



# OFFICE OF INSPECTOR GENERAL

## UNITED STATES POSTAL SERVICE

### Facility Condition Reviews - Capital Metro Area

### Audit Report

Report Number  
SM-AR-16-009

July 18, 2016

# Postoffice





# OFFICE OF INSPECTOR GENERAL

## UNITED STATES POSTAL SERVICE

## Highlights

***Eighteen (90 percent) had potential OSHA violations related to building safety and security.***

### Background

The U.S. Postal Service has more than 30,000 leased and owned retail facilities nationwide. About 2,600 of them are in the Capital Metro Area. The Post Office lobby is the principal business office of the Postal Service and the only close-up view of postal operations for many customers. Its appearance directly affects the Postal Service's public image. The Postal Service must maintain a safe environment for both employees and customers and follow safety laws set forth by the Occupational Safety and Health Administration (OSHA).

Our objective was to determine if Postal Service management adhered to building maintenance, safety and security standards, and employee working condition requirements at retail facilities. We reviewed 20 facilities in the Capital Metro Area and assessed items related to building appearance, safety and security, customer complaints, and workplace environment and violence. We also assessed whether each facility was handicap accessible.

This is the first in a series of audits assessing retail facility conditions nationwide.

### What The OIG Found

The Postal Service must improve adherence to building maintenance, safety and security standards, and employee working condition requirements at its retail facilities. We reviewed 20 facilities and found:

- Eleven (55 percent) had lighting issues;
- Ten (50 percent) had building appearance issues;
- Eighteen (90 percent) had potential OSHA violations related to building safety and security;
- Eighteen (90 percent) did not maintain a customer complaint log or monitor how promptly complaints were resolved;
- Sixteen (80 percent) did not display posters informing employees what to do when injured at work;
- Six (30 percent) did not display posters related to proper conduct on Postal Service property;
- Eight (40 percent) had security issues; and
- All 20 complied with handicap accessibility requirements.

These conditions were due, in part, to landlords failing to perform or adequately complete requested repairs. Also, because of competing priorities, local management did not focus on cleaning and general maintenance and repairs; concerns for health, safety, and security; local customer complaints; and ensuring required posters were displayed at facilities. Additionally, some repairs were not a priority due to budget constraints.



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***We recommended management develop an action plan to address all building maintenance and safety and security issues identified during our review.***

Finally, although the Postal Service periodically inspects building safety and maintenance, it does not assess building appearance and other important factors that impact the overall retail experience, such as cleanliness and needed repairs.

Attention to these areas will reduce the Postal Service's exposure to OSHA fines and penalties; poor employee morale and increased turnover; risk of injuries to customers and employees; and related costs such as workers' compensation claims, loss of work and productivity, and lawsuits. Poorly maintained and unappealing lobbies can also reduce brand loyalty, which impacts revenue.

Local management began taking corrective action by addressing some of the building safety issues such as unblocking emergency exits; and displaying missing workplace

environment, workplace violence, and OSHA posters identified during our review.

### **What The OIG Recommended**

We recommended management develop an action plan to address all building maintenance and safety and security issues identified during our review. We also recommended management provide training to improve building maintenance, cleanliness, safety and security standards, management of local customer complaints, and the display of required posters. Finally, we recommended management develop a process to improve coordination among Facilities personnel, facility managers, and landlords to timely resolve repair issues and reassess the safety inspection process to include a review of facility security, maintenance, repair, and cleanliness issues.

### **Number of Buildings with Issues Found out of the 20 Surveyed Capital Metro Area Facilities**

# Transmittal Letter



OFFICE OF INSPECTOR GENERAL  
UNITED STATES POSTAL SERVICE

July 18, 2016

**MEMORANDUM FOR:** LINDA M. MALONE  
VICE PRESIDENT, CAPITAL METRO AREA

TOM A. SAMRA  
VICE PRESIDENT, FACILITIES

NANCY L. RETTINHOUSE  
VICE PRESIDENT, EMPLOYEE  
RESOURCE MANAGEMENT

KELLY SIGMON  
VICE PRESIDENT, RETAIL AND CUSTOMER  
SERVICE OPERATIONS

E-Signed by Keshia L. Trafton  
Verify authenticity with eSign Desktop

**FROM:** Keshia L. Trafton  
Acting Deputy Assistant Inspector General  
for Supply Management and Human Resources

**SUBJECT:** Audit Report – Facility Condition Reviews – Capital  
Metro Area (Report Number SM-AR-16-009)

This report presents the results of Facility Condition Reviews in the Capital Metro Area (Project Number 16BG002SM000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Lucine Willis, acting director, Supply Management and Facilities, or me at 703-248-2100.

Attachment

cc: Corporate Audit and Response Management

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# Findings

***The Post Office lobby is the principal business office of the Postal Service and is the only close-up view of postal operations for most customers. Therefore, its appearance directly affects the Postal Service's public image.***

## Introduction

This report presents the results of our self-initiated audit of facility conditions in the Capital Metro Area (Project Number 16BG002SM000). Our objective was to determine if U.S. Postal Service management adhered to building maintenance and safety and security standards and employee working condition requirements at retail facilities. See [Appendix A](#) for additional information about this audit.

The Post Office lobby is the principal business office of the Postal Service and is the only close-up view of postal operations for most customers. Therefore, its appearance directly affects the Postal Service's public image. The Postal Service is required to maintain a safe environment for both employees and customers. It also must follow federal safety laws set forth by the Occupational Safety and Health Administration (OSHA). Further, the Postal Service follows general policies and procedures regarding safety and security and the appearance of lobbies and facilities. It has more than 30,000 leased and owned retail facilities nationwide, about 2,600 of which are in the Capital Metro Area.

In September 2015, the U.S. Postal Service Office of Inspector General (OIG) reported on poor working conditions at a Post Office in New Mexico.<sup>1</sup> As a result of the unacceptable conditions found at this office, the OIG is conducting a national series of retail facility condition audits. This is the first in a series of audits that will focus on conditions related to building appearance, safety, and security; customer complaints; workplace environment and violence; and handicap accessibility. As part of this audit, we visited 18 statistically sampled and two judgmentally selected facilities.

## Summary

The Postal Service must improve adherence to building maintenance and safety and security standards and employee working condition requirements at retail facilities. During our facility reviews, we found the following conditions:<sup>2</sup>

- Eleven facilities (55 percent) had lighting issues, such as bulbs needing replacement, missing or broken light covers, insufficient interior and exterior illumination, and U.S. flags not illuminated after dusk.
- Ten facilities (50 percent) had building appearance issues, such as extensive roof leaks, missing or damaged insulation and ceiling tiles, chipped or bubbling paint on walls, rotting windows, dirty floors, and insects in light fixtures.
- Eighteen facilities (90 percent) had potential OSHA building safety and security violations that could result in fines. They included locked or blocked emergency exits, asbestos and mold, improper storage of flammable materials, insect infestation, trip hazards, and exposed electrical outlets and switches.
- Eighteen facilities (90 percent) did not maintain a customer complaint log or monitor whether complaints were resolved timely.
- Sixteen facilities (80 percent) did not display Poster CA-10<sup>3</sup> informing employees of what to do when injured at work.

<sup>1</sup> *Working Conditions at the [redacted] Post Office* (Report Number [HR-MA-15-004](#), dated September 2, 2015).

<sup>2</sup> Some facilities may have more than one condition cited.

<sup>3</sup> *What a Federal Employee Should Do When Injured at Work*.

***These conditions were due to a lack of focus on cleaning and general repairs (such as replacing light bulbs and fixtures) and landlords not performing requested repairs or maintaining roofs to prevent interior damage.***

- Six facilities (30 percent) did not display Poster 7<sup>4</sup> related to proper conduct on Postal Service property.
- Eight facilities (40 percent) had security issues, such as unlocked doors and vehicles, unsecured mail, non-functioning safes, and gates that did not function as designed.
- All 20 facilities were compliant with handicap accessibility requirements.

These conditions were due to a lack of focus on cleaning and general repairs (such as replacing light bulbs and fixtures) and landlords not performing requested repairs or maintaining roofs to prevent interior damage. Management marked some repair requests “complete” when underlying maintenance issues continued and left requests open for several years without addressing them. Some repairs, such as repaving a parking lot and replacing workroom floor tiles, were not considered priority or were not completed due to budgetary constraints. Additionally, there was a general lack of focus on and concern by local management for health, safety, and security issues; monitoring local customer complaints; and ensuring required posters are displayed at facilities. Local management began taking corrective action by addressing some of the building safety issues such as unblocking emergency exits; and displaying missing workplace environment, workplace violence, and OSHA posters identified during our review.

Although the Postal Service performs periodic building maintenance and safety inspections, it does not assess building appearance and other important factors that impact the overall retail experience, such as cleanliness and basic repairs. Focusing on these areas would reduce the Postal Service’s exposure to OSHA fines; poor employee morale and increased turnover; the risk of injuries to customers and employees; and any costs associated with injuries, such as workers’ compensation claims, loss of work and productivity, and lawsuits. Poorly maintained and unappealing lobbies can also reduce brand loyalty, which impacts revenue. For a summary of the facilities we reviewed and our results, see [Appendix B](#).

## **Building Appearance**

We have determined that the Postal Service must improve the appearance of its retail facilities based on the following:

- Eleven of the 20 facilities we reviewed (55 percent) had lighting issues, including insufficient interior and exterior lighting. The issues ranged from several light fixtures being burned out in lobbies to a facility with up to 50 percent of its interior lights burned out. For example:
  - At one facility, none of the exterior lights were working.
  - At one facility, a clerk brought in a desk lamp to illuminate the retail counter for customers.
  - At two facilities the U.S. flag was not properly illuminated after dusk.
- Ten facilities we reviewed (50 percent) had issues related to the repair and maintenance of roofs, gutters, ceilings, flooring, and walls. These issues resulted in damaged or missing insulation and lighting; stained or missing ceiling tiles; and damaged retail Post Office boxes, walls, and rotting windows.

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<sup>4</sup> *Rules and Regulations Governing Conduct on Postal Property.*

- In one instance, metal trash receptacles, postal tubs and trays, and plastic trash can liners were used on retail counters and floors to prevent water from pooling in the lobby and retail area; and caution tape was used to restrict access to these areas. The facility manager stated that the roof had been leaking for some time (see Figures 1 and 2). Facility management had requested repairs in the same area dating back to 2014 and five additional roof leaks were reported in the month following our observations.
- At other facilities, we found damaged, stained, or missing ceiling tiles and water-stained walls. For example:
  - Two facilities had issues with birds and squirrels accessing facility work areas through damaged roofs (see [Figure 3](#)).
  - Four facilities had chipped and cracked floor tiles, some marked with asbestos.
  - Some facilities needed fresh paint due to dirt and wear or had mold on walls and ceilings, leaking windows patched with tape, dirty vent covers and ceiling fans, or missing or damaged light covers (see [Figures 4 and 5](#)).

**Figure 1: Roof and Maintenance Deficiencies Impacting Retail Operations**



Source: OIG photograph taken December 1, 2015, by an unidentified Postal Service employee, Bethabara Station, Winston-Salem, NC.

**Figure 2: Roof and Maintenance Deficiencies Impacting Retail Operations**



Source: OIG photograph taken December 1, 2015, by an unidentified Postal Service employee, Bethabara Station, Winston-Salem, NC.

**Figure 3: Hole in Ceiling Where Birds Entered Work Area**



Source: OIG photograph taken February 2, 2016, Main Post Office, Cavetown, MD.

**Figure 4: Bubbling and Peeling Paint in Lobby**



Source: OIG photograph taken January 27, 2016, Main Post Office, Potecasi, NC.

- Nine facilities (45 percent) had cleanliness issues, ranging from minor items, such as cobwebs, dead insects in light fixtures, damaged countertops, and dust and dirt to more prominent issues such as unswept floors, full trash receptacles, and broken signage (see Figures 6 and 7).
- At one facility, Priority Mail® tape was used to repair light fixtures, windows, and countertops; and at another facility, tape was used to secure broken chains on pens customers use and to secure baseboards to walls (see Figure 8).

**Figure 5: Lobby Maintenance and Window Issues**



Source: OIG photograph taken January 27, 2016, Main Post Office, Potecasi, NC.

**Figure 6: Damaged Countertop**



Source: OIG photograph taken January 13, 2016, Main Post Office, Burlington, NC.

**Postal Service facility managers are required to maintain postal facilities and ensure that they are orderly, clean, and attractive.**

**Figure 7: Insects in Light Fixtures**



Source: OIG photograph taken January 27, 2016, Main Post Office, Potecasi, NC.

**Figure 8: Lobby Maintenance Issues**



Source: OIG, photograph taken January 12, 2016, Bethabara Station, Winston-Salem, NC.

- One facility had poorly marked lanes of travel in the parking lot.
- One facility had equipment stored outside, including a lawn mower, generator, and wheelbarrow, even though there was a nearby shed with storage room.

Postal Service facility managers are required to maintain postal facilities and ensure that they are orderly, clean, and attractive.<sup>5</sup> However, we found facility managers who gave little attention to cleaning, general maintenance, and repairs; or to landlords failing to perform requested repairs or maintain roofs to prevent interior damage. We found local management left requests open for several years without addressing them or repeatedly requested only minor repairs to facilities when more comprehensive repairs were needed. For example, one leased facility where we observed extensive damage to the interior of the building had 20 roof issues recorded in the Facilities Single Source Provider (FSSP)<sup>6</sup> system dating back to 2005. This facility also received an OSHA complaint on January 13, 2016, for the roofing issues. We found that some repairs, such as repaving a parking lot and replacing workroom floor tiles, were not considered priority and were not completed due to budgetary constraints.

For many customers, the retail facility is their only close-up view of postal operations. Therefore; the facility's appearance directly affects the Postal Service's public image. Poorly maintained and unappealing lobbies can also reduce brand loyalty, which impacts revenue.

<sup>5</sup> *Postal Operations Manual*, Issue 9, March 2015, requires postal managers to allocate and use available resources as necessary to ensure that postal retail services are available and accessible to customers in a timely, efficient manner and in an orderly, clean, and attractive environment.

<sup>6</sup> FSSP consolidates all facilities' repair and alteration requests.

***We found 51 potential OSHA violations that could be subject to fines at 18 of the 20 facilities we visited.***

## **Building Safety and Security**

The Postal Service must improve building safety and security at its facilities; and increase protection against theft, robberies, and workplace violence.

### **Building Safety**

We found 51 potential OSHA violations that could be subject to fines at 18 of the 20 facilities we visited.

The violations included:

- Locked or blocked emergency exits<sup>7</sup>
- Sanitary issues relating to leaking plumbing fixtures and roof leaks
- Trip hazards
- Asbestos and mold
- Exposed electrical outlets and electrical boxes
- Roof leaks
- Potential “struck by” hazards<sup>8</sup>
- Inadequate lighting
- Missing OSHA posters
- Dangers such as unsecured equipment, missing Material Safety Data Sheets that inform employees about hazardous materials and how to minimize exposure to them, insect infestations, storage of flammable materials, and crush hazards.

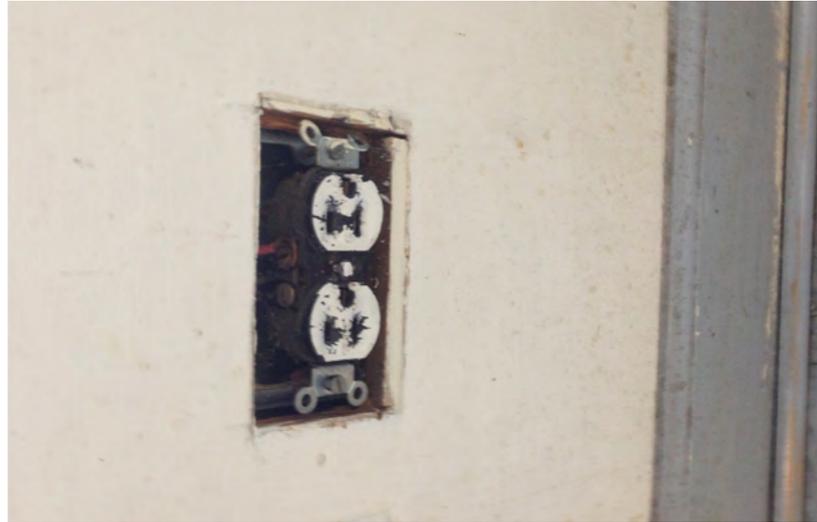
These conditions occurred due to a general absence of focus on and concern for health and safety issues at facilities (see [Figures 9 and 10](#)).

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<sup>7</sup> Some of the blocked exits were corrected during the observations.

<sup>8</sup> “Struck by” injuries can occur when storage racks, shelves, or cabinets are not securely anchored to the floor or wall to prevent tipping or falling.

**Figure 9: Exposed Electrical Outlet**



Source: OIG photograph taken January 19, 2016, Eutaw Station, Fayetteville, NC.

**Figure 10: Blocked Exit**



Source: OIG photograph taken January 19, 2016, Eutaw Station, Fayetteville, NC.

The Postal Service is required to maintain a safe environment for both employees and customers. Unsafe work conditions can effect employee morale and increase employee turnover. In addition, the Postal Service must follow federal safety laws and is subject to OSHA safety inspections and fines. During these inspections, OSHA inspectors have the discretion to waive a fine if the issue is immediately resolved. Fines typically range from \$3,000 to \$7,000 per violation, but they can increase by 10 percent if they are repeated within 5 years, even at different locations. Additionally, a \$7,000 fine can increase to \$70,000 if OSHA considers the violation willful. For fiscal year (FY) 2015, OSHA levied fines against the Postal Service totaling more than \$1.4 million.

Based on 39 potentially finable OSHA violations at 16 statistically selected facilities,<sup>9</sup> we projected there are 5,640 violations that could be subject to fines across the 2,603 retail facilities in the Capital Metro Area. If the violations found at the sample facilities were found at the other retail facilities in the Capital Metro Area, their expected monetary value, assuming the minimum fine of \$3,300<sup>10</sup> each, would be \$18,611,450. Attention to these areas will reduce the Postal Service's exposure to risk of injuries to customers and employees; and related costs such as workers' compensation claims, loss of work and productivity, lawsuits; and OSHA fines and penalties. Poorly maintained and unappealing lobbies can also reduce brand loyalty, which impacts revenue.

### **Building Security**

The Postal Service can also improve security at its facilities and yards.

- At eight facilities (40 percent) we found security issues, such as unlocked doors and vehicles, unsecured mail, non-functioning safes, and gates that did not function as designed.
- In one instance where we noted an unlocked door, facility management indicated that the door enabling access to the entire facility may have been unsecured for several months.

<sup>9</sup> We did not include the two judgmentally selected facilities in the expected monetary value calculations because they were not part of the statistical sample.

<sup>10</sup> OSHA's minimum fine is \$3,000 for these types of violations; however, a 10 percent increase is added for repeat violations or a history of violations. Our calculations are conservative; the amount used for expected monetary value of these violations is the minimum plus the 10 percent repeat violation escalation, or \$3,300.

- At another facility where we noticed non-functioning gates and unlocked doors, the manager acknowledged a security risk by stating that some customers accessed the facility through the yard and unlocked side doors to retrieve their mail so the retail clerks did not have to leave the retail desk.
- At a third facility, local management submitted a repair request for a non-functioning safe in 2007, and it was finally resolved as a result of our review.
- At another facility, we found a vehicle left unlocked overnight and numerous vehicles left unattended with mail in them.

Management is responsible for ensuring compliance with security policies to afford maximum protection of Postal Service employees, funds, and property. Postal Service policy states that employees must firmly adhere to the policy of locking doors.<sup>11</sup> In addition, general safety rules and regulations<sup>12</sup> prohibit personnel from propping doors open or disabling door locks and also require that all gates function as designed. These conditions occurred due to a general lack of focus on and concern for security issues at facilities. As a result, there is an increased risk of crime, such as mail tampering, robbery, and theft.

## Customer Complaints

We found that 18 of the 20 facilities we visited (90 percent) did not maintain a customer complaint log or monitor the timeliness of initial contact or final responses to customers because the facilities were not aware of the requirement. As part of the Postal Service's Delivering Results, Innovation, Value, and Efficiency (DRIVE) initiative on the customer experience,<sup>13</sup> the Consumer and Industry Affairs group is responsible for collaborating with internal stakeholders to develop, monitor, and respond to key metrics that measure customer satisfaction. Consumer and Industry Affairs captures extensive consumer complaint information, such as repeat complaints and overall customer satisfaction from the Postal Service's website and customer service hotline. Currently, the Postal Service's Enterprise Customer Care (eCC)<sup>14</sup> database reports only track complaints logged into the USPS.com website and those made via the toll-free telephone number (1-800-ASK-USPS).

In a previous OIG report<sup>15</sup> we noted that Consumer and Industry Affairs did not have visibility into customer complaints made at local post offices because postmasters are not required to record local complaints in the eCC database. Instead, they must keep a log and address the complaints made directly to their facility. We recommended the Postal Service update its policy to require local postmasters to record local complaints in the eCC database and include that information in customer complaint performance reports.

In response to our finding, management stated they planned a pilot program where a local Post Office would enter customer complaints into the eCC database using technology such as an electronic tablet. Management intended to evaluate the results of the pilot program and develop a business case for senior management to review and decide on the next steps by September 30, 2015. However, as of February 2016, management has not initiated the pilot program because supporting technology is

11 Handbook PO-209, *Retail Operations Handbook*, October 2012, Section 6-11.3.6.1, Securing Doors, requires employees to firmly adhere to the policy of locking doors. Management is responsible for ensuring compliance to afford maximum protection of Postal Service employees, funds, and property.

12 Handbook EL-801, *Supervisor's Safety Handbook*, May 2014, General Safety Rules and Regulations, Section 8-16, requires facility managers to make periodic checks of the building and grounds to ensure that lighting and gates are functioning as designed and states that door locks must not be disabled or doors propped open.

13 DRIVE is both a portfolio of strategic initiatives and a management process to improve business strategy development and execution. *Customer Experience* is DRIVE Initiative 25.

14 The eCC application is a case management system that is used to manage customer complaints. The application provides the ability for clear and consistent customer responses, actionable data for root cause analysis, and flexible reporting of customer issues to identify trends. It also provides Consumer & Industry Contact Offices and local post offices with email functionality for resolving customer complaints.

15 *Deputy Postmaster General's Use of Data* (Report Number [SM-AR-15-002](#), dated March 19, 2015).

not available. They stated, in the interim, complaints presented at a Post Office by telephone or “walk in” will continue to be documented on the customer complaint control log.<sup>16</sup> As noted above, local management does not always follow this process. Not capturing customers’ complaints or responding timely to them negatively impacts the Postal Service’s reputation and could lead customers to take their business to competitors.

## Workplace Environment and Workplace Violence

The Postal Service can improve its posting of workplace environment information and readiness in the event of an emergency. For the 20 facilities we visited, we found that:

- Sixteen (80 percent) did not display Poster CA-10, which informs employees of what to do when injured at work.
- Eleven (55 percent) did not display the OSHA posters 3165 *Job Safety and Health Protection* (in English) and 3167 (in Spanish).<sup>17</sup>
- Eight (40 percent) did not have emergency contact numbers posted by telephones.
- Seven (35 percent) did not display the Zero Tolerance Policy and Procedures poster.
- Six (30 percent) did not display Poster 7 related to proper conduct on Postal Service property.
- Three (15 percent) did not have FPPs displayed.
- One (5 percent) did not have an EAP displayed.

The Postal Service is positioning itself to meet its current and future business objectives by maintaining a skilled and ready workforce that is diverse, engaged, efficient, and safe. Its existing policy<sup>18</sup> is a critical tool to understanding and implementing the programs and processes that contribute to this goal. The policy requires posting of information to employees in a conspicuous place.

Additionally, the Postal Service has an obligation to provide its employees with a safe and healthful place to work and has guidance<sup>19</sup> on responding to and assessing the seriousness of violent and potentially violent situations. This guide requires that management display the *Zero Tolerance Policy and Procedures* poster at facilities. The Postal Service also has policies, regulations, and procedures relating to the retail operations<sup>20</sup> and conduct on Postal Service property. One requirement is that Poster 7 be posted in a conspicuous place.

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<sup>16</sup> *Postal Operations Manual*, Section 164.4, Consumer Services, requires postmasters and station or branch managers to maintain one or more customer complaint control logs. In addition, Section 165.1 requires initial customer contact within 1 business day of receiving a complaint and a final response within 3 business days.

<sup>17</sup> The OSHA poster outlines management responsibilities and employee responsibilities and rights under the OSHA.

<sup>18</sup> ELM Issue 40, March 2016, requires posting of the CA-10, and OSHA posters, emergency telephone numbers by every telephone, and EAP and FPPs at facilities with more than 10 employees. The EAP, at a minimum, graphically depicts emergency escape route assignments, locations of fire alarms and extinguishers, and emergency evacuation procedures. The plan identifies individuals responsible for specific assignments in the event of an emergency.

<sup>19</sup> Publication 108, *Threat Assessment Team Guide*, dated May 2015, requires the *Zero Tolerance Policy and Reporting Procedures* be disseminated to employees by Quarter 2 of each fiscal year, and for it to be posted in a conspicuous place. The poster identifies employee rights and management responsibilities relating to a work environment that is free of harassment and other inappropriate conduct such as discrimination.

<sup>20</sup> *Postal Operations Manual*, Issue 9, dated July 2002, Section 124, provides rules and regulations for conduct on all real property under the charge and control of the Postal Service. Section 124.1 requires Poster 7 be kept posted in a conspicuous place on all such property.

***Policies and procedures exist to specify how lobbies should be maintained and how to request maintenance and repairs.***

Information was not posted because managers did not notice when the documents were missing, did not replace or update them, or did not enforce the requirement to post them. Consistently displaying the required posters, ensures employees are aware of what to do in an emergency and of their rights and responsibilities relating to discrimination in the workplace. Management took immediate corrective action at 18 of the facilities when we notified them of the missing posters.

### **Handicap Accessibility**

All 20 facilities we visited complied with handicap accessibility requirements. The Postal Service's policy is to value and manage the diversity of employees and customers, including those with disabilities. It is subject to the Architectural Barriers Act of 1968, which requires facilities to be handicap accessible. The Postal Service should continue its efforts to promote accessibility to employees and customers with disabilities.

### **Facility Inspections**

We found the Postal Service is missing an opportunity to make facilities more welcoming to the public and fully adhere to existing security policies. Policies and procedures exist to specify how lobbies should be maintained and how to request maintenance and repairs. In addition, the Postal Service requires that facilities and grounds be properly secured to protect employees and discourage crime.

As part of its facilities management, the Postal Service's Repair and Alterations group performs periodic inspections to identify maintenance issues. In addition, Employee Resource Management conducts safety inspections with an overall goal to eliminate hazards and risks that cause accidents and to create a safe work environment that complies with OSHA regulations. While these inspections identify many issues, they do not address the visual appearance of lobbies, cleanliness, and maintenance from a customer's perspective; or the need for security improvements. Enhancing existing inspections to include assessment of facility security, cleanliness, and the need for minor repairs would improve compliance with existing policies and procedures.

# Recommendations

We recommend the vice president, Capital Metro Area, in coordination with the vice president, Facilities:

1. Develop an action plan to address all building maintenance, safety, security, workplace environment and workplace violence policy issues identified during our review. This plan should include a timeline for when items will be completed.

We recommend the vice president, Capital Metro Area:

2. Coordinate training to reinforce Postal Service policies and procedures relating to:

- Maintenance and cleaning standards to improve the customer retail experience;
- Safety standards to prevent injuries to employees and customers and to reduce the Postal Service's exposure to Occupational Safety and Health Administration fines;
- Security standards for facilities, yards, and vehicles to protect employees, Postal Service property, and mail;
- Maintenance of customer complaint logs so customer complaints are recorded, tracked, and resolved timely;
- Consistent display of required posters so they are available to employees; and
- Maintenance, display, and communication of an Emergency Action Plan and Fire Protection Plan so employees know what to do in the event of an emergency.

We recommend the vice president, Facilities:

3. Revise current policies to improve coordination among Facilities personnel, facility managers, and lessors to resolve issues and make timely repairs before they escalate, resulting in unsafe conditions for both employees and customers.

We recommend the vice president, Employee Resource Management, in coordination with the vice president, Retail and Customer Service Operations:

4. Reassess the safety inspection process to include an assessment of facility security, repair, and cleanliness issues.

## Management's Comments

Management agreed with our recommendations but disagreed with the method we used to determine the other impact amount of \$18,611,450 related to physical safety and security concerns. Regarding recommendation 1, management agreed to develop an action plan to address outstanding building maintenance, safety, security, workplace environment, and workplace violence policy issues at the 18 facilities identified in the report. The plan will include specific items remaining unabated and a timeline for completing each identified item. The plan will also include a timeline for repairing items which require ordering of parts or materials and securing a contractor to facilitate repairs. The target implementation date is July 31, 2016.

Regarding recommendation 2, management agreed to reinforce existing policies and procedures with all site managers and will reissue the cleaning standards in MS-47 to offices with career custodial staff. Management will publish contractual requirements for offices with contract cleaners and reinforce the importance of installation heads ensuring that contract cleaners meet these requirements. Management will also issue guidance to all supervisors and managers to reinforce Postal Service policies and procedures related to safety, security, maintenance of customer complaint logs, and requirements for posting Emergency Action and Fire Protection Plans. The target implementation date is August 15, 2016.

Regarding recommendation 3, management will re-evaluate current policies to improve coordination among Facilities personnel, facility managers, and lessors to resolve issues and make timely repairs before they escalate. Facilities will coordinate with Postal Maintenance Operations to support timely repairs with a target implementation date of December 31, 2016.

Regarding recommendation 4, management agreed to reassess the safety inspection process and recommend increasing communication with field representatives performing safety inspections. Management will develop additional communication to reinforce the inspection process and stress the importance of performing complete and accurate inspections at all facilities. The target implementation date is August 1, 2016.

Management disagreed with the method the OIG used to determine the impact to physical safety and security and questioned the qualifications of OIG personnel who performed the audits. Management contended the auditors have not been officially trained in OSHA compliance and arbitrarily assessed whether the issues discovered were citable OSHA violations.

Management stated the report was written to indicate the 39 documented issues were, without question, violations and contended that many of them could have been remediated on site and would not lead to a citation or fine. Management also stated that using the percentage of occurrences as a factor, when applied to over 2,600 facilities, exaggerates the number of fines that might be applied to the Postal Service's rented or owned facilities. Finally management stated that the OIG did not take into account other considerations, such as actions a lessor may have taken or planned to take to rectify situations that would mitigate or eliminate possible OSHA citations.

See [Appendix C](#) for management's comments in their entirety.

## **Evaluation of Management's Comments**

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

Regarding the other impact, the OIG calculated it using sound methodology and a valid statistical sample of retail facilities in the Capital Metro Area. The auditors did not arbitrarily assess whether an issue they discovered could be considered a citable OSHA violation, but based assessments on criteria OSHA has used in the past to determine comparable violations and levy fines against the Postal Service for similar issues. Further, we did not state the 39 documented issues were, without question violations, but instead noted the issues were "potential" violations.

Management stated they could have remediated a large majority of the issues on site and would have avoided a citation or fine; however, they had not addressed these issues at the time of our review and there is no guarantee they would have been remediated at the time of an OSHA inspector's review. Further, we used a very conservative approach in our calculations by using

the minimum OSHA fine amount and removing costs associated with potential damage to property; physical injury to employees or customers; poor employee morale; increased employee turnover; and lawsuits or workers' compensation claims.

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

# Appendices

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## Appendix A: Additional Information

### Background

The Postal Service has more than 30,000 retail facilities nationwide. The majority of these properties — about 25,000 — are leased and some have been occupied for more than 100 years. The Capital Metro Area has 2,603 retail facilities — about 74 percent are leased and 25 percent are owned.<sup>21</sup> The Postal Service is responsible for maintaining owned facilities and the owners of leased properties are responsible for building maintenance specified in individual lease agreements. The Post Office lobby is the principal business office of the Postal Service and is the only close-up view of postal operations for many customers; therefore, its appearance, convenience, and efficiency directly affects the Postal Service's public image.

The Postal Service is required to maintain a safe environment for both employees and customers and follow OSHA safety laws. It also has its own general policies and procedures regarding safety and security and the cleanliness and appearance of lobbies and facilities.

In September 2015, the OIG issued a management alert that identified poor working conditions at a Post Office in New Mexico. We found problems with heating and air conditioning, lighting, and electrical and plumbing systems, as well as deteriorating building conditions. Management agreed with our recommendations to resolve the identified problems, conduct periodic observations, develop an action plan, and provide safety training to employees. As a result of the unacceptable conditions found at the [REDACTED] Post Office, the OIG is conducting a series of facility condition reviews at retail facilities nationwide.

### Objective, Scope, and Methodology

Our objective was to determine whether Postal Service management adhered to building maintenance, safety, and security standards; and employee working condition requirements at retail facilities.

To accomplish our objective we:

- Developed a checklist that focused on facility appearance, facility safety and security, customer complaints, workplace environment and violence, and handicap accessibility.
- Statistically sampled 17 facilities in eight districts in the Capital Metro Area and identified five alternate facilities<sup>22</sup> for each primary facility in the sample.
- Conducted unannounced observations during January and February 2016 at all 17 statistically selected facilities and one alternate facility (see [Table 1](#)). We also visited two additional facilities in March 2016, based on Postal Service employee referrals and OIG observations.
- Interviewed facility managers and Postal Service personnel about inspections, policies and procedures, and other matters relating to facility management. We reviewed our completed checklists with facility managers and also provided checklists and photographs to Capital Metro Area and Postal Service Headquarters managers.

<sup>21</sup> The remaining 1 percent of the properties are either General Services Administration property, military property, or another federal property.

<sup>22</sup> Alternate facilities were identified in the event it was impractical to visit a primary facility, such as island locations or mall kiosks.

- Reviewed facility repair and maintenance requests entered into the FSSP, facility inspections captured in the Infrastructure Condition Assessment Model (ICAM)<sup>23</sup> database, and Employee Resource Management safety inspections.
- Interviewed OSHA representatives to gain insight into violations and fines and reviewed prior fines levied against the Postal Service for violations resulting from OSHA inspections.

**Table 1: Facilities Visited in the Capital Metro Area**

Count	Facility ID	District	Leased Owned	Unit Name	Street Address	City, State
1	120468001	Atlanta	Leased	Eastwood Station	1926 Hosea L Williams Drive, NE	Atlanta, GA
2	120968002	Atlanta	Leased	Main Office	5940 Bostwick Road	Bostwick, GA
3	231512001	Baltimore	Leased	Main Office	22509 Cavetown Church Road	Cavetown, MD
4	232520002	Baltimore	Leased	Main Office	820 W Central Avenue	Davidsonville, MD
5	230414003	Capital	Leased	Main Office	22110 Beallsville Road	Barnesville, MD
6*	235130G01	Capital	Owned	Main Office	324 Main Street	Laurel, MD
7*	235130005	Capital	Leased	Montpelier Station	12625 Laurel Bowie Road	Laurel, MD
8	455480001	Greater South Carolina	Leased	Main Office	201 N Main Street	McColl, SC
9	450420003	Greater South Carolina	Leased	Main Office	1720 Dutch Fork Road, Suite A	Ballentine, SC
10	361088001	Greensboro	Leased	Main Office	405 Maple Avenue	Burlington, NC
11	368712026	Greensboro	Leased	Bethabara Station	7840 N Point Boulevard	Winston Salem, NC
12	366248002	Greensboro	Leased	Main Office	3185 NC Highway 35	Potecasi, NC
13	361308002	Mid-Carolinas	Leased	Main Office	3553 Cedar Island Road	Cedar Island, NC
14	451340001	Mid-Carolinas	Leased	Main Office	4795 Cureton Ferry Road	Catawba, SC

<sup>23</sup> ICAM is the system for recording and maintaining inspections.

Count	Facility ID	District	Leased Owned	Unit Name	Street Address	City, State
15**	365560001	Mid-Carolinas	Leased	Main Office	208 Fayetteville Street	Newton Grove, NC
16	362680002	Mid-Carolinas	Leased	Eutaw Station	816 Elm Street	Fayetteville, NC
17	515346G03	Northern Virginia	Owned	Main Office	15 N Church Street	Lovettsville, VA
18	516426G08	Richmond	Owned	Patrick Henry Station	685 Turnberry Boulevard	Newport News, VA
19	519785003	Richmond	Leased	Main Office	4457 Willis Wharf Road	Willis Wharf, VA
20	515772G01	Richmond	Owned	Main Office	8050 Mechanicsville Turnpike	Mechanicsville, VA

Source: OIG statistical sample from the Postal Service's electronic Facility Management System.

\* The two Laurel, MD, facilities were judgmentally selected facilities and not part of the statistical sample.

\*\* Newton Grove, NC, was an alternate facility.

We conducted this performance audit from December 2015 through July 2016, in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit 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 on June 7, 2016, and included their comments where appropriate.

We obtained facility information from the electronic Facility Management System<sup>24</sup> and compared a statistical sample of retail facilities to the ICAM database and mapping applications to verify the facilities' existence. We determined that the data were sufficiently reliable for the purposes of this report.

## Prior Audit Coverage

Report Title	Report Number	Final Report Date	Monetary Impact (in millions)
<i>Working Conditions at the [REDACTED] Post Office</i>	<a href="#">HR-MA-15-004</a>	9/2/2015	None

**Report Results:** Our report found that working conditions at the [REDACTED] Post Office were unacceptable. Heating and air at the facility had been inadequate for 6 years; and we found issues with lighting, electrical wiring, plumbing, and bathroom fixtures; cracked windows; water damage; and cockroach infestation. We recommended management resolve building and equipment conditions that require repair or maintenance, establish procedures for the manager, Post Office Operations, to conduct periodic observations at the Post Office to assess working conditions and create an action plan to resolve any issues that could affect employee health and safety, and provide Safety Toolkit training to facility coordinators. Management agreed with the recommendations.

<sup>24</sup> The official record for real property inventory and the management system for administering all property related projects including acquisition, design, construction, disposal, repairs, health and safety mitigation, and property inspections. In addition, the program manages all aspects of the Postal Service property leasing program.

Report Title	Report Number	Final Report Date	Monetary Impact (in millions)
<i>Deputy Postmaster General Use of Data</i>	SM-AR-15-002	3/19/2015	None
<p><b>Report Results:</b> Our report found the deputy postmaster general can improve the use of customer complaint data to manage the customer experience and enhance access to government relations information affecting the Postal Service. Specifically, Consumer and Industry Affairs did not have visibility into customer complaints made at local post offices and postmasters were not required to record local complaints into the Postal Service's customer complaint database. We recommended, among other things, policy updates to require local postmasters to record local complaints in the eCC database and inclusion of that information into customer complaint performance reports. Management agreed to implement the recommendations.</p>			
<i>Retail Customer Experience Program</i>	MS-AR-13-010	7/9/2013	\$54.5
<p><b>Report Results:</b> Our report found the Postal Service has an opportunity to improve the effectiveness of its Retail Customer Experience (RCE) Program by placing a greater emphasis on customer satisfaction and revenue generation. The program scoring system did not sufficiently factor in customer satisfaction and revenue growth variables. As a result, the OIG estimated the Postal Service could generate \$15.4 million in additional revenue in FY 2014 if it placed greater emphasis on revenue generation and customer satisfaction variables in the RCE Program's scoring system. Management disagreed with the recommendation; however, they agreed to evaluate the RCE Program, assess the value generated by this program, and review Wait-Time-in-Line criteria.</p>			

## Appendix B: Fieldwork Observation Summary

District	Atlanta		Baltimore		Capital			Greater SC		Greensboro			Mid-Carolinas				No VA	Richmond			Totals			Deficiency %
Facility	Atlanta, GA	Bostwick, GA	Cavetown, MD	Davidsonville, MD	Barnesville, MD	Laurel, MD (Laurel PO and Annex)	Laurel, MD (Montpelier Station)	McColl, SC	Ballentine, SC	Burlington, NC	Winston-Salem, NC	Potecasi, NC	Cedar Island, NC	Catawba, SC	Fayetteville, NC	Newton Grove, NC	Lovettsville, VA	Newport News, VA	Willis Wharf, VA	Mechanicsville, VA	No Issue	Deficiency	Not Applicable or Not Observed	
<b>Building Appearance</b>																								
Is the building clean and well maintained?	✓	✓	D	D	✓	D	D	D	✓	✓	D	D	✓	✓	D	✓	✓	✓	✓	D	11	9	0	45%
Are paint, plaster, wall, floor, and ceiling coverings in good condition?	D	D	D	✓	✓	D	D	✓	✓	✓	D	D	✓	✓	✓	D	✓	D	✓	D	10	10	0	50%
Is the lobby inviting?	D	✓	✓	✓	✓	D	D	✓	✓	✓	D	D	✓	✓	D	D	✓	✓	✓	✓	13	7	0	35%
Is landscaping well maintained and is all excessive equipment removed from the facility?	✓	✓	✓	✓	X <sup>2</sup>	D	X <sup>1</sup>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	X <sup>1</sup>	16	1	3	5%
Is there sufficient lighting inside/outside the facility?	✓	D	✓	D	✓	✓	D	D	✓	D	D	D	✓	✓	D	✓	✓	D	D	D	9	11	0	55%
Are docks, platforms, and parking areas properly marked?	✓	✓	D	✓	✓	D	X <sup>1</sup>	✓	X <sup>1</sup>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	D	15	3	2	15%
<b>Building Safety and Security</b>																								
Are non-retail doors of the facility secured and are all vehicles locked and empty of mail?	✓	✓	✓	✓	D	D	✓	✓	✓	D	D	✓	D*	✓	✓	✓	D	D	✓	D	12	8	0	40%
Is the building free of obvious OSHA safety hazards?	D	✓	D	✓	D	D	D	D	✓	D	D	D	✓	✓	D	✓	✓	D	✓	D	8	12	0	60%
✓ – No deficiency                      D – Deficiency                      X <sup>1</sup> – Not applicable                      X <sup>2</sup> – Not observed																								



District	Atlanta		Baltimore		Capital			Greater SC		Greensboro			Mid-Carolinas				No VA	Richmond			Totals			Deficiency %
	Atlanta, GA	Bostwick, GA	Cavetown, MD	Davidsonville, MD	Barnesville, MD	Laurel, MD (Laurel PO and Annex)	Laurel, MD (Montpelier Station)	McColl, SC	Ballentine, SC	Burlington, NC	Winston-Salem, NC	Potecasi, NC	Cedar Island, NC	Catawba, SC	Fayetteville, NC	Newton Grove, NC	Lovettsville, VA	Newport News, VA	Willis Wharf, VA	Mechanicsville, VA	No Issue	Deficiency	Not Applicable or Not Observed	
The facility FPP (ELM 820) is required at facilities with more than 10 employees. Is the FPP posted for review by employees?	D	X <sup>1</sup>	X <sup>1</sup>	D	X <sup>1</sup>	X <sup>1</sup>	X <sup>1</sup>	X <sup>1</sup>	X <sup>1</sup>	✓	D	X <sup>1</sup>	X <sup>1</sup>	X <sup>1</sup>	✓	X <sup>1</sup>	X <sup>2</sup>	✓	X <sup>1</sup>	X <sup>1</sup>	3	3	14	15%
Are emergency contact numbers placed by each phone? If all phones in the facility do not have emergency contact numbers, is there an alarm system or some other mechanism in place that would justify not having emergency contact numbers by each phone?	D	✓	✓	D	✓	✓	✓	D	D	D	✓	✓	✓	✓	D	✓	D	✓	✓	D	12	8	0	40%
Although not required, does the facility have an OIG poster displayed?	D	✓	✓	D	✓	D	D	✓	D	✓	✓	✓	✓	D	✓	D	✓	✓	✓	D	12	8	0	40%
Does the facility have the Zero Tolerance Policy and Reporting Procedures poster displayed?	D	✓	D	✓	D	D	D	D	✓	✓	✓	✓	✓	D	✓	✓	✓	✓	✓	✓	13	7	0	35%
Does the facility have a 7 Rules and Regulations Governing Conduct on Postal Property poster displayed?	D	✓	D	✓	D	✓	✓	✓	✓	D	D	✓	✓	✓	✓	✓	D	✓	✓	✓	14	6	0	30%
<b>Other</b>																								
Is the facility handicap accessible?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20	0	0	0%
<b>Totals</b>																								
No Issue	6	12	8	10	8	6	6	9	11	13	8	9	17	11	12	12	12	13	14	4				
Deficiency	14	6	10	10	9	13	9	9	6	7	12	9	0	7	8	7	7	7	4	13				
Not Applicable or Not Observed	0	2	2	0	3	1	5	2	3	0	0	2	3	2	0	1	1	0	2	3				

✓ – No deficiency

D – Deficiency

X<sup>1</sup> – Not applicable

X<sup>2</sup> – Not observed

## Appendix C: Management's Comments

AREA VICE PRESIDENT  
CAPITAL METRO AREA OPERATIONS



June 30, 2016

Sherry Fullwood  
Acting Director, Audit Operations  
Office of Inspector General  
United States Postal Service

SUBJECT: Response to OIG Audit Report – Facility Condition Reviews- Capital Metro Area  
(Report Number SM-AR-16-Draft)

Thank you for the opportunity to respond to the OIG Audit of Facility Conditions in the Capital Metro Area. Capital Metro Area does generally agree with the recommendations made during this audit as they pertain to building maintenance and renewed training to emphasize the importance of keeping a safe and clean working environment. Headquarters Facilities, Employee Resource Management, and Retail and Customer Service Operations also agree with the recommendations where included.

Regarding the Other Impacts as outlined on the addendum to the audit, Capital Metro Area strongly disagrees with the method used to determine the impact to Physical Safety and Security and the qualifications of the OIG personnel that performed these audits. We contend the auditors were not officially trained in OSHA compliance and arbitrarily assessed whether an issue they discovered could be considered a citable OSHA violation.

As this report has been written to indicate that the 39 documented issues were without question violations, we contend that this would not be the case in many of the situations shown and that a large majority of the issues could have been remediated on site and would not lead to a citation or fine. Further, the calculation that uses the percentages of occurrences as a factor, when applied to over 2,600 facilities, grossly exaggerates the level of any fines that might be applied to Postal Service rented or owned facilities. Other considerations, such as steps a lessor may have taken or is planning to take to rectify some of the situations outlined in the report that would mitigate or eliminate a possible OSHA citation or fine should an official OSHA representative visit a facility, were not taken into consideration.

### **Recommendation #1**

We recommend the Vice President, Capital Metro Area Operations, in coordination with Vice President, Facilities, develop an action plan to address all building maintenance, safety, security, workplace environment, and workplace violence policy issues identified during our review. This plan should include a timeline for when items will be completed.

**Management Response/ Action Plan**

The Capital Metro Area will implement this recommendation. The Capital Metro Area, working with Area Facilities, will develop an action plan to address all outstanding building maintenance, safety, security, and workplace environment issues in the 18 facilities identified in the report. The plan will include the specific items remaining unabated and a timeline for completion of each identified item. The plan will also include an anticipated timeline for the repair of items which require the ordering of parts, materials, and securing a contractor to facilitate repairs through the Postal Service Facilities program.

**Target Implementation Date**

July 31, 2016

**Responsible Officials**

David Mills, Manager, Human Resources, Capital Metro Area  
Armando Lopez, Manager, Facilities Customer Relations, Capital Metro Area  
Evelyn Jarrell, Manager, Maintenance Operations (A), Capital Metro Area

**Recommendation #2**

We recommend the Vice President, Capital Metro Area Operations, coordinate training to reinforce Postal Service policies and procedures relating to:

- maintenance and cleaning standards to improve the customer retail experience;
- safety standards to prevent injuries to employees and customers and to reduce the Postal Service's exposure to Occupational Safety and Health Administration fines;
- security standards for facilities, yards, and vehicles to protect employees, Postal Service property, and mail;
- maintenance of customer complaint logs so customer complaints are recorded, tracked, and resolved timely;
- consistent display of required posters so they are available to employees; and
- maintenance, display, and communication of Emergency Action Plans and Fire Protection Plans so employees know what to do in the event of an emergency

**Management Response/ Action Plan**

The Capital Metro Area will implement this recommendation by reinforcing existing policies and procedures with all site managers. Capital Metro Area will reissue the cleaning standards in MS-47 to offices with career custodial staff. For offices with contract cleaners, Capital Metro Area will publish the contractual requirements and reinforce the importance of installation heads ensuring that these requirements are being met. We will issue guidance to all supervisors and managers to reinforce Postal Service policies and procedures relating to safety expectations that focus on the prevention of employee and customer injuries and the elimination of safety hazards, guidance outlining security procedures and requirements for facilities, yards and vehicles to protect employees and postal property, guidance on maintaining and using customer

complaint logs, guidance on the permanent posting requirements, and reinforcement of the requirements for the posting of Emergency Action and Fire Protection Plans in facilities.

This guidance will be issued in the form of a series of letters from the Area Vice President, to be disseminated and distributed to all Capital Metro Area District Managers, Senior Plant Managers, and Executive Postmasters. The letters will include the requirement that each District within the Capital Metro Area certify that the policies and procedures have been shared with all supervisors and managers, all required posting requirements have been met, and all required logs are created and maintained.

**Target Implementation Date**

August 15, 2016

**Responsible Officials**

Evelyn Jarrell, Acting Manager, Maintenance (A), Capital Metro Area  
Susan Ward, Manager, Safety, Capital Metro Area  
Tammy Edwards, Manager Marketing, Capital Metro Area

**Recommendation #3**

We recommend the Vice President, Facilities, revise current policies to improve coordination among Facilities personnel, facility managers, and lessors to resolve issues and make timely repairs before they escalate, resulting in unsafe conditions for both employees and customers.

**Management Response / Action Plan**

Management agrees with this recommendation and will re-evaluate our current policies to improve coordination among Facilities personnel, facility managers, and lessors to resolve issues and make timely repairs before they escalate, resulting in unsafe conditions for both employees and customers. In conjunction with this, Facilities will also work hand-in-hand with Postal Maintenance Operations to ensure any coordination gaps with handling repair reporting and repair completion are closed to support timely repairs.

**Target Implementation**

December 31, 2016

**Responsible Official**

Don Mackey, Manager, Repair and Alteration

**Recommendation #4**

We recommend the Vice President, Employee Resource Management, in coordination with the Vice President, Retail and Customer Service Operations reassess the safety inspection process to include an assessment of facility security, repair, and cleanliness issues.

**Management Response / Action Plan**

Management agrees to reassess the process and offer recommendations to increase communication with field representatives performing safety inspections.

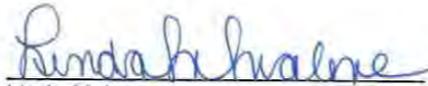
The existing Safety Inspection and Fire Inspection Checklists developed for facilities with 50 or fewer employees contain items that cover the issues of security, repair, and cleanliness. Additional communication will be developed to reinforce the process and stress the importance of performing complete and accurate inspections at all facilities.

**Target Implementation**

August 1, 2016

**Responsible Official**

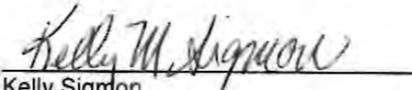
Linda DeCarlo, Manager, Safety & OSHA Compliance Programs



Linda Malone  
Vice President, Capital Metro Area



Nancy Rettinhouse  
Vice President, Employee Resource Management



Kelly Sigmund  
Vice President, Retail and Customer Service Operations



Tom Samra  
Vice President, Facilities



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