Office of Inspector General | United States Postal Service

Management Advisory Report

Utilization of Automated Tools to Improve Compliance Activities

Report Number IT-MA-18-001 | December 20, 2017

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Highlights

Objective

U.S. Postal Service Capital Metro Area personnel complete area-level compliance activities via printed checklist. These activities are performed to ensure policies, procedures, and standards related to safety hazards are adhered to, equipment is managed, and other internal controls are in place.

Our objective was to determine if using automated tools would improve the efficiency and accuracy of checklist data collection, completion tracking, and issue resolution in the Capital Metro Area.

What the OIG Found

We found opportunities exist for the Capital Metro Area to replace manual checklist processes with more efficient automated tools. Currently, manual checklists are used to assess compliance with policies and procedures for internal control activities. Automated tools such as survey products can create efficiencies and are easy to use. The data gathered via an automated tool tends to be accurate because it is less susceptible to errors during data collection and reporting.

The Capital Metro Area has relied on existing manual processes even as requirements for compliance checks have increased. As a result of not integrating automated tools and techniques, management may be missing opportunities to collect data in a more efficient, timely manner with fewer errors.

What the OIG Recommended

We recommend the Capital Metro Area Vice President evaluate incorporating automated tools and techniques into existing compliance activities.

We have outlined initial automation considerations for management in Appendix B. Appendix C contains a sample checklist using a survey product with built-in automation techniques.

Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

December 20, 2017

MEMORANDUM FOR: LINDA MALONE
VICE PRESIDENT, CAPITAL METRO AREA

Kimberly Figel Benoit

FROM: Kimberly F. Benoit
Deputy Assistant Inspector General
for Technology

SUBJECT: Management Advisory Report – Utilization of Automated Tools to Improve Compliance Activities (Report Number IT-MA-18-001)

This report presents the results of our management advisory on the U.S. Postal Service's Utilization of Automated Tools to Improve Compliance Activities (Project Number 17TG007IT000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Jason Yovich, Director, Information Technology, or me at 703-248-2100.

Attachment

cc: Postmaster General
Corporate Audit Response Management

Results

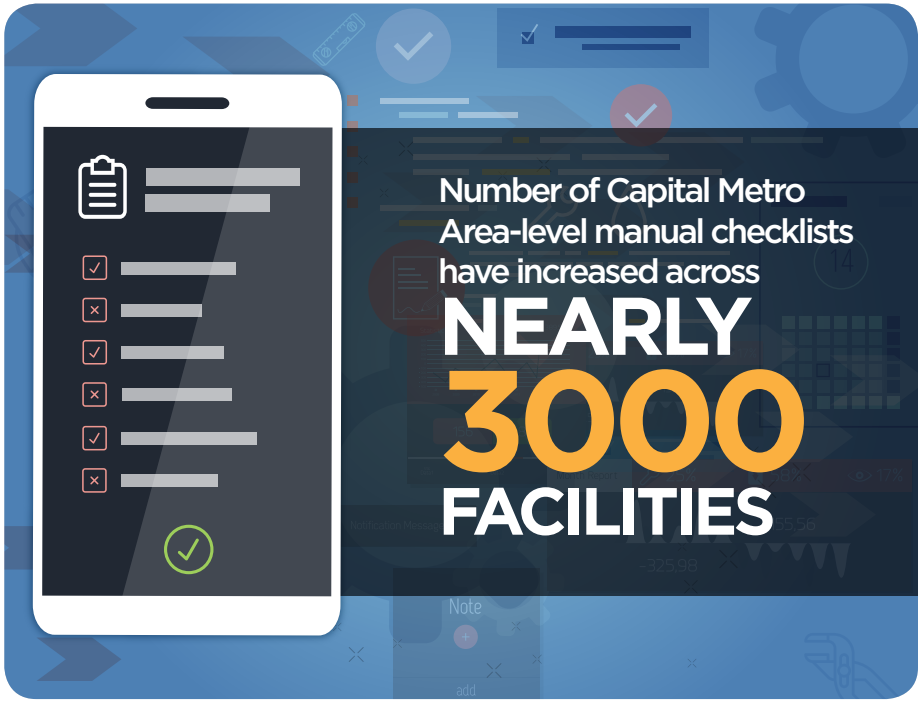
Objective

This report presents the results of our self-initiated management advisory of the U.S. Postal Service's Utilization of Automated Tools to Improve Compliance Activities (Project Number 17TG007IT000).

Our objective was to determine if using automated tools in the Capital Metro Area would improve the efficiency and accuracy of checklist data collection, completion tracking, and issue resolution.

Background

This project was initiated as a result of an ongoing dialogue between the U.S. Postal Service Office of Inspector General (OIG) and Postal Service Capital Metro Area management about using checklists to assess whether employees are in compliance with policies, procedures, and standards related to safety hazards; when equipment is managed; and if other internal control[1] activities are in place. Capital Metro Area personnel complete many of their compliance activities via a printed checklist. The results are entered manually — sometimes by a different employee — into a computer system or tracking spreadsheet and sent to Capital Metro Area management.



Capital Metro Area managers noted that the number of area-level manual checklists have increased across the nearly 3000 facilities. Some are initiated to establish an internal controls compliance baseline and others to meet increased Occupational Safety and Health Administration (OSHA) requirements as a result of consolidating facility operations. In addition, Capital Metro Area managers have several initiatives in place to improve internal safety controls and prevent instances of non-compliance they have identified in certain districts and facilities.

Reviews of internal Postal Service safety check compliance activities confirm that some Safety Toolkit[2] safety and health Inspections and the Vulnerability and Risk Assessment Tool[3] (VRAT) are also conducted through a manual printing, data gathering, and reporting process.

1 *Government Accountability Office Standards for Internal Control in the Federal Government* (also known as the "Green Book") states that an "Internal control is a process effected by an entity's oversight body, management, and other personnel that provides reasonable assurance that the objectives of an entity will be achieved. These objectives and related risks can be broadly classified into one or more of the following three categories: Operations, Reporting, and Compliance."

2 Handbook EL-802, *Executives' and Managers' Safety and Health Program and Compliance Guide*, Section 4-8.2.1, states the Safety Toolkit is a Postal Service application used by safety specialists, safety managers, installation and facility heads, postmasters, maintenance managers, supervisors, PEG coordinators, and VPP coordinators to complete specific tasks, such as prepare and manage accident reduction and hazard abatement plans, manage VPP data, program improvement plans, OSHA citations, and employee hazard-report logs.

3 *VRAT User Guide* (2016) states the VRAT assessment is meant to evaluate security and adherence to protocols at the time of the survey, so that problems can be identified and corrected. The VRAT is a series of questions related to three tier levels of risk. Answers must comply with specific requirements and instructions. Tier levels are based on where the facility falls in terms of risk to Postal Service operations.

Finding #1: Opportunities Exist to Make Checklist Processes More Efficient

Opportunities exist to optimize Capital Metro Area checklist-based processes. Currently, these compliance activities are completed via printed checklists and data is manually entered into a system or spreadsheet later. While paper checklists are a useful internal control, automated data-gathering activities tend to be more efficient and reliable because they are less susceptible to human error. Automated tools, such as survey products, can also increase objectivity by electronically compiling control evaluations. Using a survey product, automated tool checklists can be completed from any mobile device with a web browser, such as a tablet or iPhone. In addition to being easy to use, the risk of human error decreases when data is captured electronically, closest to its origin point.

The Capital Metro Area has relied on existing manual processes even as requirements for compliance checks have increased. As a result of not integrating automated tools and techniques, management may be missing opportunities to collect data in a more efficient, timely manner and with fewer errors.

Recommendation #1

The Capital Metro Area Vice President *evaluate implementing automated tools into existing compliance activities.*

As management explores implementing an automated tool for checklist activities, there are several factors to consider. Appendix B outlines the factors that will contribute to a successful implementation.

Management's Comments

Management agreed with our finding and its corresponding recommendation. See Appendix D for management's comments in their entirety.

Regarding Recommendation #1, Capital Metro Area management will explore the feasibility and cost effectiveness of automating the checklist process. The target implementation date for this recommendation is April 30, 2018.

Evaluation of Management's Comments

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

All recommendations require OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective action(s) are completed. Recommendation #1 should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that the recommendation(s) can be closed.

Appendices

Click on the appendix title below to navigate to the section content.

Appendix A: Additional Information

Scope and Methodology

The scope of our management advisory was the process for completing internal control checklists in the Capital Metro Area. The scope was checklists performed at the area-level and did not include the VRAT or the Safety Toolkit application.

To accomplish our objective we:

- Analyzed manual and automated checklist processes against the 5 Vs of Big Data to determine the best process for collecting and reporting checklist data. The five key tenets below describe Big Data and its relevance to the Postal Service:
  - **Volume** – "Scale of Data" or the amount of data collected and analyzed.
  - **Variety** – "Different Forms of Data" or the varied forms of data that lead to more insightful conclusions.
  - **Velocity** – "Analysis of Streaming Data" or the speed and efficiency at which data is collected.
  - **Veracity** – "Certainty of Data" or the consolidation, conformity, cleanliness, and consistency of the collected data.
  - **Value** – "Impact of Data" or the ability to turn data into real, measurable value.
- Researched and developed guidance on areas to consider when automating internal controls.
- Developed a sample Capital Metro Area Dock Safety checklist to demonstrate and highlight key features.

We conducted this management advisory review from September through December 2017, 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 engagement to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our objectives. We discussed our observations and conclusions with management on November 6, 2017 and included their comments where appropriate.

Prior Audit Coverage

The OIG did not identify any prior audits or reviews related to the objective of this management advisory.

Appendix B: Automation Consideration

Modernizing Internal Controls

Modernizing internal controls through automation is a desirable goal for many organizations, including the Capital Metro Area. Per the U.S. Government Accountability Office Standards for Internal Control in the Federal Government, automated internal control activities tend to be more reliable because they are less susceptible to human error and are typically more efficient. Internal controls are processes by an entity's oversight body, management, and other personnel who provide reasonable assurance that risk is appropriately identified and managed.

For internal controls to be successful, they must be measurable. The Capital Metro Area achieves this by using checklists. Regular facility inspections are generally completed manually, meaning that checklists are printed and collected data is manually entered into systems or tracking spreadsheets. Implementing automated checklists presents management with an opportunity for more time-efficient and cost-effective monitoring of operations. There are several commercial survey products that can be used to design checklists. Employees can access and use these products on any mobile device with a web browser, such as a tablet or iPhone.

There are several benefits to using an automated tool, such as a survey, to automate checklists. Digitizing checklists supports a cleaner presentation of checklist responses for management analysis. In addition, the speed at which data travels from employee to management is accelerated, meaning that management is able to make more timely decisions. Finally, today's products offer a variety of methods for data collection. This appendix will outline factors for management to consider as they explore using automated checklist products.

Comparison of Leading Industry Automated Tools

There are many commercial survey products that can be used to automate checklist processes. We evaluated the features of three common products — SurveyMonkey, SurveyGizmo, and Qualtrics. Table 1 provides a side-by-side comparison of some of the major features and the estimated price of each product.

Table 1. Comparison of Key Features

Features	SurveyMonkey	SurveyGizmo	Qualtrics
Image Upload & Extractable Geolocation Data	Available	Available	Available
Offline mode	N/A Data collected offline must be manually reentered	Available Through offline-enabled website, user must press upload button once Internet connection is established	Available Through mobile app, data is uploaded once Internet connection is established
Integration with Data Analysis Products	Available	Available	Available

Features	SurveyMonkey	SurveyGizmo	Qualtrics
Mobile Apps	Available Web-based Mobile app compatible with iOS, Android	N/A Web-based only	Available Web-based Mobile app compatible with iOS, Android
Subscription Pricing[4]	Advantage - $34/Month Premier - $99/Month Enterprise - By Quote	Market Research License - $125/Month Full Access - $166/Month Team & Enterprise Edition - By Quote	By Quote

Source: OIG analysis of vendor documentation as of October 2017.

While some of these products allow the option to work in offline mode, they will work best with a reliable Internet connection. This increases the reliability and speed of the data, as the responses are recorded centrally upon observation. Although some surveys can be completed in offline mode with responses uploaded once an Internet connection is established, not all features are accessible in offline mode.

Next Steps for Success

- **Research** - Research the capabilities of each automated survey product in the market to assess which one best suits the Capital Metro Area's needs.
- **Pricing** - Communicate with Information Technology software vendors and negotiate the best price for licenses that will meet the Postal Service's needs.

Question Style

One key to ensuring high quality results is to appropriately design the survey questions. All three survey products come with an assortment of question styles to gather checklist data in a variety of ways. Some question styles can be more effective in collecting certain types of data than others. Common question styles and features are:

1. Textbox
2. Radio Buttons (Multiple Choice)
3. Dropdown
4. Checkbox
5. Drag and Drop
6. Slider
7. Image Upload
8. Branching/Question Logic
9. Required Response
10. Email and Date Format Validation

These question styles should create efficiencies and ensure data quality. With the branching/question logic style, users would not be prompted to answer follow-up questions that are not applicable. Additionally, with the required response style, users would not be able to mark the checklist as complete unless they respond to all required questions.

4 To have access to all of the features described in Table 1, the user must have at least an Advantage license for SurveyMonkey or a Market Research license for SurveyGizmo. Qualtrics licenses cover all of the features, but the quotes and pricing are negotiated with the vendor. Other pricing options exist; however we did not include them in this report because we do not believe they contain all of the features necessary for successful implementation of this process.

When designing the automated checklist, management should evaluate the desired type of response and select the appropriate question style. The screenshots of a sample Dock Safety checklist in Appendix C demonstrate the usage of three question styles (radio buttons or multiple choice, dropdown menus, and checkboxes) and other question style features to gather more accurate data.

Next Step for Success

- **Design** - Determine the best question style for each checklist item based on desired responses.

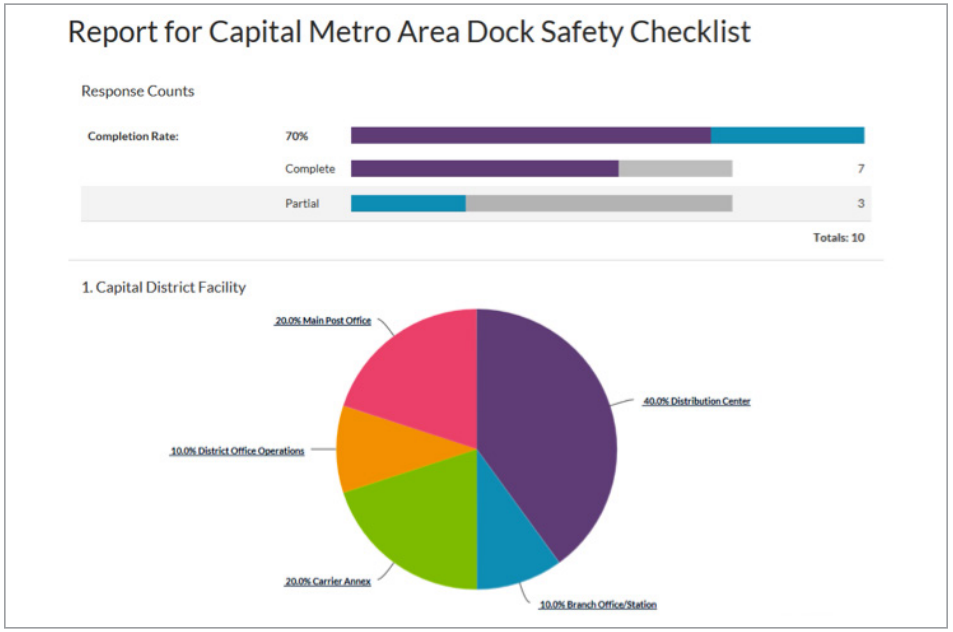
Reporting

Survey products have reporting features that support the process of analyzing and presenting the data, which include:

1. Pie Charts
2. Bar Graphs
3. Word Clouds
4. Statistics Table
5. Heatmap Matrix

Figure 1 is a sample SurveyGizmo report of checklist responses.

Figure 1. Sample Checklist Summary Report



Source: OIG screenshot of sample SurveyGizmo Checklist Report.

In addition to the survey product features, all three are capable of integrating with statistical analysis software (e.g., R[5], Statistical Package for the Social Science [SPSS][6], and Statistical Analysis Software [SAS[7]]). For example, SAS is able to interface directly with the Qualtrics system. Integrating with SAS provides even greater data analysis capability than what is available with the survey product.

Reports can be exported into PDF, PowerPoint, Excel, Word, and other formats for offline storage. Web-based versions of checklist reports can also be accessed through customized shareable links. Additionally, the products can be configured for reports to be emailed automatically and on a recurring basis.

5 A free software environment for statistical computing and graphics. It compiles and runs on a wide variety of UNIX platforms, Windows, and MacOS.
6 SPSS is one of the most popular statistical packages and can perform highly complex data manipulation and analysis with simple instructions.
7 SAS is an integrated system of modular software products that enables entering, retrieving and managing data; creating reports; analyzing data statistically and mathematically; planning, forecasting and making business decisions; managing projects and performing research on how to conduct operations; improving the quality of processes; as well as developing entirely new software applications.

Reporting is configured by the survey administrator. As part of implementation, management should determine the recipients of the reports, establish how long reports should be retained, and make arrangements for offline storage if appropriate.

Next Steps for Success

- **Storage** – Determine required retention periods for reports and appropriate offline storage if necessary.
- **Distribution** – Determine recipients, frequency of distribution, and report formats that best fit management's needs.

Information Security

While implementing automated checklist processes, management should ensure that requirements for Postal Service Handbooks AS-701, Asset Management, and AS-805, Information Security, are met. To ensure that Postal Service data are appropriately protected, in addition to all required contract clauses, the following contract clauses should be in place for any survey product used to automate checklists:

- **Clause 1-1** – *Privacy Protection*
- **Clause 1-7** – *Organizational Conflicts of Interest*
- **Clause 4-4** – *Non-disclosure* (if deemed a Professional Services contract)

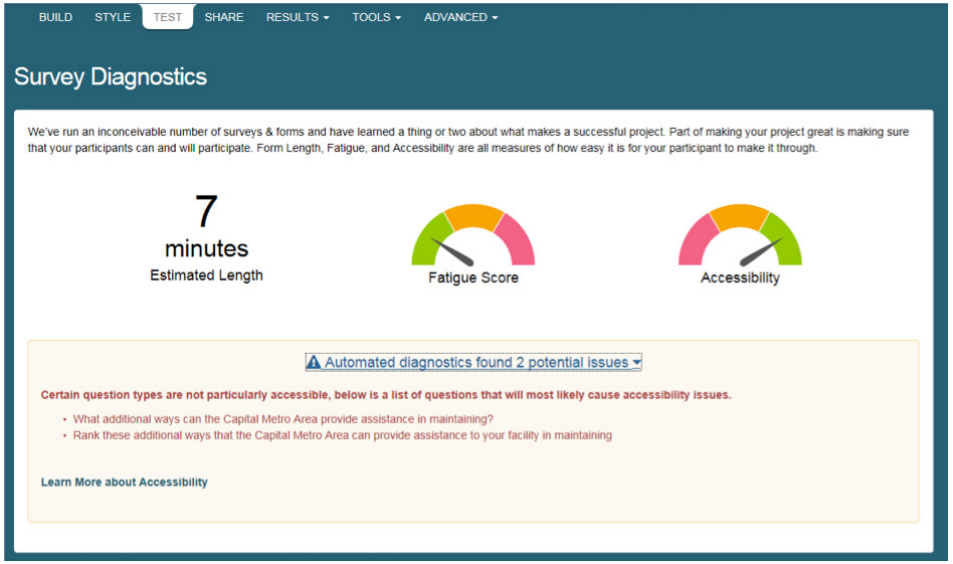
When using a survey product to automate checklists, the checklist can be completed from any mobile device with a web browser. However, Handbook AS-805, Section 10-2.6, states that implementing personal devices or bringing your own device is not recommended.

Management should limit administrative access to the automated tool to personnel responsible for designing, administering, and generating reports. Appropriate tool usage and access must be taken into consideration as well. By default, users can access the surveys through emailed links, which do not require a User ID or password. Alternatively, management can limit access to the survey to those who have logged in with a password including the ability to integrate with common authentication systems, such as Active Directory. In instances where administrators and users are authenticating, they should follow Postal Service standards related to end user agreements.

Because some accounts may have more access to sensitive data than others, it is crucial for the Postal Service to formally define the roles and responsibilities for all user types. For example, SurveyMonkey limits critical duties such as adding users and sending copies of surveys to the administrator.

Another key goal is to implement controls that comply with the Section 508 Amendment to the Rehabilitation Act of 1973 mandating that all electronic and information technology developed, procured, maintained, or used by the federal government be accessible to people with disabilities. Once the survey is designed, the product can automatically provide feedback on the overall accessibility of the survey. Figure 2 demonstrates the accessibility checks in SurveyGizmo.

Figure 2. Built-In Section 508 Accessibility Checks



Source: OIG screenshot of SurveyGizmo survey diagnostics page.

Next Steps for Success

- **Accountability** – To increase accountability for sensitive data, formally documenting who administers each survey.
- **Information Security** – Ensure relevant security controls are implemented in accordance with Handbook AS-805.
- **Contracting** – Ensure that relevant clauses are incorporated into the survey product contract as outlined in the USPS Supplying Principles and Practices (SP&P) manual.
- **Account Management** – Use strong passwords and authentication for survey accounts.

Pictures

Pictures can provide a more accurate description of conditions or enhance a narrative response during checklist activities. File upload is an add-on feature for all three survey products and has varying limitations depending on which survey product is being used. An overview of the features associated with uploading pictures is in Table 2.

Table 2. SurveyMonkey, SurveyGizmo, Qualtrics Features

Features	Survey Monkey	SurveyGizmo	Qualtrics
Default File Upload Types	PDF, DOC, DOCX, PNG, JPG, JPEG, GIF	PDF, DOC, DOCX, XLS, XLSX, TXT, MOV, MP3, MP4, WAV, PNG, JPG, JPEG, GIF	PDF, DOC, DOCX, XLS, XLSX, TXT, PNG, JPG, JPEG, GIF, ODT, ODS, CSV
File Upload Size Limit	16 MB	50 MB	100 MB
Maximum Number of File Uploads	1 per question 20 per survey	10 per question Unlimited for survey	1 per question Unlimited for survey
Required File Upload Questions	Yes	Yes	Yes

Source: OIG analysis of vendor documentation as of October 2017.

The survey products do not have native geolocation capabilities. However, with location services configured, pictures taken with a mobile device can capture metadata such as the global positioning system (GPS) location and timestamp information. For this metadata to be captured, location services must be enabled on the mobile device and the camera must have access to the device's location. Users should be instructed to make sure that the mobile device location settings are enabled for this data to be captured.

When accessing pictures uploaded to surveys, users can use tablets or iPhones to view the picture's geolocation. To view the location of the photo on an iPhone, opening the picture in the Photos app and scrolling down displays such details as the picture's geolocation data on a map as shown in Figure 3.

GPS coordinates are also accessible from Windows work stations. When reviewing survey responses in SurveyGizmo, management can access uploaded

pictures on the Individual Responses page (see Appendix C: Figure 17). After saving the image file, the GPS coordinates can be found under the Details tab of the image Properties as shown in Figure 4. To view on a map, the latitude and longitude information would need to be entered into a mapping application or website.

Figure 3: Geolocation Data on iPhone

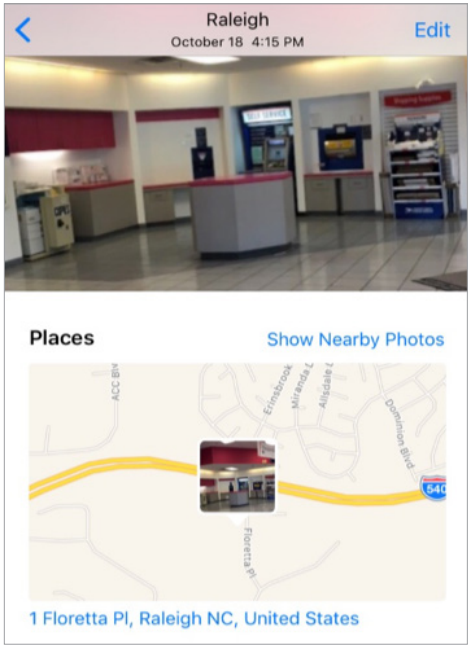
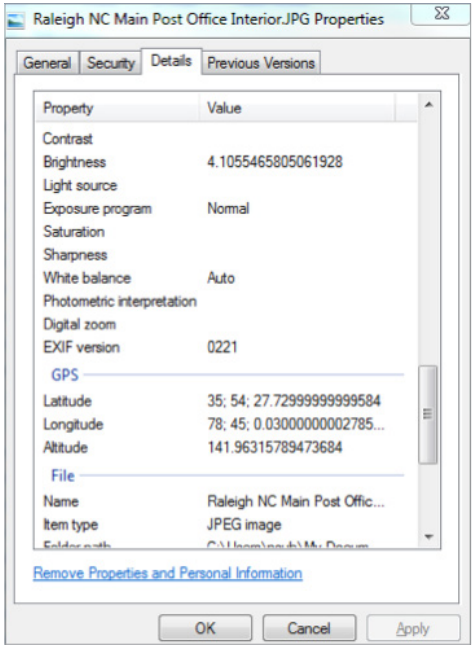


Figure 4: Geolocation Data on Windows



Source: OIG screenshots of geolocation data in Raleigh Post Office photo on iOS 11 and Windows.

Metadata captured within photos presents many opportunities for management. A photo taken on a mobile device of safety hazards, along with the geolocation metadata behind it, can be attached as part of a user's answer to a checklist question. This provides the reviewing manager timely information about the specific location of the problem, making the process for directing maintenance personnel to the exact location of the safety hazard and mitigating it more efficient. In addition, maintenance personnel can also provide a geolocation tagged picture to verify that the fix addresses the identified or even new safety hazards.

The picture upload function is demonstrated in Appendix C Dock Safety Checks and Wheel Chock Safety screenshots.

Next Steps for Success

- **Location Services** - Provide instructions to individuals completing the surveys to ensure that their mobile devices are configured to accurately capture picture metadata.

Change Management

During any conversion from a manual process to an automated one, it is management's responsibility to communicate to employees the increased value for both staff and management. The Massachusetts Institute of Technology (MIT) Sloan Management Review[8] found that 63 percent of managers believe that technological change is too slow in the workplace, citing a "lack of urgency" and a misunderstanding of strategic benefits among employees as primary reasons. To achieve this, migrating employees from a manual checklist process to an automated tool requires an effective change management program.

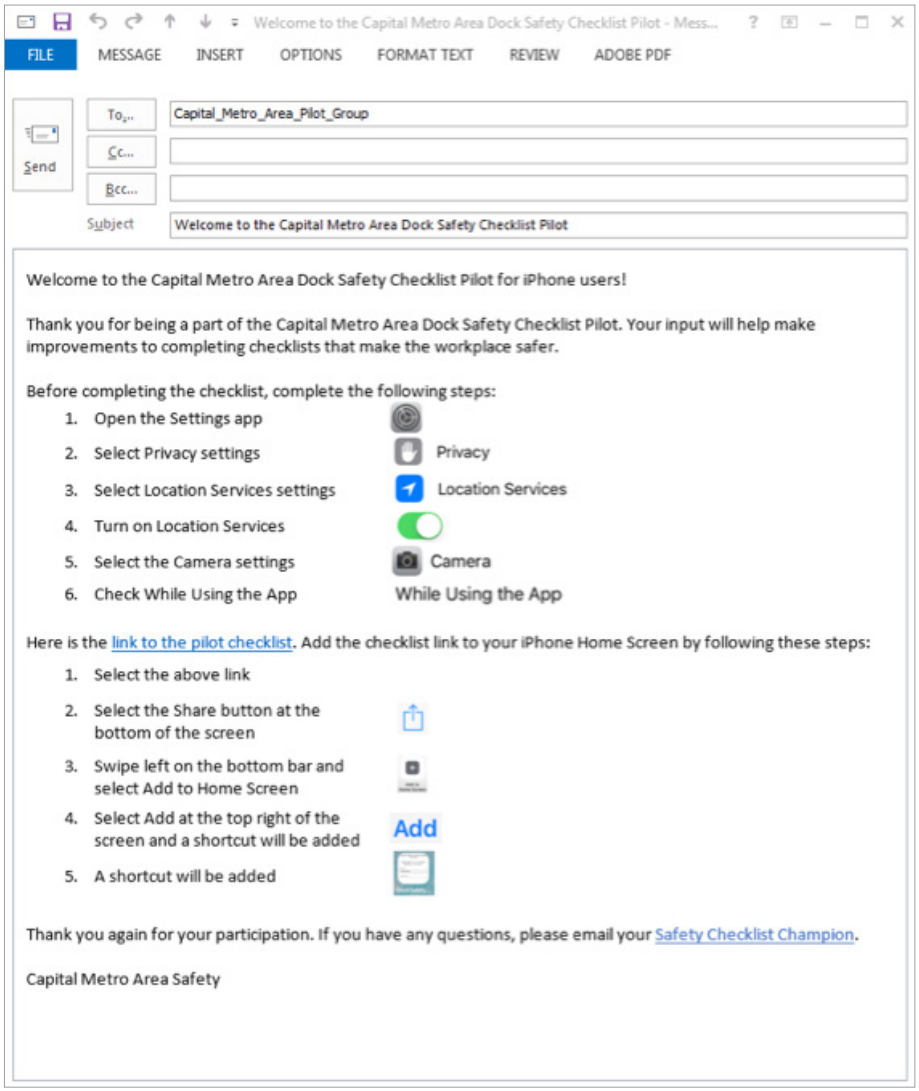
As part of implementation, management should communicate the rationale behind the need for change. Some employees may be convinced that they can provide the results efficiently using old technology, so managers should identify key personnel who will be able to champion the process change, as well as provide interaction and customized training targeted to employees more resistant to change.

With any process change, there is likely to be unexpected things that happen upon implementation. We have outlined major considerations within this appendix, however we recommend performing a pilot exercise. A pilot could consist of rolling out the process to smaller group of individuals with varying degrees of comfort using mobile devices and technologies. A pilot will present opportunities to receive feedback from end users, adjust reporting, and make

8 MIT Sloan Management Review study *Embracing Digital Technology: A New Strategic Imperative* by Michael Fitzgerald, Nina Kruschwitz, Didier Bonnet, and Michael Welch.

other changes to the process as necessary. Figure 5 is a sample email of instructions that could be sent out to a user as part of a pilot exercise for the dock safety checklists.

Figure 5: Sample Email to Pilot Group



Source: OIG screenshots of sample email to pilot group.

Next Steps for Success

- **Pilot Testing** - Along with evaluating the timeliness and completeness of survey responses, user experience feedback should be incorporated in preparation for larger test group roll-outs until it becomes a norm across all sites and facilities.
- **Champions** - Consider assigning "champions" for the tool by finding and supporting multiple employees in the organization who will be involved with implementation, maintenance, and – most importantly – promotion.

Appendix C: Sample Checklist

While we are not recommending any specific survey product to automate checklist processes, for the purpose of this appendix, we will use SurveyGimzo to demonstrate sample checklist features. As described in Appendix B, the built-in automation features are comparable across other survey products such as SurveyMonkey and Qualtrics.

The following screenshots[9] are based on questions from the current Capital Metro Area Dock Safety checklist (see Table 3) conducted by Level 18 postmasters. Capital Metro Area Dock Safety checklist questions are emailed to postmasters who print out and complete the checks using pen and paper. The results are then emailed back to Capital Metro Area Safety management for analysis and making management decisions.

A link to the checklist survey could be emailed to postmasters for completion on a mobile device. Alternatively, an icon could be created on the mobile device to directly open up the checklist. Figures 6 through 11 demonstrate the user views of the checklist the postmaster would complete. Figures 12 through 25 demonstrate the administrator views for creating and configuring the checklist.

Table 3. Capital Metro Area Dock Safety Checklist Questions

Yes	No	N/A	Are steps and ramps leading up to dock free of slip, trip, and fall hazards?
Yes	No	N/A	Are docks maintained neatly with equipment staged and access and egress to the building unhampered?
Yes	No	N/A	Are reflective vests or other highly visible garment being worn by employees operating in a traffic environment?
Yes	No	N/A	Are wheels chocked on parked vehicles backed to dock -- whether loading or unloading?
Yes	No	N/A	Are wheel chock signs posted on driver entry doors?
Yes	No	N/A	Are trucks turned off while unoccupied or loading\unloading?
Yes	No	N/A	Is dock lighting operating properly?
Yes	No	N/A	Are dock lifts operating properly?

9 The source of all Appendix C screenshots are OIG sample SurveyGizmo safety checklists.

Section 1: User Views

(A sample checklist is available at this link)

Figure 6. User View of the Sample Checklist: Facility & Reviewer Information Page

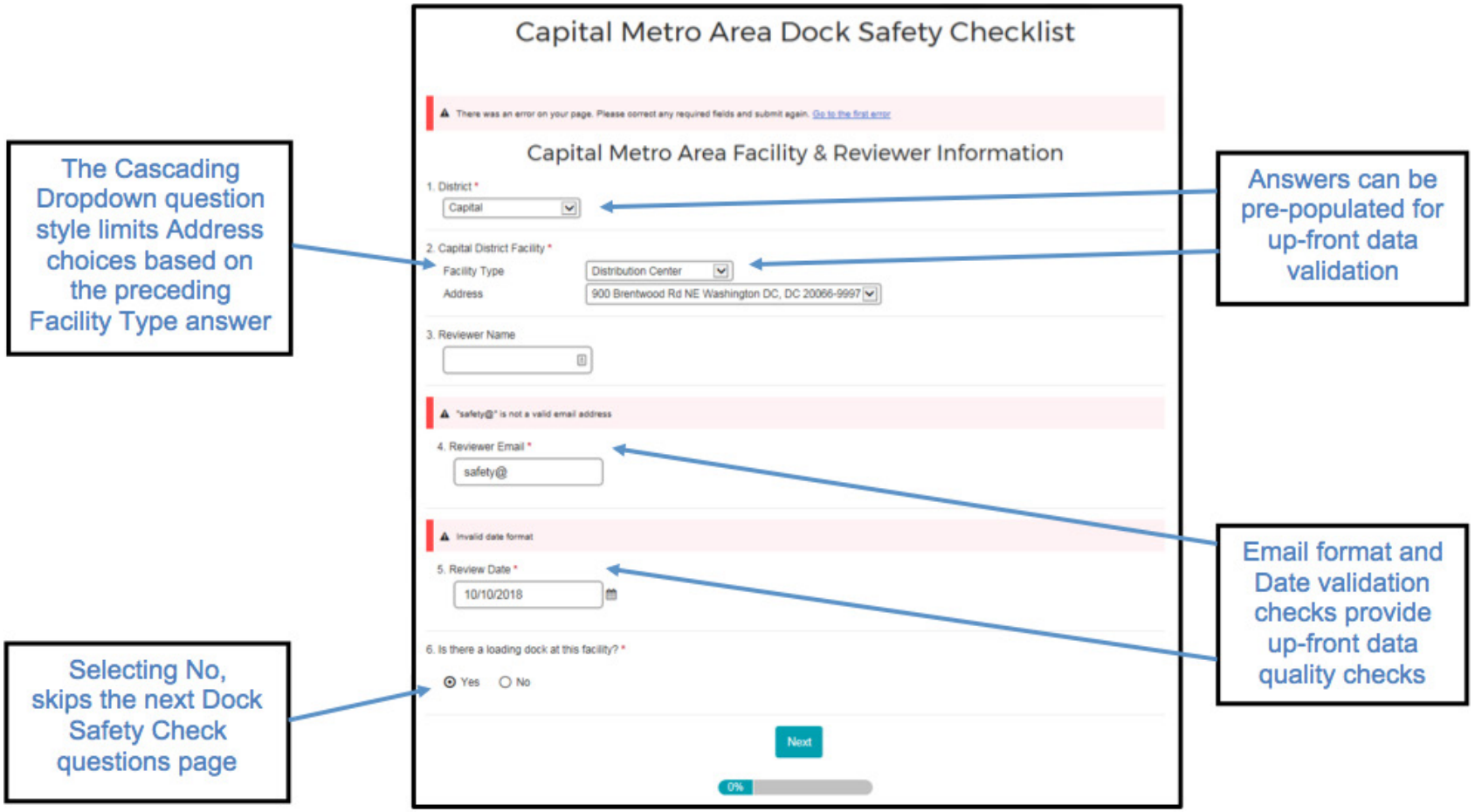


Figure 7. User View of the Sample Checklist: Dock Safety Checks Page

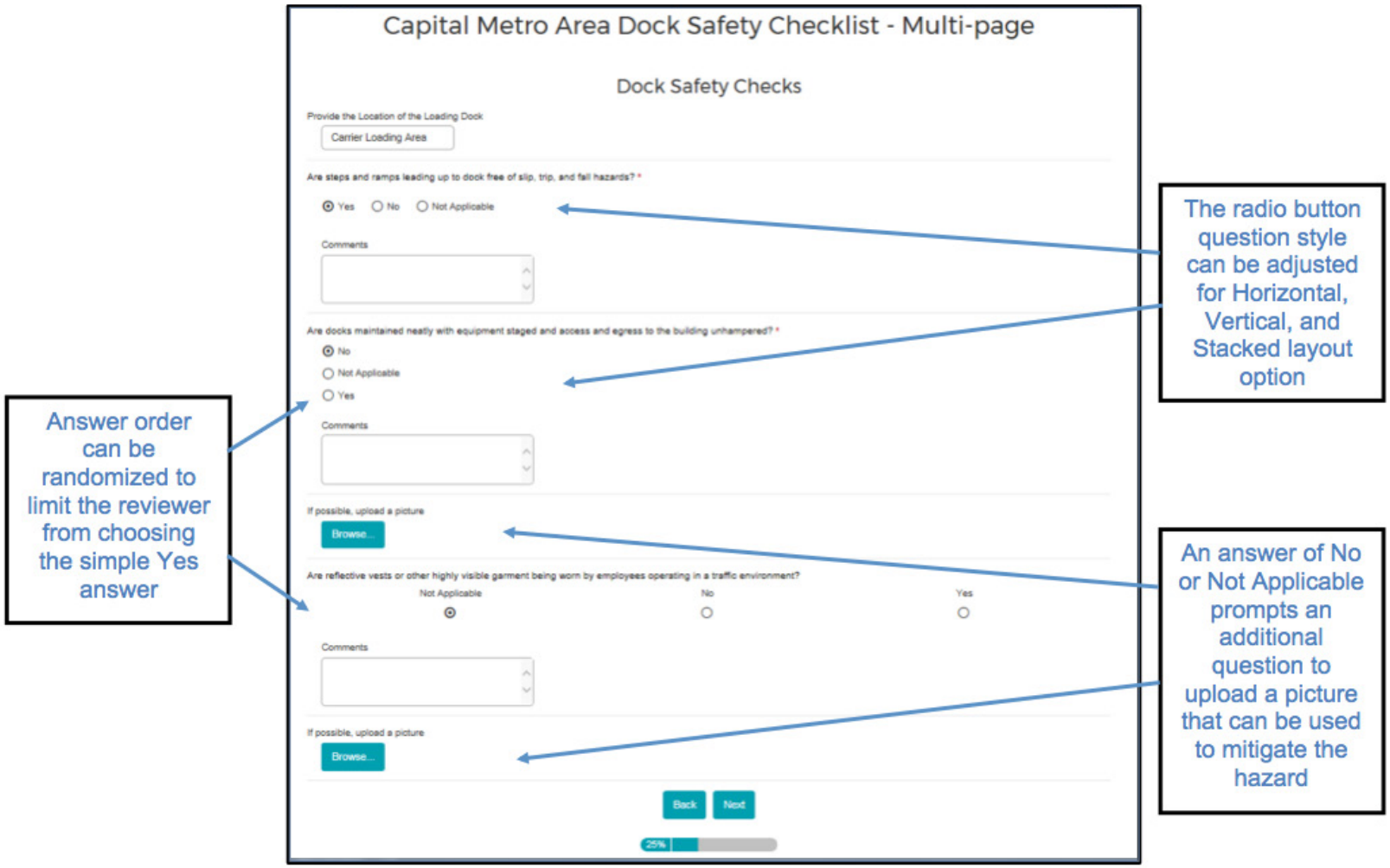


Figure 8. User View of the Sample Checklist: Wheel Chock Safety Checks Page

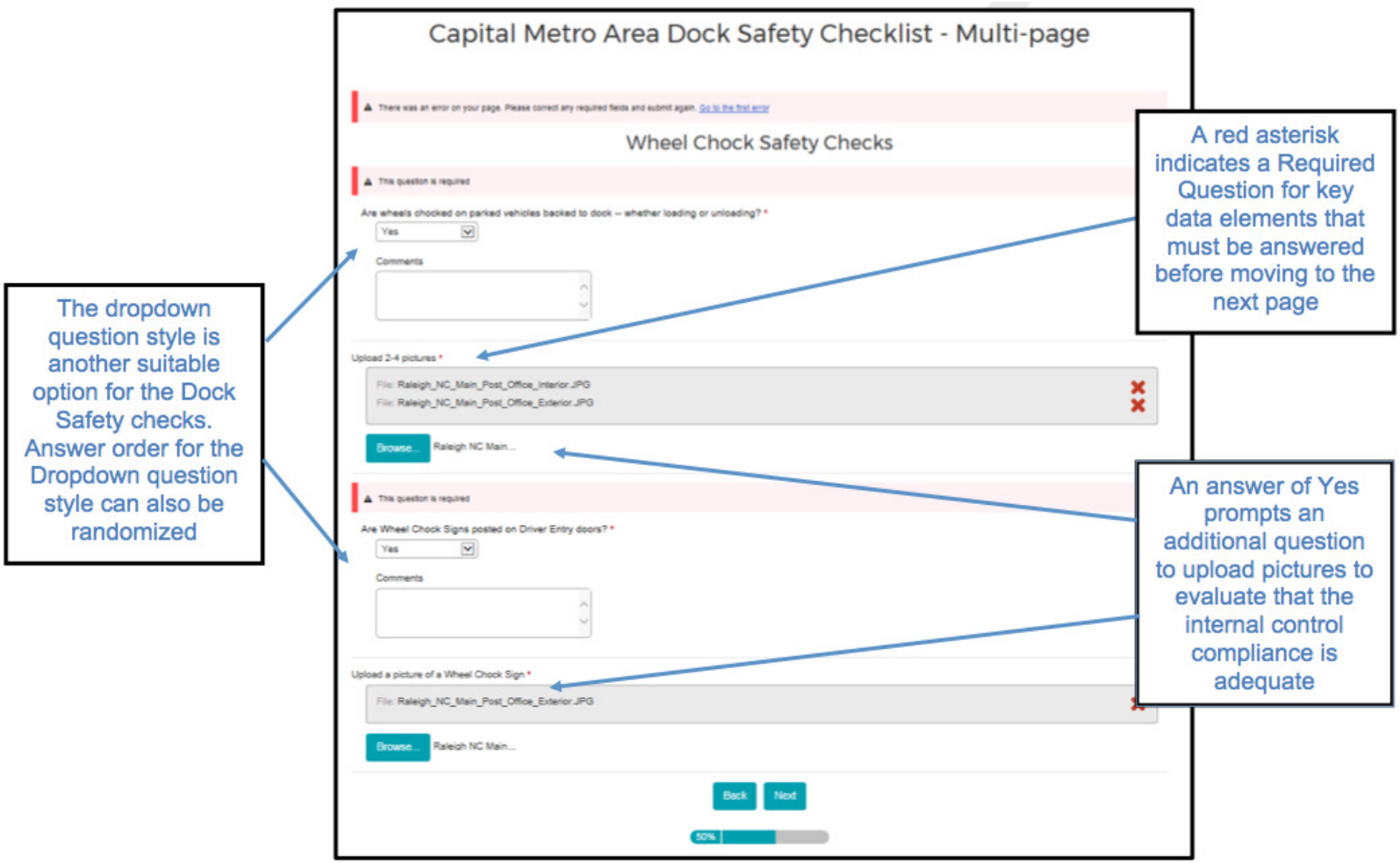


Figure 9. User View of the Sample Checklist: Dock Equipment Condition Checks Page

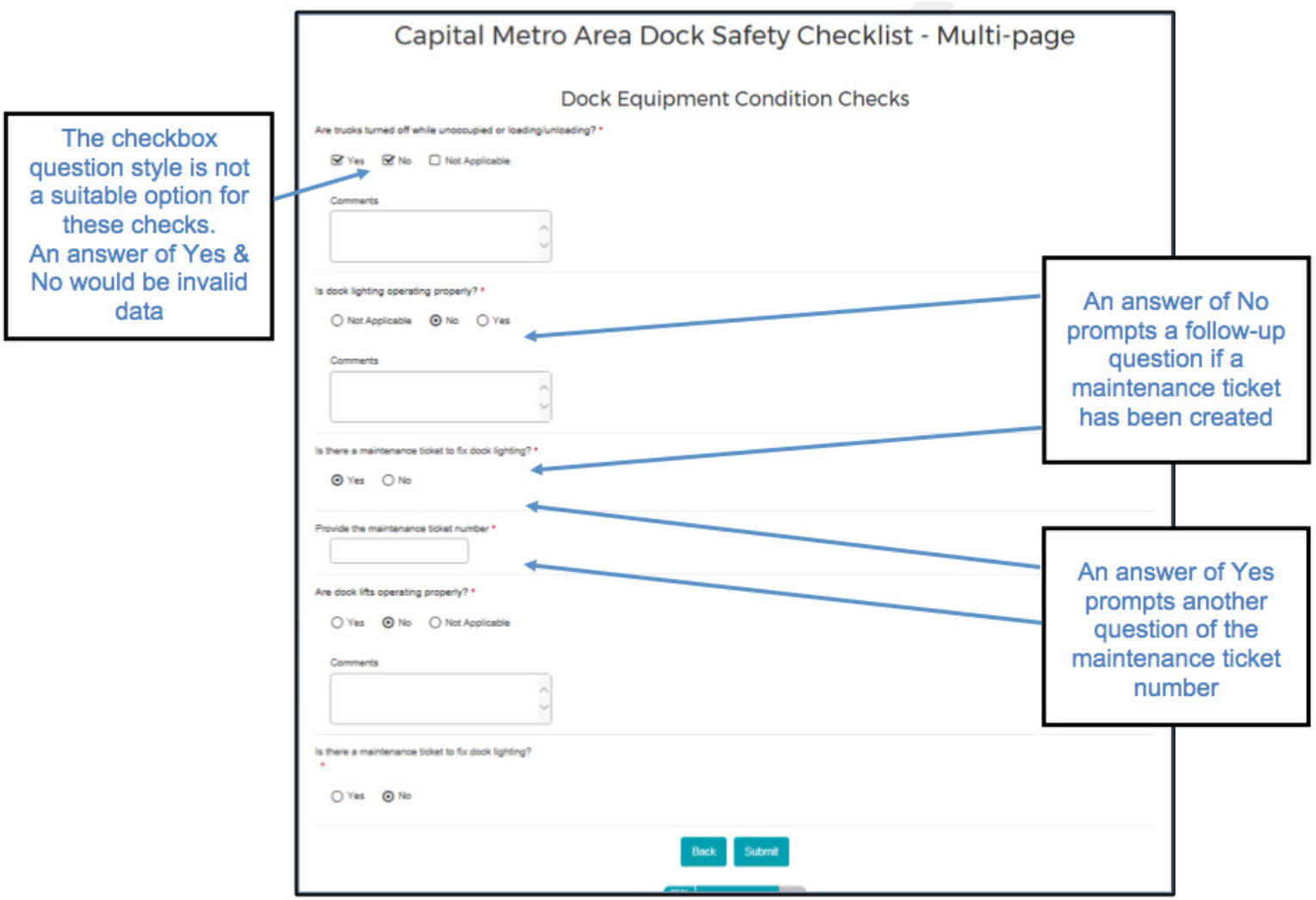
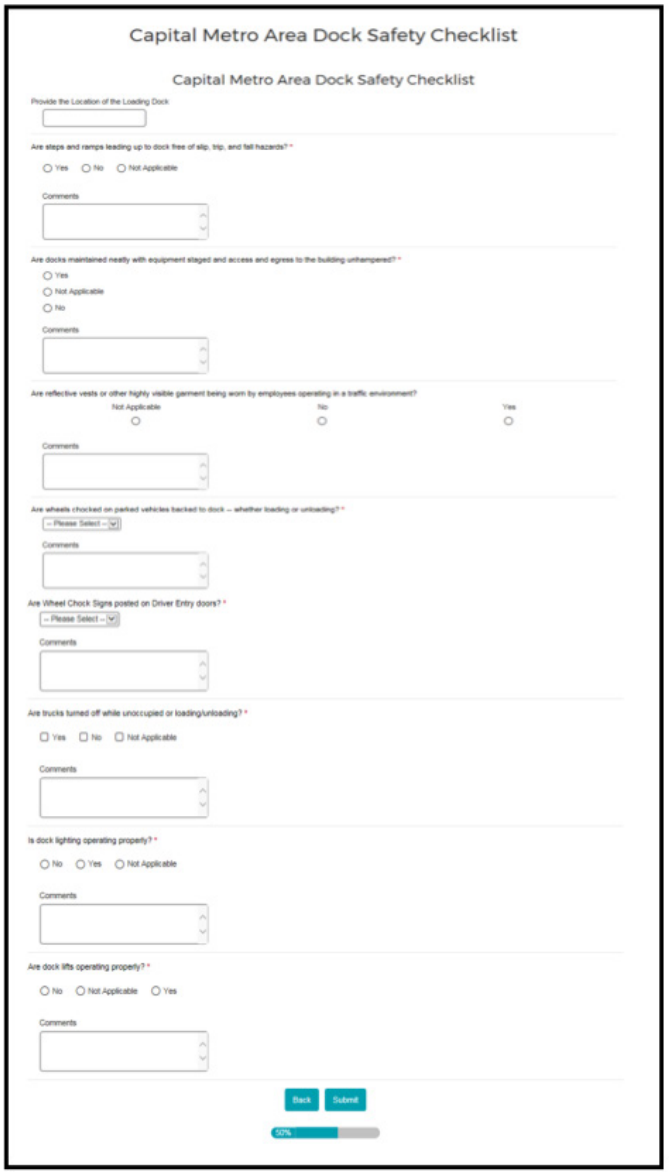


Figure 10. User View of All Dock Safety Checks on One Page

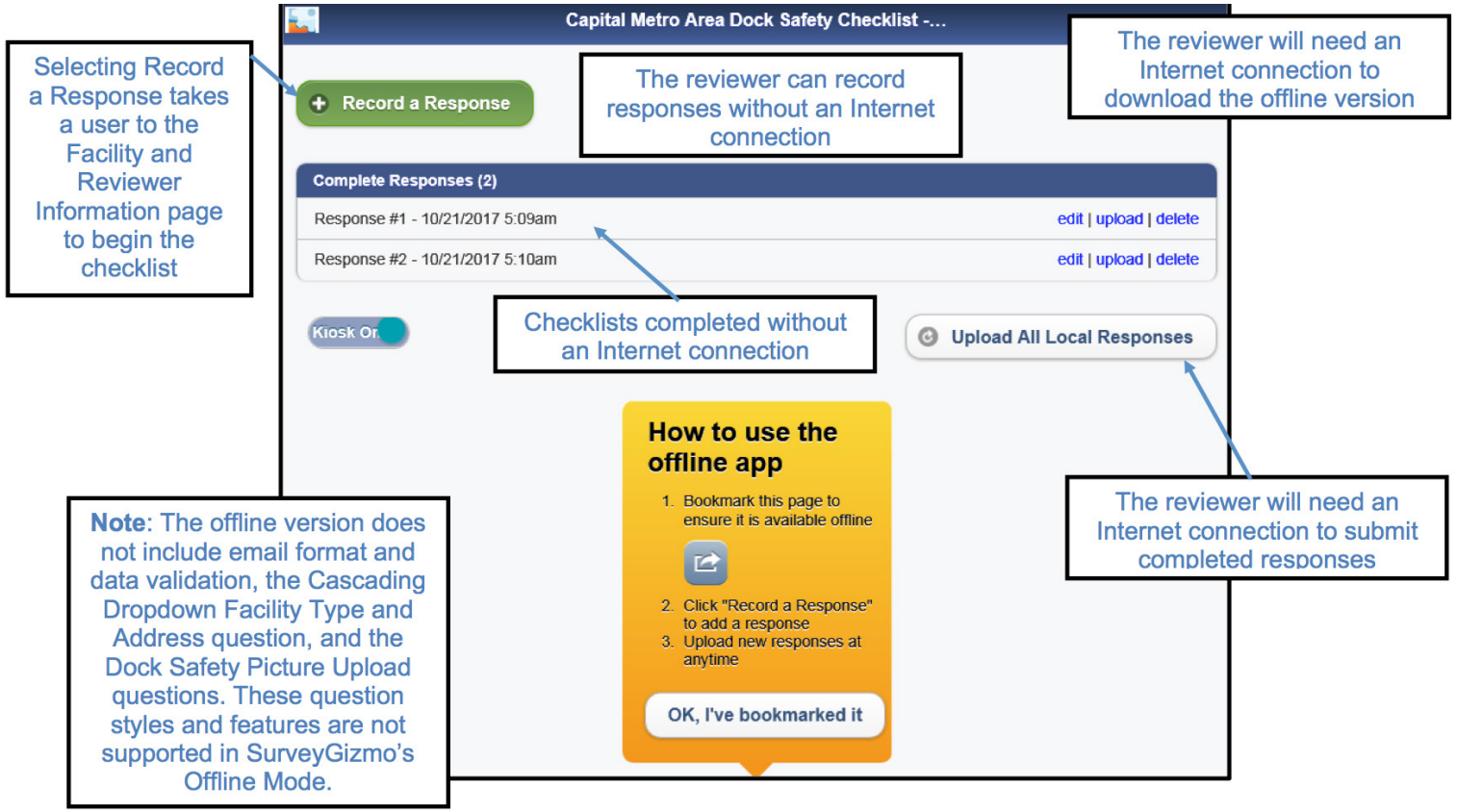
A sample checklist with all dock safety checks on one page is available at this link.



Grouping all eight dock safety checks on one page would reduce the user experience on a mobile device as well as on a desktop/laptop

Figure 11. Offline User View of Sample Checklist

An offline version of the sample checklist is available at this link.



Section 2: Administrator Views

Figure 12. Administrator View to Configure the Sample Checklist

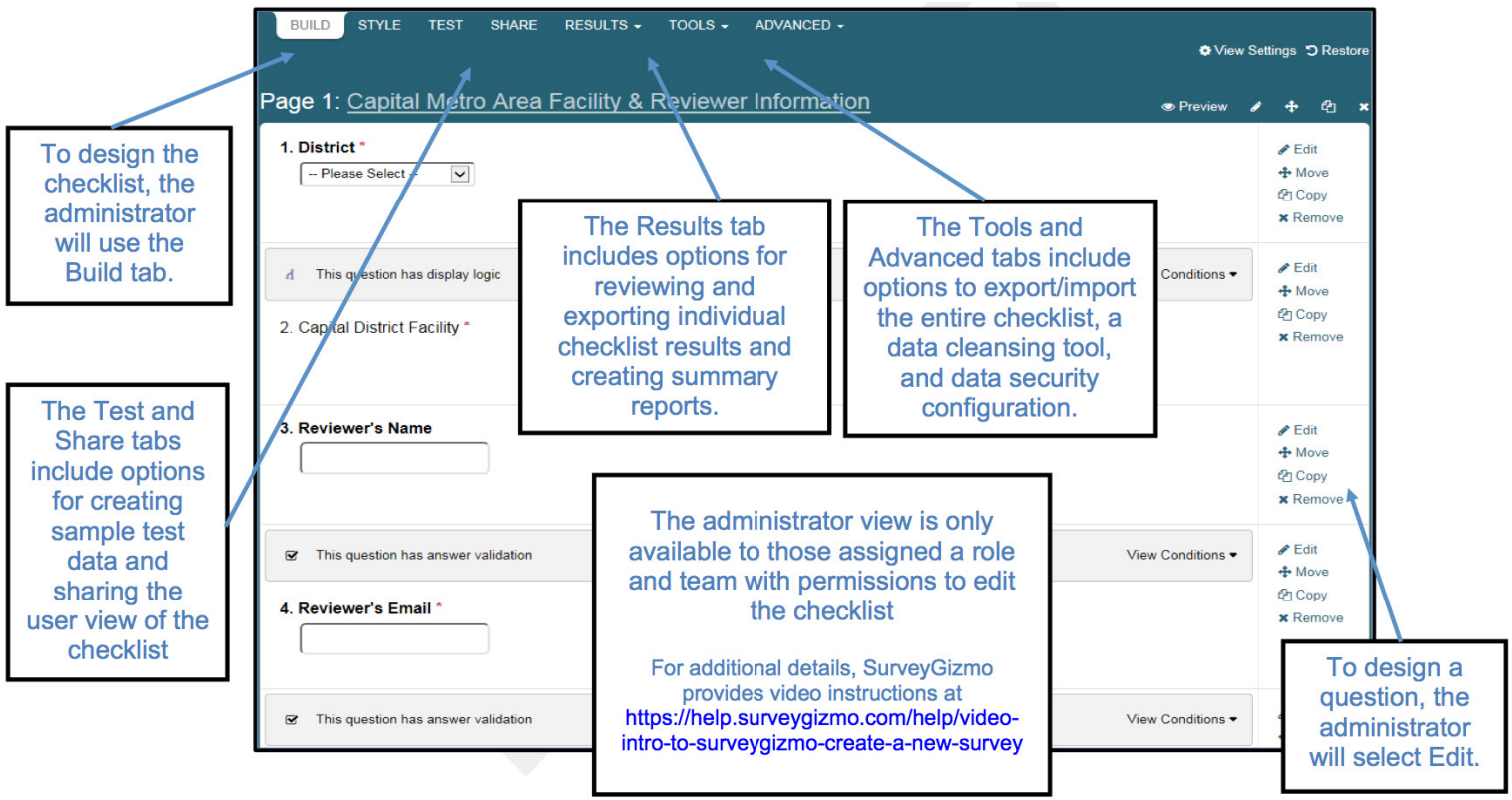


Figure 13: Administrator Views to configure a Check Question

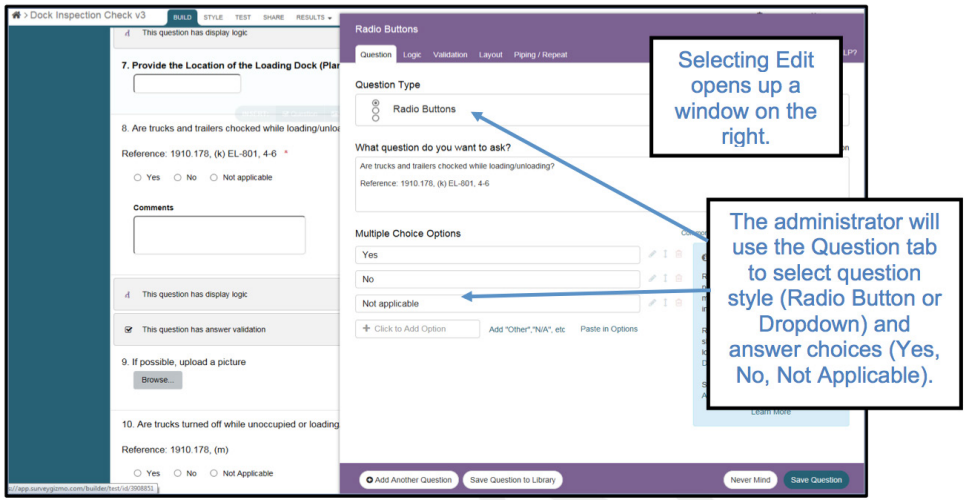


Figure 14: Administrator View to Change Answer Orientation & Order

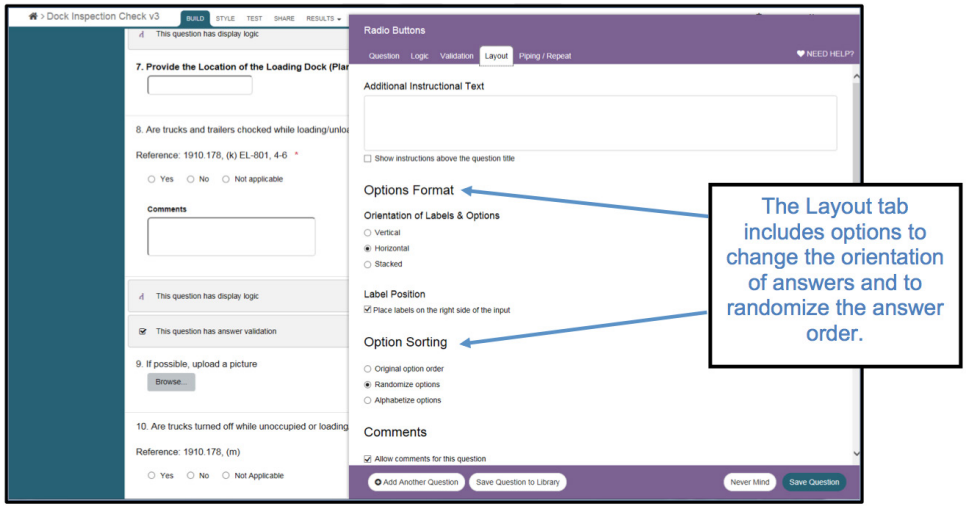


Figure 15: Administrator View to Require a Question

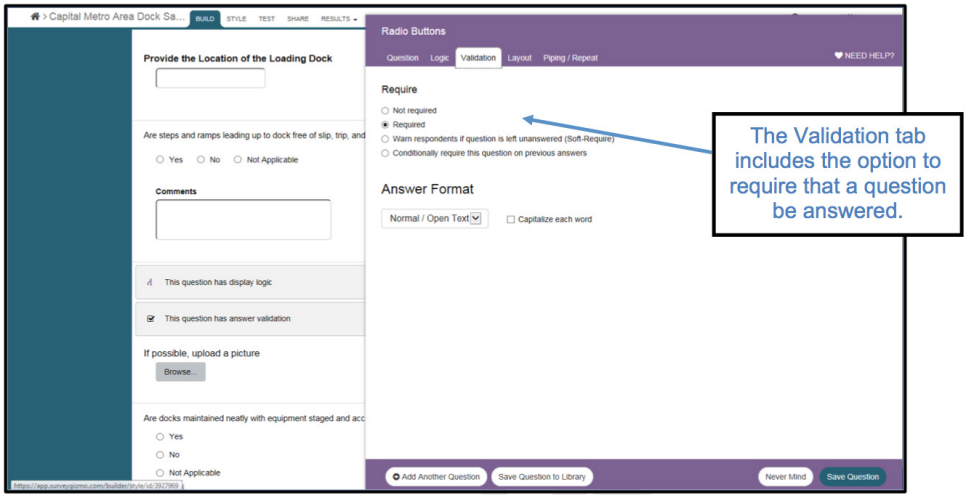


Figure 16: Administrator View to Configure Question Logic

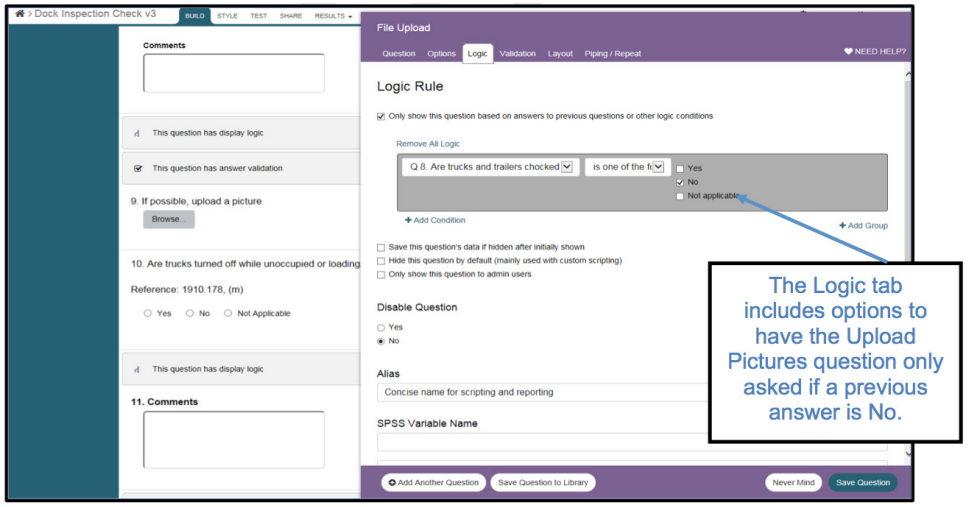


Figure 17: Administrator View of Individual Checklist Responses

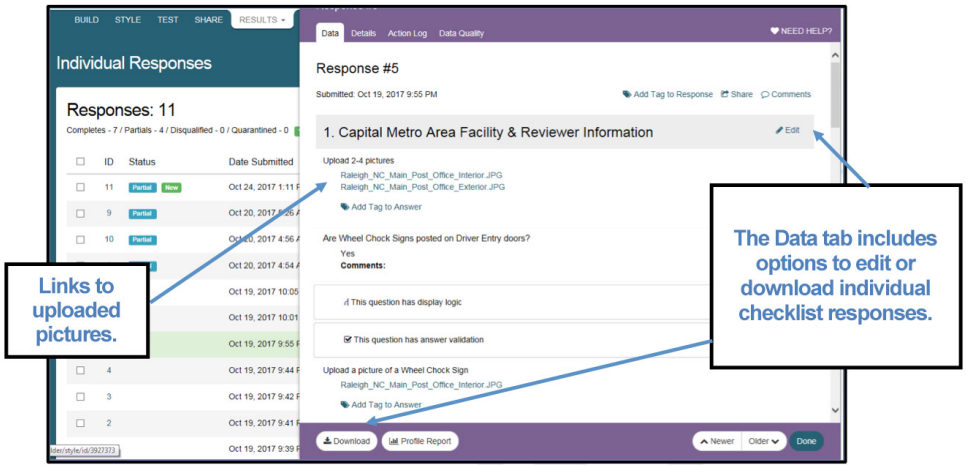


Figure 18: Administrator View of Individual Checklist Response Details

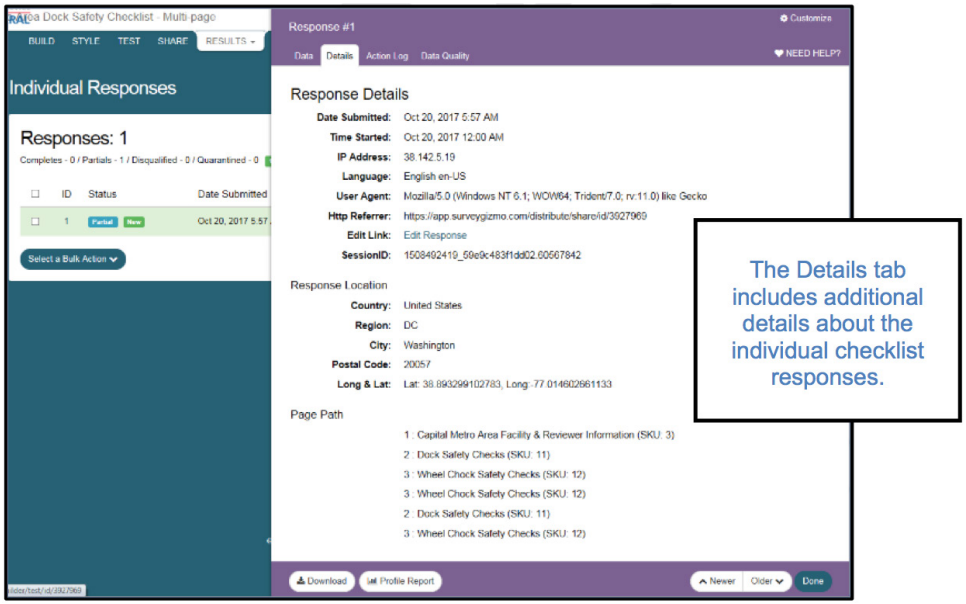


Figure 19: Administrator View to Disqualify or Quarantine Individual Checklist Responses

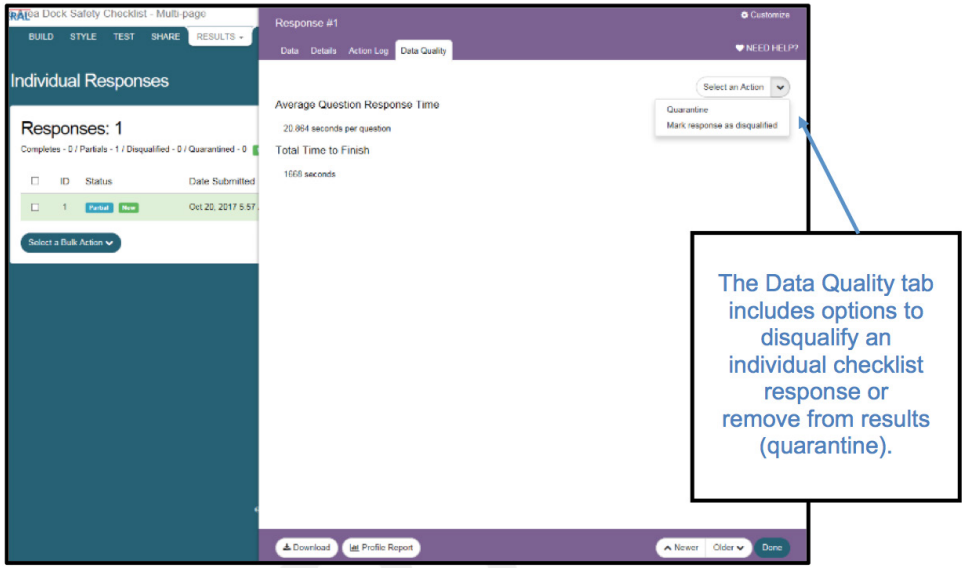


Figure 20: Administrator View to Configure the Built-in Checklist Report

Figure 21: Administrator View to Configure the Built-in Checklist Report

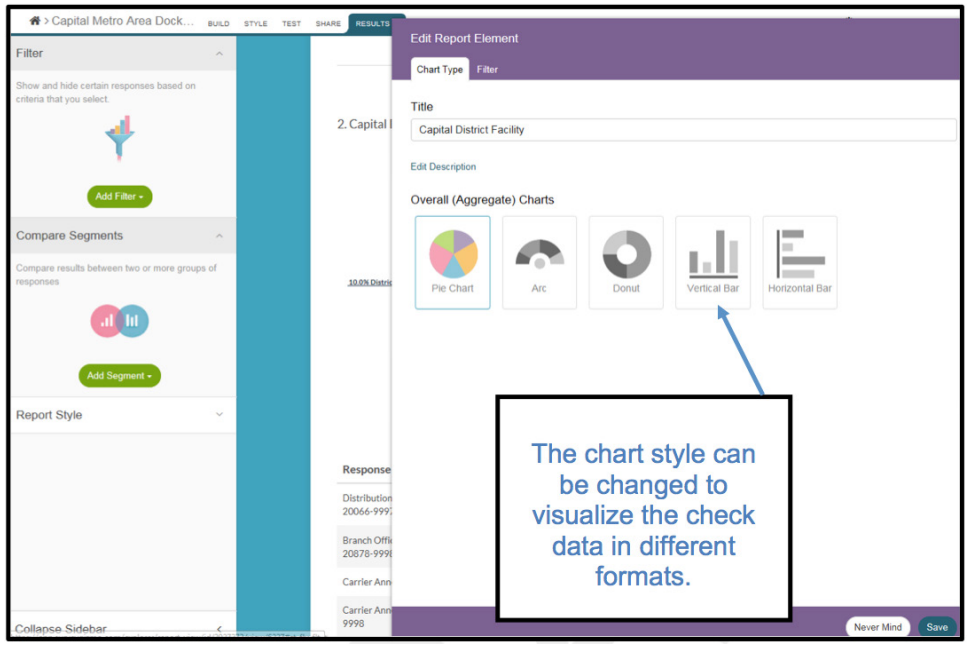
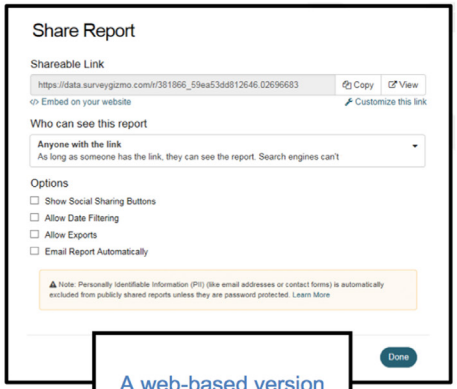


Figure 22 & 23: Administrator View to Share the Report in Web or Other Formats



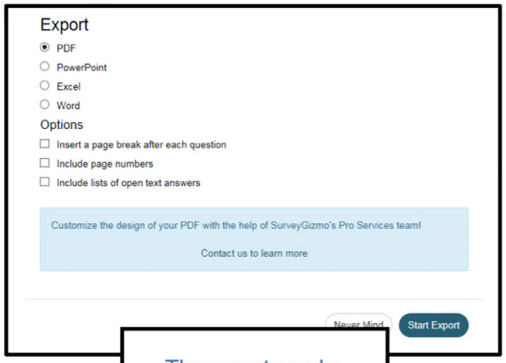


Figure 24: Administrator View to Configure Data Security Options

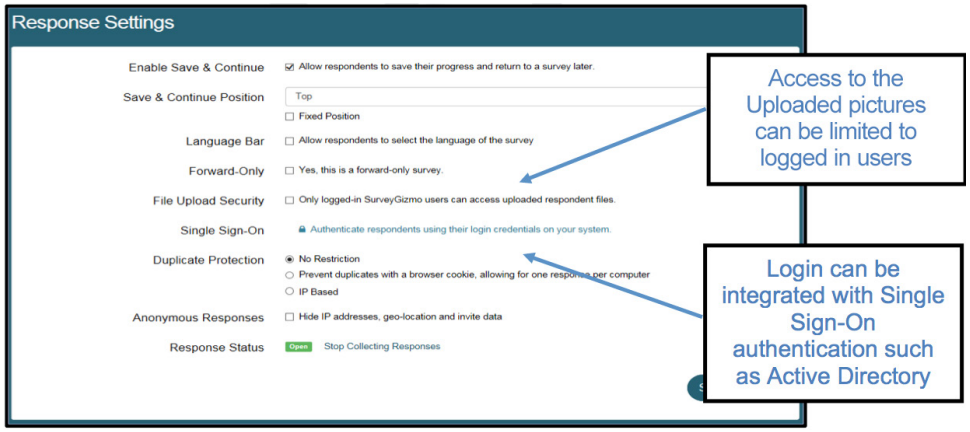
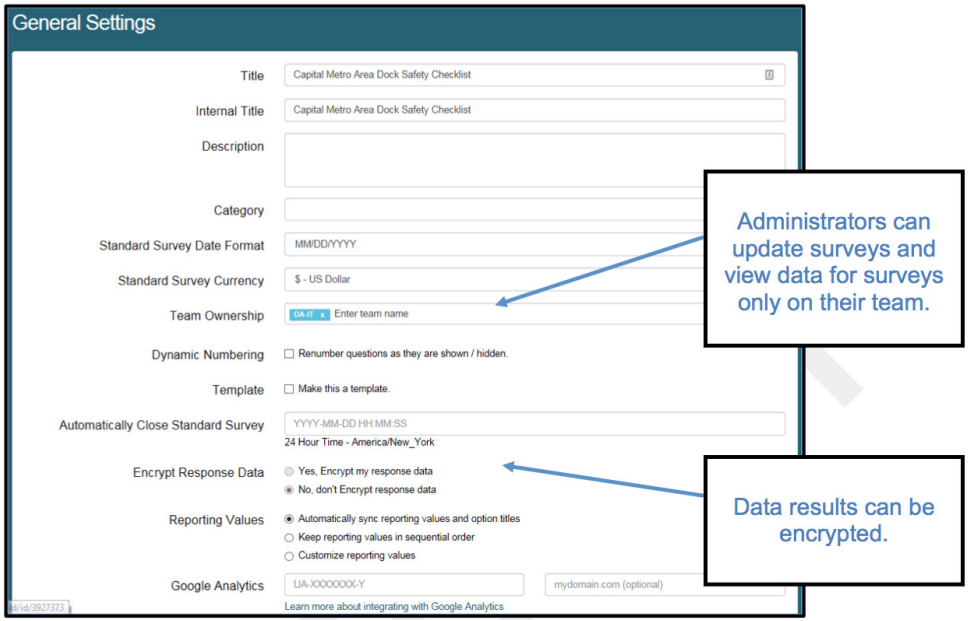


Figure 25: Administrator View to Configure Data Security Options



Appendix D: Management's Comments

UNITED STATES POSTAL SERVICE

November 30, 2017

Lori Lau Dillard
Director Audit Operations
Office of Inspector General
United States Postal Service

Subject: Response to Draft Audit Report – Utilization of Automated Tools to Improve Compliance Activities (Report Number IT-AR-18-DRAFT)

Thank you for the opportunity to respond to the OIG Audit of Utilization of Automated Tools to Improve Compliance Activities. Management does agree with the findings noted in the audit report including the increasing number of manual processes being utilized in the field that could be automated. Management agrees with the recommendation as outlined in the audit and will implement in the near future.

Recommendation #1

We recommend the Capital Metro Area Vice President evaluate implementing automated tools into existing compliance activities.

Management Response/ Action Plan

Management agrees that using automated tools could make checklist processes more efficient and provide better data collection outcomes for the Postal Services. The advisory report did not quantify the improvements, with regards to cost savings and quality improvement that the Capital Metro Area can expect. Converting a manual reporting process to an automated process requires 1) that the Capital Metro Area has approval from IT to use these tools and 2) that the Capital Metro Area has approval to eliminate the paper or manual forms being converted. The Capital Metro Area will have discussions with other USPS partners to see if it is feasible and cost effective to pursue this recommendation.

Target Implementation Date

4/30/2018

Responsible Official

Giselle Valera

for: Linda Malone
Capital Metro Area Vice President

OFFICE OF
INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

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