



September 30, 2009

GLORIA E. TYSON
MANAGER, CHICAGO CUSTOMER SERVICE DISTRICT

SUBJECT: Audit Report – Air Networks – Chicago O'Hare Airport Mail Center
Operations (Report Number NL-AR-09-011)

This report presents the results of our self-initiated audit of operations at the Chicago O'Hare Airport Mail Center (AMC) (Project Number 09XG015NL000). Our objectives were to determine whether operations were efficient and economical. See [Appendix A](#) for additional information about this audit.

Conclusion

The Chicago AMC operated at lower efficiency levels for some operations as compared to national productivity standards or to similar operations at other facilities. We also found the Chicago AMC misaligned some workhours with workload in various operations. As a result, the Postal Service incurred approximately \$10.6 million in unnecessary costs during our review period.

Productivity and Efficiency

The sack sorter and platform operations at the Chicago AMC were inefficient compared to national productivity standards or similar operations at other facilities. This occurred because Chicago AMC management did not (1) enforce established productivity standards for the sack sorter operation; (2) establish productivity standards for the platform operation; (3) always provide adequate supervision over these operations; and (4) follow Postal Service policies and procedures for volume and workhour reporting.¹ As a result, the Chicago AMC incurred 74,290 in unnecessary workhours with a monetary impact totaling about \$3.5 million for the period reviewed. See [Appendix B](#) for our detailed analysis of this topic.

¹ Employees did not follow the policies and procedures for volume and workhour reporting included in Handbook M-32 as required.

We recommend the Manager, Chicago Customer Service District:

1. Enforce existing productivity standards for the sack sorter operation and establish and enforce appropriate productivity standards for the platform operation to reduce workhours and increase efficiency.
2. Provide adequate supervision over the sack sorter and platform operations to include ensuring that volume and workhour reporting requirements are followed.

Management’s Comments

Management agreed with our findings and recommendations. Management agreed that employees need to meet productivity standards to enable a reduction in workhours and increase efficiency of the sack sorter operation. They addressed low productivity through the drastic reduction of overtime and the repositioning of daily staffing as mail volume warrants. Management also plans to realign staffing levels on all tours at the facility, monitor staff, and run reports to ensure employees are clocked into the proper operations. For the platform operations, management stated they are addressing productivity by monitoring Transportation Information Management Evaluation System reports and holding turnover meetings at the end of each tour that will include productivity discussions.

In responding to recommendation 2, management stated they conducted a staffing and scheduling study of the Chicago AMC and will implement changes in October 2009 based on the study. Management already held discussions with Chicago AMC managers and supervisors to address unproductive idle time in. Management will also provide regular stand-up talks to address productivity and will conduct random audits to ensure employees engage in efficient work practices and units have proper clock rings.

We have included management’s comments, in their entirety, in [Appendix C](#).

Evaluation of Management’s Comments

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

Overstaffed Operations

The Chicago AMC misaligned some workhours with workload for Express Mail® and automated package processing system (APPS) operations.² This occurred because

² Area management stated that there has been a significant volume decrease for the operation since placing the APPS machine at the Chicago AMC and acknowledged that current volumes do not allow optimal use of the machine.

supervisors were not able to provide adequate oversight of the operations³ and were not enforcing basic timekeeping policies.

Consequently, the Chicago AMC used about 165,000 excess workhours for the operations, resulting in costs of about \$7.1 million for idle or unaccounted⁴ for time during our review period. See [Appendix B](#) for our detailed analysis of this topic.

We recommend the Manager, Chicago Customer Service District:

3. Ensure staff is scheduled commensurate with the mail flow and volume for Express Mail and Automated Package Processing System operations and adjust operational workhours accordingly.
4. Provide adequate levels of supervision for Express Mail and Automated Package Processing System operations and ensure employees properly charge their workhours to the correct operations.

Management’s Comments

Management agreed with our recommendations and our finding related to the APPS operations, but did not fully agree with our finding on the Express Mail operation. Management acknowledged some of the time was unproductive for the operation, but stated that, because of poor clocking habits, hours charged to operations were not always accurate. Management acknowledged the operation was not staffed commensurate with volume and had already decided to move the volume to other facilities because of significant volume drops in the Chicago metro area.

Management disagreed that the Express Mail operation was not staffed commensurate with mail flow and volume levels and stated they staff the operation to meet the inbound and outbound schedules of air network operations. However, management stated they will review necessary staffing and scheduling adjustments based on fiscal year (FY) 2010 mail volume.

Regarding recommendation 4, management reiterated their actions taken and planned in their response to recommendation 2 in this report.

Evaluation of Management’s Comments

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

Regarding our conclusion that the Express Mail operation was not staffed commensurate with mail flow and volume levels, our observations showed that

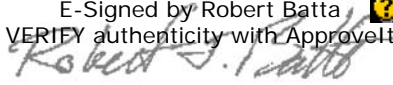
³ We noted extended periods when a single substitute supervisor would be responsible for three operations covering a large area of the facility.

⁴ Fewer hours should have been charged to the operations based on operational peak times and volume.

management assigned staff to operations when there was no mail volume to be worked. We also found that employees were not clocking into and out of the operation as required, and therefore not properly accounting for their time.

The OIG considers all the recommendations significant, and therefore requires OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. We appreciate the prompt action already taken and will continue working with management to obtain support for those actions in the process of closing the recommendation. These recommendations should not be closed in the Postal Service's follow-up tracking system until the OIG provides written confirmation that they can be closed.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Jody Troxclair, Director, Transportation, or me at (703) 248-2100.

E-Signed by Robert Batta
VERIFY authenticity with ApproveIt


Robert J. Batta
Deputy Assistant Inspector General
for Mission Operations

Attachments

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APPENDIX A: ADDITIONAL INFORMATION

BACKGROUND

The U.S. Postal Service air transportation network includes AMCs located at several airports nationwide. Depending on the size of these installations, they are sometimes called Airport Mail Facilities (AMFs) or Air Transport Offices (ATOs). Their principal or “core” mission is to:

- Receive mail from the Postal Service ground transportation network and distribute that mail to commercial air carriers for airport-to-airport transportation.
- Monitor mail in air carriers' possession and supervise air carriers' mail handling operations during aircraft loading and unloading.
- Recover mail from air carriers and redistribute it for further transportation.

In addition to “core operations,” some AMCs perform other functions normally associated with mail processing facilities or local post offices. These functions can include mail sorting, retail operations, and post office (PO) delivery boxes. From January 2008 through June 2009 the Postal Service spent about \$336 million to operate AMCs.⁵

Non-core AMC operations include manually sorting Express Mail. These sorting functions are usually performed at processing facilities.

**Express Mail Operation –
Chicago AMC,
June 2009.**



Events in recent years have reduced operational requirements for AMCs and the number of facilities that are still considered AMCs has decreased significantly. The Postal Service began initiatives to close many of the facilities and have only limited operations to tender and receive mail from air transportation networks.

The AMC Standardization Initiative – In FY 2005, the Postal Service began standardizing AMCs. This effort included eliminating collateral activities normally associated with other facilities such as processing plants or POs and restricting the AMC mission to core functions.

⁵ The four AMCs identified were the Chicago AMC, the San Francisco AMC, the San Juan AMF, and the John F. Kennedy AMC/International Service Center.

The Integrated Air Strategy – In January 2006, management formalized a nationwide integrated air strategy. Management explained that passenger airlines were not as reliable as the Postal Service needed them to be and that, under the new strategy, the Postal Service would reduce reliance on passenger airlines and expand existing cargo air transportation. Finally, officials explained that the strategy would affect the mission of AMCs because, in the future, contractors would perform AMC core operations, thereby reducing or eliminating the need for AMCs. In July 2006, the Postal Service formally announced that it was considering outsourcing the principal AMC core functions — the tender and receipt of mail.

Postal Service officials explained that American Airlines is a passenger airline with a reliable, on-time performance record. The agency awarded the airline a contract to continue providing service.

American Airlines jet arriving at Chicago O'Hare International Airport, June 2, 2009.



As a result of the AMC standardization initiative, the integrated air strategy, and the resulting reduced reliance on passenger airlines, by July 2009, the Postal Service has converted 67 AMCs to ATOs or closed them; identified 11 to be converted to either a Processing and Distribution Center (P&DC), Logistics and Distribution Center or International Service Center; and identified two that will remain as AMCs pending possible re-classification.

The Chicago O'Hare AMC – The Chicago O'Hare AMC is located at the Chicago O'Hare International Airport. It is approximately 350,000 square feet with an accompanying work force of over 400 employees. From January 2008 to June 2009, the Postal Service spent approximately \$58 million to operate the facility. In addition to core AMC functions, the Chicago AMC provides some sorting operations normally associated with processing plants. Our initial plans to audit AMCs included the Chicago O'Hare AMC because Headquarters Network Operations officials identified it as one of the facilities it would not convert to an ATO or close.

OBJECTIVES, SCOPE, AND METHODOLOGY

This report is the fourth in a series of reports on Postal Service air network AMC operations. We evaluated whether Chicago AMC operations were efficient and economical.

We interviewed officials from Postal Service Headquarters Network Operations and the Great Lakes Area and the Chicago District. We interviewed supervisors and employees and observed and photographed operations at the AMC, Central IL Presort Annex, and mailer facilities.

We examined relevant Postal Service policies and procedures and other related documents, including:

- The Postal Service's commercial air contracts with passenger airlines, announced on September 29, 2006.
- The Postal Service's Integrated Air Strategy, dated January 9, 2006.
- The original FedEx contract, dated January 10, 2001, and the renegotiated FedEx contract, dated July 31, 2006.
- The United Parcel Service contract dated June 26, 2006.

Using computer-assisted analysis techniques, we examined Postal Service computer generated data and used it to analyze mail volume, expenditures, and productivity. We analyzed data in the Time and Attendance Control System, Management Operating Data System, Mail Image and Reporting System (MIRS), and Transportation Information Management Evaluation System. We conducted the analysis to determine if management could improve processes and, as a result, reduce workhours and labor costs. We did not audit or comprehensively validate the data; however, we noted several weaknesses that constrained our work. For example, the Chicago AMC did not routinely compile workhour data for its processing operations and did not ensure that employees were charging workhours to the proper operations according to standard procedures for mail processing facilities.

We supported our audit conclusions by applying alternate audit procedures. For example, to compensate for inadequate workhour data and productivity standards, we used nationally established standards when available and examined source documents. We also observed, inspected, and photographed operations and applied reasonable estimates or approximations.

In order to validate our analytical assumptions, observations, and conclusions, we routinely talked to senior management officials throughout our audit, asked for their feedback, considered their perspective, and included their comments where appropriate. We applied conservative principles to our workhour and cost reduction estimates and considered management's possible changes to operations reviewed.

We conducted this performance audit from January through September 2009 in accordance with generally accepted government auditing standards and included tests of internal controls that were necessary under the circumstances. Those standards require that we plan and perform audit work to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We discussed our observations and conclusions with management officials on September 10, 2009, and included their comments where appropriate.

PRIOR AUDIT COVERAGE

The U.S. Postal Service Office of Inspector General (OIG) previously issued the following AMC reports with efficiency findings similar to those contained in this report.

Report Title	Report Number	Final Report Date	Monetary Impact (in millions)
<i>Efficiency Review of the Los Angeles, California, Worldway Airport Mail Center</i>	NO-AR-06-006	September 12, 2006	\$192.0
<i>Air Networks – Airport Mail Center Operations – Atlanta</i>	NL-AR-07-001	December 22, 2006	\$107.0
<i>Air Networks – Dallas Airport Mail Center Operations</i>	NL-AR-08-009	September 30, 2008	\$34.7

APPENDIX B: DETAILED ANALYSIS

Productivity and Efficiency

Some Chicago AMC operations were inefficient compared to national productivity standards and similar operations at other facilities. Specifically, we identified excessive workhours, including overtime, and associated costs for the platform and sack sorter operations from January 2008 through June 2009, as follows:

Operation	Unnecessary Hours	Unnecessary Cost
Platform ⁶	3,538	\$137,756
Sack Sorter ⁷	40,687	1,881,725
Overtime ⁸	30,065	1,480,456
Total	74,290	\$3,499,937

We identified numerous instances when unsupervised employees were idle or not fully engaged in work activities. For example, we observed employees working on personal laptops, sitting and reading magazines or newspapers, and talking on personal cellular phones on the workroom floor during official workhours.

This occurred because management did not (1) enforce productivity standards for the sack sorter, (2) establish productivity standards for the platform operations, (3) follow policies and procedures for volume and workhour reporting, and (4) always provide adequate supervision over operations.

The sack sorter operation keying stations at the Chicago AMC.

Our analyses of the operation revealed that employees were not fully engaged or were idle and opportunities exist to improve efficiency and reduce workhours.



We concluded Chicago AMC managers did not have all the tools to effectively control operations and could not gauge the efficiency and productivity of the operations. As a result, the Chicago AMC used excessive workhours to perform the work and the Postal Service incurred about \$3.5 million in unnecessary costs.

⁶ Excess workhours determined by analyzing actual performance against similar Postal Service facilities in Illinois since no national standards existed for these operations.

⁷ Excess workhours determined by analyzing actual performance against national productivity standards for the operation.

⁸ Excess workhours based on unjustified need for overtime.

Overstaffed Operations

The Chicago AMC misaligned some workhours with workload. As a result, the facility used more workhours than necessary and incurred about \$7.1 million in excess costs. Specifically:

- Express Mail Staffing – Chicago AMC managers frequently assigned staff to sort Express Mail when there was very little of it to work. This included assigning staff during Tour 2, when no Express Mail was dispatched from the facility. Thus, from January 2008 through June 2009, we analyzed Express Mail staff workhours during non-peak operational hours and concluded the Chicago AMC charged 62,834 excess workhours to the Express Mail operation.

Express Mail inbound operations have critical entry/clearance times of 6:15 A.M. and 7:00 A.M.

We determined employees were working on the operation as early as 11:00 P.M. of the prior evening, even though the majority of mail was not available for the operation until about 5:30 A.M.

Picture taken June 2009.



- Automated Package Processing System (APPS) Staffing – Utilization of the APPS operation was extremely low and mail could have been processed on the operation in about 9 hours, instead of the 20 hours used daily. Chicago AMC management acknowledged the limited utilization of the operation because of significant declines in mail volume, but did not adjust staff workhours. As a result, from March 2008 to June 2009,⁹ the Chicago AMC used 102,105 excess workhours in this operation.

⁹ The APPS machine was relocated in January 2008 from the Palatine P&DC to the Chicago AMC facility. Data regarding the operation of the machine was recorded and maintained within the Postal Service's MIRS beginning March 2008. Area officials explained that the mail volume has significantly declined, impacting productivity of the operation.

**APPS operation located at the
Chicago AMC, June 9, 2009.**

**Utilization of the machine was
extremely low and
management did not adjust
workhours to match mail
volume.**



These conditions occurred because supervisors were not able to provide adequate oversight for the operations; and were not enforcing basic policy for employees to badge on and off the operations, impacting the ability to determine appropriate staffing levels. Without accurate clock rings, data to calculate labor hours expended and needed would not be accurate. In addition, we noted long periods of time when there were no supervisors covering a large portion of the facility, increasing the opportunity for idle time. For the Express Mail operation, we noted idle periods when employees were congregated in groups, even though there was mail to be worked.

The unnecessary workhours and associated costs that we identified from January 2008 through June 2009 are as follows.

Operation	Excess Hours	Excess Cost
Express ¹⁰	62,834	\$2,765,300
APPS ¹¹	102,105	4,323,714
Total	164,939	\$7,089,014

If Chicago AMC managers properly aligned work schedules with peak workhours and operational requirements and ensured proper workhour charges to the operations, they could have used 164,939 fewer workhours and avoided excess costs of \$7,089,014 from January 2008 through June 2009.

¹⁰ To calculate excess workhours and costs, we subtracted the amount of labor hours and its corresponding value charged to the operation from a reasonable estimate based upon data, mail arrival and clearance times, discussion with managers, and our own observations.

¹¹ To determine the excess hours and costs identified for the APPS operation, we calculated the workhours and labor costs for the review period and subtracted the optimum workhours and costs based on machine throughput and productivity target.

APPENDIX C: MANAGEMENT'S COMMENTS

DISTRICT MANAGER/POSTMASTER
CHICAGO PERFORMANCE CLUSTER



SEPTEMBER 29, 2009

**LUCINE WILLIS
DIRECTOR, AUDIT OPERATIONS**

**SUBJECT: OIG AUDIT (REPORT NUMBER NL-AR-09-DRAFT) – CHICAGO
O'HARE AIRPORT MAIL CENTER OPERATIONS**

The following response addresses the findings detailed in the audit conducted by the OIG regarding productivity and efficiency of operations at the AMC O'Hare Airport Mail Center:

PRODUCTIVITY AND EFFICIENCY RECOMMENDATIONS:

1. Enforce existing productivity standards for the sack sorter operation and establish and enforce appropriate productivity standards for the platform operation to reduce work hours and increase efficiency.

We agree that productivity standards need to be met to reduce work hours and increase efficiency in the sack sorter and platform operations.

Productivity Targets: Sack Sorter:

Handbook M-32 does not have guidelines for an integrated sack sorter and Scan Where You Band (SWYB) system. Our system consists of mail sortation as well as weighing, scanning and assigning mail pieces to dedicated airline and surface routings. It also includes assignment of mail to flights; receipt and dispatch of mail to and from air carriers; acceptance and sortation of mail to and from plants. It should be noted that the mail volumes worked on the sack sorter operation does not have a consistent arrival profile.

A productivity target of 300 containers per hour for the sack sorter / SWYB operation was established by the AMC facility head. It was established by benchmarking similar sack sorter operations across the country. The highest productivity nationally was attained by Atlanta at 316 containers per hour however their operation involves inbound mail volumes only.

Our FY 09 sack sorter / SWYB achieved performance is illustrated in the following table. It illustrates the number of hours lost to low productivity and the estimated cost.

433 W. HARRISON STREET
CHICAGO, IL 60699-9992
PHONE: 312-983-8030
FAX: 312-983-8010
VISIT US @ USPS.COM

Date	Volume	Wkhrs	OT	Total Hrs	Estimated Wkhrs Needed*	Estimated Lost Wkhrs**	Estimated Loss***
Jan-08	257,615	3,156.52	212.77	3,369.29	858.72	2,510.57	\$ 97,912.36
Feb-08	246,670	2,978.35	242.16	3,220.51	822.23	2,398.28	\$ 93,532.79
Mar-08	251,929	3,239.75	281.10	3,520.85	839.76	2,681.09	\$ 104,562.38
Apr-08	226,139	3,082.74	83.99	3,166.73	753.80	2,412.93	\$ 94,104.40
May-08	213,491	3,075.11	290.62	3,365.73	711.64	2,654.09	\$ 103,509.64
Jun-08	198,937	2,722.39	98.19	2,820.58	663.12	2,157.46	\$ 84,140.81
Jul-08	314,072	3,083.95	337.28	3,421.23	1046.91	2,374.32	\$ 92,598.61
Aug-08	268,701	2,927.13	471.52	3,398.65	895.67	2,502.98	\$ 97,616.22
Sep-08	263,891	3,096.78	370.46	3,467.24	879.64	2,587.60	\$ 100,916.53
Oct-08	282,183	3,278.64	241.34	3,519.98	940.61	2,579.37	\$ 100,595.43
Nov-08	249,898	3,327.60	364.28	3,691.88	832.99	2,858.89	\$ 111,496.58
Dec-08	363,802	4,888.28	1,100.78	5,989.06	1212.67	4,776.39	\$ 186,279.08
Jan-09	279,802	3,938.82	341.95	4,280.77	932.67	3,348.10	\$ 130,575.77
Feb-09	261,718	3,574.66	122.72	3,697.38	872.39	2,824.99	\$ 110,174.48
Mar-09	212,220	3,686.90	11.71	3,698.61	707.40	2,991.21	\$ 116,657.19
Apr-09	216,574	3,391.30	6.28	3,397.58	721.91	2,675.67	\$ 104,351.00
May-09	169,297	2,696.16	0.00	2,696.16	564.32	2,131.84	\$ 83,141.63
Jun-09	158,142	2,885.30	4.00	2,889.30	527.14	2,362.16	\$ 92,124.24
Jul-09	165,024	3,447.79	0.87	3,448.66	550.08	2,898.58	\$ 113,044.62
Aug-09	222,637	4,424.43	3.75	4,428.18	742.12	3,686.06	\$ 143,756.21
Sep-09	102,613	2,712.12	2.13	2,714.25	342.04	2,372.21	\$ 92,516.06
Totals	4,925,355	69,615	4,588	74,203	16,418	57,784.77	\$ 2,253,606.03

* Estimated Workhours Needed - Total Volume worked at 300 pieces per hour

** Estimated Lost Workhours - Actual Total Workhours minus Estimated Workhours Needed

***Estimated Loss - Estimated Workhours Lost valued at \$39.00 per man hour

Staffing at the sack sorter operations has been addressed through the drastic reduction of overtime, the repositioning of daily staffing as warranted by volumes, and through the upcoming realignment of staffing positions on all tours. A major contributor to the workhour overruns in these operations is the failure of our employees to properly move into the operation to which they have been moved based on volume workloads. Supervisors / MDOs are now required to run TACS reports throughout their tour and to hold employees accountable for their respective moves. Mail Flow Controllers are consolidating performance reports on an hourly basis and identifying productivity achievements by employee name. Implemented as of the date of this response.

Productivity Targets: Platform Operations:

We have two different platform operations. One is for receiving and dispatch and the second is for motor vehicle services. Productivity targets for the receiving and dispatch platform operations are based on 15 minutes per container on the airline concourse. Target expectation for the platform operations for motor vehicle receipt are twenty minutes per vehicle or three trucks per hour for loading and unloading with 100% recording in TIMES.

Transportation is providing the TIMES Unrecorded/Incompleted Trip Report on a daily basis to AMC management who in turn use it to address the corrective actions needed to resolve unrecorded or incomplete trips.

AMC has a tour turnover meeting on a daily basis. Managers will continue to have these meetings and will start to include discussions regarding performance and productivity targets. Supervisors will have Plan 5 talks with the employees regarding their performance from the prior day and inform them of their results. Implemented as of the date of this response.

Reduction of Hours / Increasing Efficiency:

A staffing and scheduling study for AMC was completed and will be implemented in November of 2009.

2. Provide adequate supervision over the sack sorter and platform operations to include ensuring that volume and work hour reporting requirements are followed.

The O'Hare AMC EAS supervisory staffing levels were adjusted to meet the 1:22 (one supervisor per 22 employees) requirement. We agree that improved quality of supervision will result in more accurate volume recording and clock rings and improved productivity.

In response to OIGs observations, the facility head held a meeting with the MDOs and SDOs to address unproductive idle time. MDOs and SDOs were instructed to ensure that their employees are working productively and are charged to the correct operation. The SDOs will be responsible for giving regular stand up talks to their units on performance to target and define what needs to be done to exceed target levels of performance. In Plant Support will post productivity performance data throughout the plant on a daily basis. They will also conduct random audits to ensure the efficient work practices are being followed. Inefficiencies found will be documented and raised to the AMC facility head. In addition, random TACS audits will be conducted to monitor clock ring compliance. Implemented as of the date of this response.

Overstaffed Operations:

We agree that based on the observations made by the OIG, some of the time was unproductive however, due to poor clocking habits by our employees hours charged to our operations are not always accurate. Employees failed to move to the operation in which they were actually working. That deficiency is being addressed through this action plan and will be closely monitored for compliance. Implemented as of the date of this response.

3. Ensure staff is scheduled commensurate with the mail flow and volume for Express Mail and Automated Package Processing System operations and adjust operational work hours accordingly.

We agree that the APPS operation is not staffed commensurate with the volume – a decision was made prior to the OIG audit to move the existing APPS and SPBS volume (600-603 Periodical and Standard bundles) to other facilities. We experienced significant volume drops across all product types in FY 09. In the Chicago metro area, we have 6 APPS to process the Priority, First Class Packages, SPRs, Periodical and Standard bundles. Given the significant decline in these specific product types, we now have excess capacity on the APPS in the Chicago metro area. Modeling was done at the Area and cluster level to determine how best to re-distribute the workload to maximize savings potential and make our service targets. The modeling showed that the APPS in AMC O'Hare can be removed and the volume shifted to an existing APPS in the Chicago Metro area. ***A comprehensive plan for the removal of the APPS and shift of the volume will be completed and presented to the Great Lakes Area during Postal Quarter 1 of FY 2010.***

We disagree that the Express Mail unit is not staffed commensurate with the mail flow and volume levels. The schedule for the Express Mail operations is aligned with the inbound and outbound Fed Ex, UPS and commercial flights. It provides coverage and staffing to meet five digit sortation for all zones within the Chicago metro area. In addition to the domestic processing, the Express Mail operation is also staffed to cover processing of International Express Mail.

Based on FY 10 volume projections, necessary scheduling and staffing adjustments will be reviewed and evaluated for implementation in the Express Mail operation.

4. Provide adequate levels of supervision for the Express Mail and Automated Package Processing System operations and ensure employees properly charge their work hours to the correct operations.

We do agree that improved supervision will result in more accurate volume recording and clock rings and improved productivity. As stated in Recommendation #1, MDOs and SDOs will ensure that their employees are working productively and are charged to the correct operation. The SDOs will be responsible for giving regular stand up talks to their employees regarding their performance to target and the actions needed to improve and exceed their targets. Implemented as of the date of this response.

FOIA Exemption:

We do not have any information that we would like to exclude under the Freedom of Information Act.


Gloria E. Tyson

CC: Jakki Krage, Great Lakes Area MOS