



September 23, 2008

RICARDO QUENTAL, JR.  
SENIOR PLANT MANAGER, PROVIDENCE PROCESSING AND  
DISTRIBUTION CENTER

SUBJECT: Audit Report – Powered Industrial Vehicle Management System at the  
Providence Processing and Distribution Center  
(Report Number NO-AR-08-010)

This report presents the results of our review of the Powered Industrial Vehicle Management System (PIVMS)<sup>1</sup> at the Providence, Rhode Island Processing and Distribution Center (P&DC), located in the Northeast Area (Project Number 08XG035NO000). Our objectives were to determine if the PIVMS was functioning as intended and producing efficiency improvements. This report addresses operational risk. Click [here](#) to go to Appendix A for additional information about this audit.

## **Conclusion**

The Providence P&DC did not always use the PIVMS as intended and consequently did not fully realize efficiency improvements. By using the PIVMS as intended, we estimated that management could reduce 4,000 workhours by the end of fiscal year (FY) 2010, with an associated economic impact of \$1.6 million in savings occurring over 10 years. In addition, the Providence P&DC could eliminate five industrial vehicles.

## **Use of the PIVMS at the Providence P&DC**

Although management at the Providence P&DC successfully used the operational reporting features of the PIVMS, there were opportunities for additional improvements. The Providence P&DC did not always use the PIVMS to:

- Manage equipment operator workhours or overtime.
- Schedule and complete preventive maintenance.
- Monitor vehicle battery usage.
- Identify opportunities to reduce vehicle inventory.

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<sup>1</sup> The PIVMS is a wireless system that provides automated measurement, control, and compliance reporting of operations within a plant, resulting in optimal powered industrial vehicle (PIV) safety conditions, operations, supervision, and associated savings.

In addition, although management used the PIVMS to complete Occupational Safety and Health Administration (OSHA) worksheets and to identify the employee logged into a vehicle when an accident occurred, they occasionally bypassed some safety and security features. Click [here](#) to go to Appendix B for our detailed analysis of these issues.

## Workhour and Overtime Trends

After the Providence P&DC implemented the PIVMS in March 2006, management did not realize efficiency improvements. In fact, workhours increased by over 7 percent after implementation. In addition, overtime in these operations increased by more than 1 percent from FYs 2005 to 2007. Click [here](#) to go to Appendix C for our detailed analysis of this issue.

In contrast, the 20 P&DCs that have had the PIVMS installed for 1 year or longer reduced workhours by more than 7 percent. Click [here](#) to go to Appendix D for our detailed analysis of this issue.

## Causes

Efficiency improvements from the PIVMS did not occur at the Providence P&DC due to two main factors.

- Management did not provide PIVMS training to all employees that needed to use the system.
- Management was not aware of any established goals or requirements for the PIVMS.<sup>2</sup>

## Criteria

The *President's Commission on the United States Postal Service Report*, dated July 31, 2003, states that the mission of the Postal Service is "to provide high-quality, essential postal services to all persons and communities by the most cost-effective and efficient means possible at affordable and, where appropriate, uniform rates."

Title 39, United States Code, Part 1, Chapter 4, § 403, states: "The Postal Service shall plan, develop, promote, and provide adequate and efficient postal services at fair and reasonable rates and fees."

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<sup>2</sup> We noted that management had not established specific PIVMS goals and targets. We will address this issue in our capping report.

The Postal Accountability and Enhancement Act of 2006 emphasizes “. . . the need for the Postal Service to increase its efficiency and reduce its costs, including infrastructure costs, to help maintain high quality, affordable postal services. . . .”

## Effect

By using the PIVMS as intended, the Postal Service could increase operational efficiency at the Providence P&DC. We estimated that management could reduce 4,000 mail processing workhours by the end of FY 2009, with an associated economic impact of \$1.6 million in savings occurring over 10 years. Click [here](#) to go to Appendix E for our calculation of funds put to better use.<sup>3</sup> In addition, the Providence P&DC could eliminate five industrial vehicles.<sup>4</sup>

## Management Actions

Management was aware and supportive of the need to achieve an acceptable return on investment from the PIVMS and has measures in place that should allow continued improvement. We noted that during FY 2008, workhours used in tow and forklift operations began to decrease. At our exit conference on July 30, 2008, Providence P&DC management committed to improve efficiency as well as reduce equipment inventory by five vehicles.

## Recommendations

We recommend the Plant Manager, Providence P&DC:

1. Use the Powered Industrial Vehicle Management System to the fullest extent possible to manage operations and continue to improve mail processing efficiency by reducing 4,000 workhours in tow and forklift operations by fiscal year 2009, with an associated economic impact of \$1.6 million in savings occurring over 10 years.
2. Reduce the industrial vehicle inventory by five by the end of fiscal year 2009.
3. Provide Powered Industrial Vehicle Management System training to all employees who need to use the system by postal Quarter 2 fiscal year 2009.

## Management's Comments

Management agreed with the recommendations and monetary impact. Management's comments, in their entirety, are presented in [Appendix F](#).

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<sup>3</sup> Funds that could be used more efficiently by implementing recommended actions.

<sup>4</sup> We will address the costs associated with the vehicle reductions in our capping report.

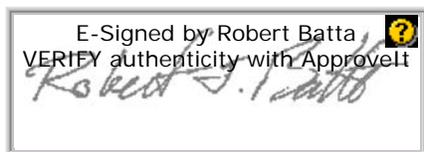
## Evaluation of Management's Comments

The U.S. Postal Service Office of Inspector General (OIG) considers management's comments responsive to the recommendations and management's corrective actions should revolve the issues identified in the report.

The OIG considers recommendation 1 significant, and therefore requires OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. This recommendation should not be closed in the follow-up tracking system until the OIG provides written confirmation that the recommendation can be closed.

We will report \$1,576,086 in funds put to better use in our *Semiannual Report to Congress*.

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



Robert J. Batta  
Deputy Assistant Inspector General  
for Mission Operations

### Attachments

cc: Patrick R. Donahoe  
William P. Galligan  
Anthony M. Pajunas  
David E. Williams, Jr.  
Robert M. Koestner  
Katherine S. Banks

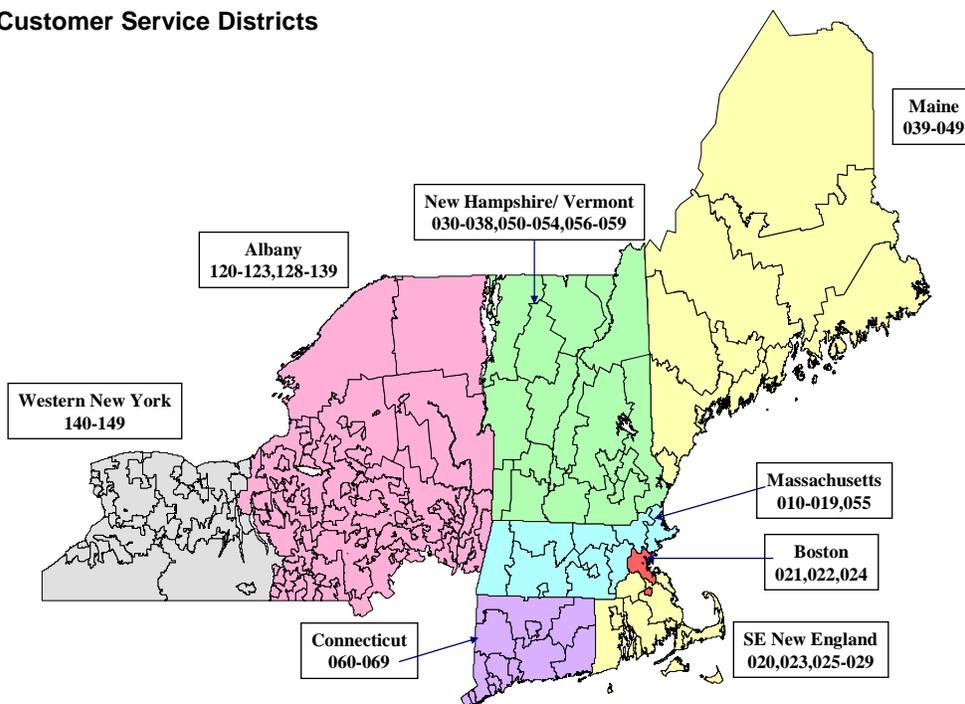
## APPENDIX A: ADDITIONAL INFORMATION

### BACKGROUND

The Providence P&DC is located in the Southeast New England District in the Northeast Area. The map below shows the Northeast Area districts by three-digit ZIP Code.

## NORTHEAST AREA

### Customer Service Districts



The Providence P&DC processed over 1 billion first handling pieces (FHP) of mail and used 1.4 million workhours in FY 2007. The Postal Service owns the Providence P&DC building and has occupied this facility since January 1961. The building contains 320,959 square feet of interior space on a site with dimensions of 517,569 square feet.

The Providence P&DC implemented the PIVMS on March 3, 2006, at a projected cost of \$230,039. Management justified the purchase based on the following factors:

1. Elimination of unauthorized use of PIVs.
2. Reduction of injuries caused by unsafe operation of PIVs.
3. Reduction of damage to mail and equipment caused by unsafe operation of PIVs.

4. Reduction of workhours used to transport mail and equipment throughout the plant. Management did not identify specific workhour reductions.
5. Elimination of three pieces of equipment needed to perform this work.
6. Reduction of workhours needed to maintain the fleet of PIVs.

This implementation was part of a national contract the Postal Service awarded to I.D. Systems, Inc. (I.D. Systems) of Hackensack, New Jersey, in January 2005 to produce and deploy the PIVMS. The Postal Service started the program essentially as a pilot when it signed a \$3.6 million contract with I.D. Systems to implement a wireless asset management system at 10 bulk mailing and distribution facilities across the country. As of April 2008, the Postal Service placed orders for PIVMS deployment in 80 facilities. The total amount funded for the PIVMS as of May 2008 was over \$31 million.

The Postal Service intended the PIVMS to provide automated measurement, control, and compliance reporting of PIV operations within a plant, resulting in optimal PIV safety conditions, operations, supervision, and associated savings. Some of the major system design features were:

- Ability to conduct two-way text messaging.
- Assurance of OSHA safety compliance by only allowing currently certified operators to log on and operate specified equipment.
- Ability to shut down a vehicle after recording a significant impact, increasing safety and accountability.
- Ability to measure the amount of time an operator is logged into a vehicle and the amount of time the vehicle is in motion.
- Ability to locate and track vehicles within a plant.

## **OBJECTIVES, SCOPE, AND METHODOLOGY**

Our objectives were to determine if the PIVMS was functioning as intended and improved efficiency. To accomplish these objectives, we observed mail processing operations and analyzed volume and workhour trends at the Providence P&DC. The Providence P&DC implemented the PIVMS before the end of FY 2006, so we benchmarked the Providence P&DC with the 20 sites that had implemented the PIVMS before the end of FY 2006. We also evaluated the utilization and capacity, staffing levels, and inventory of powered equipment at the Providence P&DC.

To conduct this audit, we relied on computer-processed data maintained by Postal Service Operational Systems, which included National Workhour Reporting, Web

Enterprise Information System, Management Operating Data System (MODS), Web-based Complement Information System, and the Enterprise Data Warehouse.

We did not test the validity of controls over these systems. However, we checked the accuracy of the data by confirming our analysis and results with Postal Service managers and other data sources. In addition, we relied on OIG audits of Postal Service systems; for example, an OIG review of MODS concluded that the data in this system was valid and reliable for the purposes for which it is intended.<sup>5</sup>

We conducted this performance audit from June through September 2008 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 objectives. We believe 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 on July 30, 2008, and included their comments where appropriate.

## **PRIOR AUDIT COVERAGE**

We issued a report on the PIVMS use at the Raleigh P&DC on September 15, 2008 (*Powered Industrial Vehicle Management System at the Raleigh Processing and Distribution Center*, (Report Number NO-AR-08-007), which reported \$3,345,456 in funds put to better use. We concluded that the Raleigh P&DC did not use the PIVMS as intended and, consequently, did not fully realize efficiency improvements.

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<sup>5</sup> *Management Operating Data System* (Report Number MS-AR-07-003, dated August 21, 2007).

## APPENDIX B: DETAILED ANALYSIS ON THE USE OF THE PIVMS

We found the Providence P&DC did not always use the PIVMS to:

- Manage equipment operator workhours or overtime.
- Schedule and complete preventive maintenance.
- Monitor vehicle battery usage.
- Identify opportunities to reduce vehicle inventory.

In addition, although management used the PIVMS to complete OSHA worksheets, they occasionally bypassed some safety and security features.

### Management of Equipment Operator Workhours

Although management at the Providence P&DC successfully used the operational reporting features of the PIVMS, there were opportunities for additional improvements. For example, we reviewed the number of logons to the PIVMS and found only 11 of the 37 mail processing managers and supervisors (29.7 percent) logged in from October 1, 2007, to July 15, 2008. We interviewed supervisors and found they generally accessed the PIVMS only for tasks such as starting vehicles for employees or locating vehicles parked in non-designated locations.

We also found that Providence P&DC supervisors did not generally use the PIVMS reports. The PIVMS reports allow management to monitor and measure vehicle utilization attributes such as simultaneous vehicle usage, speed, distance traveled, idle time, motion time, and motion time while carrying or pulling a load in order to assess productivity.

While Providence P&DC management did not always use the PIVMS reports, in FY 2008 they began using the PIVMS data to create a locally generated report called *The World Series Report*. Management used this report — which summarized login hours, travel hours, travel with load hours, percentage of travel with load, and percentage of travel by tour — to promote a competition among tours to reduce tow and forklift workhours. In FY 2008, we found that workhours in tow and forklift operations began to decrease.

### Maintaining Vehicle Equipment and Monitoring Battery Usage

Management at the Providence P&DC did not always use the PIVMS reports to schedule or ensure completion of preventive maintenance. The PIVMS maintenance tool enables the user to forecast, schedule, and process preventative maintenance

events. By using this tool, management could more effectively manage preventive maintenance of vehicles.

In addition, management did not use the PIVMS battery management system to monitor battery usage. The purpose of the PIVMS Battery/Charger Administration module is to extend vehicle battery life and reduce battery inventory.<sup>6</sup> Management installed electronic battery fobs to track battery usage on only 50 percent of PIV batteries at the Providence P&DC, reducing management's ability to track battery usage.

However, the Providence P&DC maintenance staff had a good internal control system in place to control access to batteries. See Illustration 1.



Illustration 1: Battery room locked between battery changing periods on June 30, 2008, at 3:31 p.m.

### Vehicle Inventory Management

Management did not use the PIVMS to identify opportunities to reduce vehicle inventory. The number of PIVs at the Providence P&DC remained the same from March 2006 (when the facility implemented the PIVMS) to July 2008. See Table 1 below.

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<sup>6</sup> Industrial batteries provide a maximum return on investment when they are discharged to appropriate levels during operation and allowed to recharge and cool down during their charge cycles. I.D. Systems' Fleet Management System notifies the operator when the battery has discharged sufficiently and should be replaced.

**TABLE 1: POWERED INDUSTRIAL VEHICLES AT THE PROVIDENCE P&DC**

Powered Industrial Vehicle Inventory			
	March 2006	July 2008	Increase/Decrease-
<b>Forklifts</b>	12	12	0
<b>Tows</b>	13	13	0
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>0</b>

The maximum number of vehicles used simultaneously from November 2006 to May 2008 was 18, indicating a possible surplus of vehicles. In addition, the maximum number of powered equipment operators scheduled to work simultaneously was only 11. In fact, during our observations on all tours, we often found vehicles idle. See Illustrations 2, 3, and 4.



Illustration 2: Five tows and one forklift idle on July 1, 2008, at 10:44 a.m.



Illustration 3: Two forklifts idle on June 30, 2008, at 11:07 p.m.



Illustration 4: Two forklifts and four tows idle on June 30, 2008, at 5:50 p.m.

During our review, management reviewed equipment needs and agreed to reduce vehicle inventory by five. We will examine the costs associated with vehicle reductions in a capping report to Postal Service Headquarters.

### Safety and Security Features

Management at the Providence P&DC occasionally bypassed some of the PIVMS security features designed to ensure compliance with OSHA standards. For example:

- One of the PIVMS safety design features only allows currently certified operators to log on and operate specified equipment. Providence P&DC supervisors and employees sometimes used master badges to start vehicles for operators.
- Another PIVMS safety design feature requires the operator to complete an electronic OSHA checklist within a prescribed time after logging on to the vehicle. We observed that most equipment operators completed the OSHA safety checklist at the start of their tour. See Illustration 5.

Redacted

Illustration 5: Employee used proper identification and the OSHA checklist to start the tow on June 30, 2008, at 3:28 p.m.

- Operators sometimes asked a supervisor to bypass the system and start the vehicle.

Management used the PIVMS on several occasions to identify the employee logged into a vehicle when an accident occurred. During our review at the Providence P&DC, we did not observe unsafe driving practices or accidents. However, we found damage to the building caused by vehicle impacts. See Illustration 6 below.



Illustration 6: On July 2, 2008, at 12:08 a.m., we observed damage to a wall in the Providence P&DC caused by a vehicle impact.

We also found that management did not run or review the PIVMS OSHA compliance and other compliance exception reports. These reports allow management to track and monitor OSHA compliance, correct non-compliance, and report OSHA issues to higher management.

**APPENDIX C: VOLUME AND WORKHOUR TRENDS**

We reviewed mail volume, workhour, productivity, and complement trends for the Providence P&DC for FYs 2005 through 2007. From FYs 2005 to 2007, volume at the Providence P&DC decreased 2.79 percent but mail processing (Function 1) workhours increased slightly (.99 percent). Consequently, productivity<sup>7</sup> declined 3.74 percent. From FYs 2005 to 2007, workhours used in tow and forklift operations at the Providence P&DC increased 2.77 percent and overtime used in these operations increased 1.12 percent. In FY 2007, Providence P&DC used 5.81 percent of mail processing workhours for tow and forklift operations. The number of equipment operators in FY 2007 was 33, a decrease of two operators since FY 2005.

Management implemented the PIVMS at the Providence P&DC on March 3, 2006, but did not improve efficiency after this implementation. We reviewed tow and forklift workhours 12 months prior to implementation and 12 months after, and found no decrease in workhours after implementation. In fact, workhours increased by over 7 percent. See Table 2 below.

**TABLE 2: PROVIDENCE P&DC TRENDS  
BEFORE AND AFTER PIVMS IMPLEMENTATION**

PROVIDENCE P&DC PIVMS IMPLEMENTATION DATE - March 3, 2006							
Year Before PIVMS Implementation			Year After PIVMS Implementation			Percentage Changes	
Function 1 Hours	Tow and Forklift Hours	Percentage Tow and Forklift Hours to Function 1 Hours	Function 1 Hours	Tow and Forklift Hours	Percentage Tow and Forklift Hours to Function 1 Hours	Function 1 Hours	Tow and Forklift Hours
1,368,755	76,629	5.60	1,421,106	82,198	5.78	3.82	7.27

<sup>7</sup> To determine FHP productivity we divided FY 2007 FHP volume by FY 2007 F1 total workhours. Providence's FY 2007 productivity was 744 pieces processed per workhour.

**APPENDIX D: COMPARISONS TO OTHER FACILITIES**

We reviewed volume, workhour, productivity, and complement trends for the P&DCs that had the PIVMS installed before the end of FY 2006, so there was at least one fiscal year of data. For the 20 sites meeting these criteria, we reviewed volume, workhour, and productivity trends from FY 2005 through FY 2007.

From FY 2005 to FY 2007, volume at these sites increased slightly (.95 percent) and mail processing (Function 1) workhours decreased 6.69 percent. Consequently, productivity increased 8.19 percent. From FY 2005 to 2007, workhours used in tow and forklift operations at these sites decreased 10.47 percent and overtime used in these operations decreased 13.38 percent. In FY 2007, the average site used 5.97 percent of mail processing workhours in tow and forklift operations. The number of equipment operators increased 1.92 percent from FY 2005 to FY 2007.

Comparing Providence P&DC to these sites:

- From FY 2005 to FY 2007, the average site reduced tow and forklift workhours by 10.47 percent. The Providence P&DC ranked number 10 of 20 sites in this percentage change comparison.
- The average site reduced tow and forklift overtime by 13.38 percent. The Providence P&DC ranked number 11 of 20 sites in this percentage change comparison.

The average of these 20 sites reduced tow and forklift workhours by 7.03 percent after implementation, compared to the Providence P&DC's increase of over 7 percent. See Table 3 below.

**TABLE 3: PROVIDENCE P&DC TOW AND FORKLIFT WORKHOURS, COMPARED TO OTHER P&DCS WITH PIVMS, BEFORE AND AFTER IMPLEMENTATION**

	<b>12 Months Before PIVMS</b>	<b>12 Months After PIVMS</b>	<b>Percentage Change</b>
<b>Providence P&amp;DC</b>	76,630	82,198	<b>7.27</b>
<b>Average P&amp;DC with PIVMS</b>	113,403	105,430	<b>-7.03</b>

**APPENDIX E: CALCULATION OF FUNDS PUT TO BETTER USE**

By using the PIVMS as intended, we estimated that management could reduce 4,000 workhours by the end of FY 2009.

We determined the potential 4,000 workhour savings as follows:

- The 20 sites that implemented the PIVMS before the end of FY 2006 had an average FHP productivity of 805.
- We calculated earned hours for the Providence P&DC to be 1,269,418, using FHP productivity of 805.
- The 20 sites on average used 5.97 percent of Function 1 workhours in tow and forklift operations.
- We multiplied 5.97 by the calculated earned hours for the Providence P&DC of 1,269,418 to determine that earned tow and forklift workhours at the Providence P&DC were 75,842.
- Providence P&DC used 79,830 workhours in these operations in FY 2007, a difference of 3,988 workhours.

Providence P&DC management agreed to a reduction of 4,000 workhours. This workhour savings has an associated economic impact of \$1.6 million (net present value) in savings over 10 years.

**FUNDS PUT TO BETTER USE**

Employee Category Impacted	Workhour Reduction	Timeframe 10 Fiscal Years
		Discounted Savings (Net Present Value)
Function 1 Mail Processing Mail Handler Hours	4,000	\$1,576,086

**NOTES**

- We based the 4,000 workhour reduction on management’s plan to reduce workhours over a 1-year period, based on FY 2007 usage.
- We calculated the cost avoidance using the savings in hours multiplied by the escalated labor rate over a 10-year period.
- We calculated the net present value using the June 6, 2008, discount rate of 4 percent over a 10-year period.
- We based labor rates on the Postal Service’s May 6, 2008, published rates for a level 05 (PS-05) maihandler.

- The yearly escalation factor is 2.2 percent, based on the Postal Service's Decision Analysis Factors, effective June 6, 2008.

## APPENDIX F: MANAGEMENT'S COMMENTS

Senior Plant Manager  
SENE Performance Cluster



September 16, 2008

MEMORANDUM FOR Lucine Willis  
Director, Audit Operations  
1735 North Lynn St.  
Arlington, VA 22209-2020

SUBJECT: Powered Industrial Vehicle Management System at the Providence Processing and Distribution Center (Report Number NO-AR-08-DRAFT)

Thank you for the opportunity to review and comment on the subject draft audit report.

Management agrees with the basic findings of the OIG audit performed here at the Providence P&DC. Some of the data comparison's are skewed due to the installation of the APPS during the same time period that the PIVMS was initiated.

Our APPS was installed in an "L" configuration, land locking more than 50 percent of the machine dispatch bins. This has forced us to increase the use of powered industrial vehicles to bring mail to the machine and more importantly to dispatch mail from the machine. Due to the configuration of the machine, we had to re-route approximately 30% of the flow in the building, increasing the amount and duration of our PIV runs.

This being identified, we realize that we have additional opportunity to generate savings from the additional use of the PIVMS system.

We will re-focus our process to align with the initial reasons for purchasing the PIVMS back in March 2006.

We will concentrate on:

- Elimination of unauthorized use of PIV's
- Reduction of injuries caused by unsafe operation of PIV's
- Reduce damage caused to mail and equipment caused by the unsafe operation of PIV's
- Continued reduction of work hours used to transport the mail and equipment throughout the building.

This will allow us to provide a safe environment to our employees relative to the use of powered industrial vehicles, eliminate unnecessary vehicles reducing the capital outlay for these vehicles and reduce both the hours used for the PIV fleet as well as reduce the maintenance costs associated with their upkeep.

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**Recommendation 1:**

"Use the PIVMS to the fullest extent possible to manage operations and continue to improve mail processing efficiency by reducing 4,000 work hours in tow and forklift operations by fiscal year (FY) 2009, with an associated economic impact of \$1.6 million in savings occurring over 10 years."

**Response**

Management agrees with this recommendation and has enabled a process we have titled the "PIVMS World Series". This process takes the daily hours used by each tour and rolls the hours up, compares the results to both the tour and to the other tours and is used by the Lead Manager Distribution Operations to drive the hours out of the PIVMS area. This additional tool has proven to be effective in reducing the straight time and overtime hours in the Providence P&DC. We will not only save the 4,000 hours by FY 2009, we expect to see an additional 1,000 hours savings by that time.

Forklift and mobile unit hours are tracked weekly by In Plant Support in two forms. The PIVMS World Series and the weekly hour report on operation 229 and 230, forklift and mobile unit. This information is presented to the MDO's on a daily and weekly basis. The Lead Manager Distribution operations has used this information to decrease the hours used in these operations.

[REDACTED] is responsible to provide the hour information.

[REDACTED] is responsible to capture hours through his manages and supervisors.

These savings will be realized by September 30<sup>th</sup>, 2008.

**Recommendation 2:**

"Reduce the industrial vehicle inventory by five by the end of FY 2009"

**Response**

Management agrees to reduce the industrial inventory by five units by the end of FY 2009. As of the date of this letter, the Providence P&DC has removed four industrial vehicles from their inventory. We will meet the recommendation to remove five vehicles from our inventory by the end of FY 2009, and will look to reduce the amount of vehicles even further by the end of FY 2009.

[REDACTED] is responsible to identify the vehicle inventory to reduce.

[REDACTED] is responsible to remove the vehicles out of service and offer them for re-assignment or use them for parts.

Four vehicles have been removed as of the date of this letter, the fifth vehicle will be identified and removed no later than June 2009.

**Recommendation 3:**

"Provide PIVMS training to all employees who need to use the system by Postal Quarter 2 FY 2009."

**Response**

Management agrees that we will re-establish the training process for all employees who use the system by the end of Postal Quarter 2 FY 2009. This will include the operators from mail processing and the maintenance craft as well as all Supervisors, Maintenance Operations, Supervisors, Distribution Operations, Managers Maintenance Operations and Managers, Distribution Operations.

- 3 -

[REDACTED] is responsible to establish the training for employees on PIVMS.

[REDACTED] is responsible to provide the training and/or train the trainer training to accomplish the training by the end of Postal Quarter 2 FY 2009.

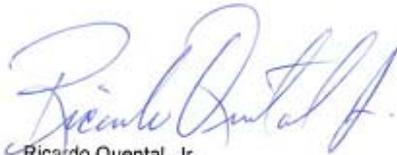
[REDACTED] is responsible to provide all Managers, supervisors and craft employees the time to take the training as well as coordinate the timely training for this group of employees.

[REDACTED] is responsible to provide all Managers and Supervisors of maintenance operations and the craft employees the time to take the training as well as coordinate the timely training for this group of employees.

Training Schedule:

Managers / Supervisors	September 24 through October 31, 2008
Craft employees	October 31 through March 30, 2009

I do not believe that this statement contains any information that may be exempt for the Freedom of Information Act (FOIA).



Ricardo Quental, Jr.  
Senior Plant Manager

cc: Bob Koestner, District Manager  
Ed Krzyzek, Manager, In-Plant Support  
OIG Audit Tracking  
Katherine S. Banks