the Operational Impact Reporting System and OIG observations.

District management stated that this occurred because station management prioritized completing mail delivery over reporting delayed mail and non-deliveries. Postal Service policy¹⁸ states that all mail remaining at a unit after the carriers have left to begin their street duties must be reported in CSDRS. If mail is not delivered as scheduled, management must enter corrected information and appropriate comments into CSDRS as soon as the delayed situation is realized. Further, Postal Service Operational Impact Reporting policy¹⁹ states that when operations are impacted for any reason, offices are required to input the non-delivery status on the website.

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. Further, when conditions are reported inaccurately, management at the local, district, area, and headquarters levels are unable to take the appropriate actions to mitigate the issues.

¹⁸ CSDRS Users Guide, dated September 30, 2016.

¹⁹ Operational Impact Reporting SOP, June 2013.

²⁰ A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mailpiece. Examples of stop-the-clock include "Delivered", "Available for Pick-up", "No Access" and "Business Closed".

Recommendation #2:

We recommend the District Manager, Chicago, instruct the Postmaster, Chicago, to direct managers at Ashburn, Auburn Park, Henry McGee, and James E. Worsham Stations to prioritize reporting delayed mail, undelivered routes, and other delivery metrics.

Finding #3: Improper Scanning

Employees improperly scanned or handled 260 of the 345 packages sampled at the four stations. We judgmentally selected and reviewed scan information for 206 packages found at carrier cases and in equipment with mail that was prepared for delivery and another 139 packages found in the "Notice Left" area.

We identified 249 packages with improper scans and 11 packages that were not handled or processed as required (see Appendix A for individual office details).

For the 249 packages that had improper scans, our analysis identified:

- One hundred fifty packages had a "Delivered" scan. A "Delivered" scan should only be made when a package is successfully left at the delivery address.
- Sixty-one packages were scanned at the delivery unit rather than at the delivery address.
- Thirty-three packages had an "Available for Pick-Up" scan, which is an in-office stop-the-clock²⁰ (STC) scan that should not be used by carriers.
- Four packages did not have an "Arrival at Unit" (AAU) scan, which is a required scan for performance measurement.
- One package did not have a STC scan to inform the customer of the reason for non-delivery. All packages should receive a STC scan at the time of attempted delivery.

The Postal Service measures package delivery service performance from the point of package acceptance through first delivery attempt. Each delivery unit is

required to have distribution clerks scan all arriving barcoded items as "Arrival at Unit". Delivery employees are required to scan items at the time of attempted delivery using the appropriate STC scan.

Further analysis of the scan data for these packages showed multiple instances where packages were scanned at the same time which indicates that the delivery was not attempted at each individual delivery address. We made referrals to our Office of Investigations as appropriate.

Our analysis of the 11 packages that were not handled or processed as required identified:

- ▣ Seven packages had an "Insufficient Address" scan and should have been returned to sender.
- ▣ Two packages had an "Unclaimed" scan and should have been returned to sender.
- ▣ Two packages had a "Forwarded" scan and should have been sent for processing through PARS to be sent to the new address.

These package scanning and handling deficiencies occurred because management did not monitor scan performance. Management stated that they prioritized completing mail delivery over monitoring scan performance. The Postal Service's goal is to ensure mail is delivered to the correct address with proper service, which includes scanning every mailpiece at the delivery point, ensuring 100 percent visibility throughout the process.²¹

Customers rely on the Postal Service to scan items upon attempting or completing a delivery at the actual delivery location to track their shipment in real time. When inaccurate information is conveyed to customers, it results in confusion, complaints, and a loss of data integrity which can cause a loss of customer trust and may negatively impact the Postal Service brand.

Recommendation #3:

We recommend the **District Manager, Chicago**, direct the **Postmaster, Chicago**, to instruct Customer Service Operations Managers to monitor and ensure compliance with package scanning and handling procedures at the Ashburn, Auburn Park, Henry McGee, and James E. Worsham Stations.

Finding #4: Safeguarding of Assets

All four stations we visited had unsecured delivery vehicles. Specifically, 53 delivery vehicles were not locked and 18 contained mail or packages inside (see Table 7 and Figure 2).

Table 7. OIG Analysis of Unlocked Vehicles

Station	Unlocked Vehicles	Vehicles with Mail Left Inside	Total Vehicles Inspected
Henry W. McGee	8	2	52
James E. Worsham	11	4	55
Auburn Park	16	4	51
Ashburn	18	8	32
Total	53	18	190

Source: OIG observations.

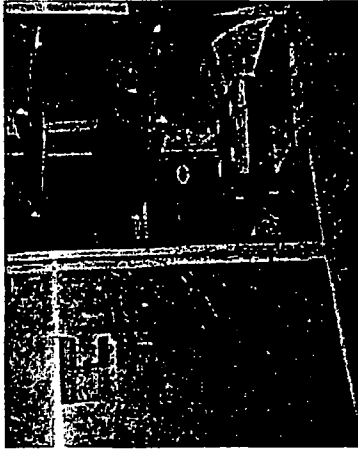
²¹ Standup Talk - *Delivering a Positive Customer Service Experience-Delivery Done Right and Scanning at a Glance, Delivering 100% Visibility.*

Figure 2. Unlocked Vehicles with Packages Inside

James E Worsham Station



Auburn Park Station



Source: OIG photos taken on September 21-22, 2020.

Postal Service policy states that all vehicle doors must be secured when vehicles are left unattended and out of the driver's immediate site.²² These conditions occurred because employees did not follow the PM Verification of Activity Checklist. The checklist requires managers to verify that vehicles are free of mail and trash and are locked and secure. Management stated they prioritized completing mail delivery over following the checklist. When vehicles are left unlocked, there is an increased risk that they could be vandalized or stolen.

Recommendation #4:

We recommend the **District Manager, Chicago**, instruct the **Postmaster, Chicago**, to ensure managers at Ashburn, Auburn Park, Henry McGee, and James E. Worsham Stations follow the daily PM Verification of Activity Checklist and properly manage and safeguard Postal Service assets.

Management's Comments

Management agreed with all findings in the report and in subsequent communications stated that they agree with all the recommendations. See Appendix B for management's comments in their entirety.

Regarding recommendation 1, management stated that they have a team of attendance control specialists who will work daily to address the "zero workhour" city carrier assistants who are not reporting for work. Management's target implementation date is January 31, 2021.

Regarding recommendation 2, management stated that they will ensure that training continues throughout the district on requirements to report delayed mail and ensure compliance. Management's target implementation date is January 31, 2021.

Regarding recommendation 3, management stated that they will provide "Questionable Scan" reports each morning to all Customer Service managers. The Executive Postmaster and Executive Manager, Post Office Operations, will provide oversight and ensure daily compliance. Management's target implementation date is January 31, 2021.

Regarding recommendation 4, management stated that they will conduct onsite audits to ensure the accuracy of PM Validation processes and reporting. Management's target implementation date is January 31, 2021.

Management stated that during the timeframe of our audit, there were 122 delivery days, with a total of 13,914,588 possible deliveries for the four stations we visited. They said this is important context to have when reviewing the 5,317 customer inquiries and 18,785 non-deliveries cited in the report.

Management also stated that the Chicago District had several hundred carriers, clerks, and managers who did not come to work due to the COVID-19 pandemic or were unable to deliver mail, in some capacity, due to the recent civil unrest and a carrier shooting. Management noted these factors had more of an impact on employee availability than not removing employees with zero workhours.

Evaluation of Management's Comments

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

²² Handbook EL-814, *Postal Employee's Guide to Safety*, Section X.E.4, Parking.

In their comments, management implied that the 18,785 non-deliveries we reported occurred during the entire course of our audit. However, the non-deliveries we reported actually occurred on the day prior to each site visit based on the delayed mail we found at each site. These four offices had about 117,000 possible delivery points during the time of our visits, which is far less than the 13,914,588 possible deliveries management noted. Management also implied that we reviewed a total of only 5,317 customer inquiries during our audit; however, this was the total for only one office. We reviewed all 10,982 customer inquiries related to package tracking, non-receipt of mail, and letter carrier complaints for the four offices we visited for the period May through July 2020.

We recognized in the report the challenges management faced with employee availability and safety concerns, as well as the actions management took to work with local law enforcement. However, it is important to remove inactive CCAs from the employee roles so management can hire replacement CCAs to help on undelivered routes.

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. 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.

Appendices

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Appendix A: Improper Scanning and Handling by Sites

We reviewed packages found at the carrier cases, prepped for delivery and in the notice left section at each of the stations we visited. See Table 8 for improper scan issues identified at each station.

Table 8. Packages with Improper Scans

Station	Delivered	Scanned at Delivery Station	Available for Pickup	Missing AAU	Missing STC	Total
Ashburn	8	4	33	2	1	48
Auburn Park	82	0	0	0	0	82
James E. Worsham	57	20	0	2	0	78
Henry W. McGee	3	37	0	0	0	40
Totals	150	61	33	4	1	249

Source: OIG analysis.

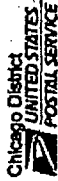
See Table 9 for improper handling and processing package issues we identified at two of the stations.

Table 9. Packages Improperly Handled

Station	Packages Not Handled Correctly	Packages Not Processed Correctly	Total
Ashburn	2	0	2
James E. Worsham	7	2	9
Totals	9	2	11

Source: OIG analysis.

Appendix B: Management's Comments



January 22, 2021

Joe Wolski
Director, Audit Operations
Great Lakes Area Field Office

**SUBJECT: Mail Delivery and Customer Service Issues –
Select Chicago Stations, Chicago IL (Project Number 20-296 – DRAFT)**

Chicago District management agrees with the Office of Inspector General report findings and observations, with highlighted redactions which are made because the Postmaster is continuing to give the suggested instructions and direction, the review completion date, and the different characterization of the "removal" process referenced in the report.

Recommendation 1

We recommend the District Manager, Chicago instruct the Postmaster Chicago to continue to ensure that the managers at the Ashburn, Auburn Park, Henry McGee and James E. Worsham Stations address the review/corrective action process (redaction because the review/corrective action process may result in changes due to circumstances but may often include removal) of city carrier assistants not reporting for duty as identified by the District.

Management Response/Action Plan

The District Attendance Control Coordinator manages a team of Attendance Control Specialists working daily with Customer Service Managers, Human Resources, and Labor Relations to address the "zero workhour" city carrier assistants who are not reporting for duty through the review/corrective action process to drive Employee Availability performance.

The Executive Postmaster performs oversight through the reporting structure of the actions taken by Managers, Customer Service Operations to the Executive, Manager Post Office Operations.

Target Implementation Date

January 2021 (ongoing)

Responsible Officials

Managers, Customer Service Operations
Attendance Control Coordinator

Recommendation 2
We recommend the District Manager, Chicago instruct the Postmaster Chicago to continue to direct that the managers at the Ashburn, Auburn Park, Henry McGee and James E. Worsham Stations to prioritize reporting delayed mail and undelivered routes and other delivery metrics.

Management Response/Action Plan
Executive Manager, Post Office Operations and Manager, Operations Programs Support will ensure that training continues throughout the District on requirements to report delayed mail and ensure compliance through the Managers, Customer Service Operations.

The Managers, Customer Service Operations validate the Customer Services Daily Reporting System (CSDRS) daily by 1pm CST. Executive Postmaster, Executive Manager Post Office Operations, and Manager, Operations Programs Support review the CSDRS report the following morning at 8am CST.

Target Implementation Date
January 2021 (ongoing)

Responsible Officials
Manager, Operations Programs Support

Recommendation 3
We recommend the District Manager, Chicago instruct the Postmaster, Chicago to continue to instruct Customer Services Operations Managers to monitor and ensure compliance with scanning and package handling procedures at the Ashburn, Auburn Park, Henry McGee, and James E. Worsham Stations.

Management Response/Action Plan
Manager, Operations Programs Support provides "Questionable Scan" reports each morning to all management in Customer Services.

Executive Postmaster and Executive Manager, Post Office Operations give oversight and ensure compliance daily through the Managers, Customer Service Operations.

Target Implementation Date
January 2021 (ongoing)

Responsible Officials
Manager, Operations Programs Support

Recommendation 4

We recommend the District Manager, Chicago instruct the Postmaster Chicago to continue to direct that the managers at the Ashburn, Auburn Park, Henry McGee and James E. Worsham Stations follow the daily PM Verification of Activity checklist and properly manage and safeguard Postal Service assets.

Management Response/Action Plan

Manager, Operations Programs Support oversees the PM Verification process and conducts onsite audits and virtual GEMBA's to ensure the accuracy of the PM Validation processes and reporting.

Target Implementation Date

January 2021

Responsible Officials

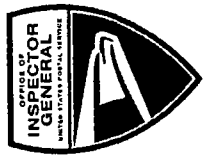
Manager, Operations Programs Support

Additional Comments

To put some context around the conditions in the Chicago District before and during this audit we would like to add the following items.

1. During the specified time frame of this audit there were a total of 122 delivery days. During those 122 delivery days we had a total of 13,914,588 possible deliveries for the stations that are included in this audit. That's important to know when we review the 5,317 customer inquiries (out of a possible 13,914,588 deliveries), or the 18,785 non-deliveries (out of a possible 13,914,588 deliveries).
2. It's also important to note that during the time frame of the audit we were dealing with the COVID 19 Pandemic and had several hundred carries/clerks/EAS off the clock daily due to COVID 19 leave. Couple that with the civil unrest we experienced in the time frame leading up to the audit and the carrier that was shot 4 times in the legs and once in the head and we have a lot of employees not coming to work out of fear to be on the street. During the time of the audit we had the President of the NALC giving interviews to the media stating that the streets of Chicago were not safe to be on and that made it especially hard for us to cover the routes at the four stations included in this audit, specifically James Worsham (where the carrier was shot) and Auburn Park (which sits beside the James Worsham delivery area). At one point during this audit we had to have Postal Inspectors walk with carriers to get the mail delivered safely. The items mentioned above are more of an impact to our employee availability than the zero workhour employees that are mentioned in this audit, so we do feel this information should be added.

Randy Slines
 Randy Slines
 District Manager



**OFFICE OF
INSPECTOR
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UNITED STATES POSTAL SERVICE

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

For media inquiries, contact Agapi Doulaveris
Telephone: 703-248-2286
adoulaveris@uspsog.gov

