



OFFICE OF
**INSPECTOR
GENERAL**
UNITED STATES POSTAL SERVICE

Unscheduled Leave Activity in the Los Angeles District

Management Advisory Report

February 6, 2014

Report Number HR-MA-14-004



BACKGROUND:

Unscheduled leave is defined as "any leave from work that is not requested and approved in advance." All U.S. Postal Service employees are expected to maintain assigned work schedules and avoid taking unscheduled leave. The Postal Service currently has an initiative to increase workforce availability that includes reducing unscheduled leave.

The Los Angeles District had one of the highest unscheduled leave percentages nationwide from fiscal year (FY) 2011 through FY 2013. During this period, unscheduled leave percentages ranged from 11.1 to 13.2 percent. Other districts that had similar-sized workforces during this period had significantly lower unscheduled leave percentages, ranging from 1.8 to 4 percent. Our objective was to assess unscheduled leave activity in the Los Angeles District and identify opportunities for reducing unscheduled leave.

WHAT THE OIG FOUND:

Los Angeles District management need to improve the process for managing unscheduled leave. We found that supervisors did not always regularly monitor unscheduled leave activity. Also, supervisors at the Los Angeles Processing and Distribution Center erroneously added new leave entries during reviews instead of editing existing ones, which may have increased

reported unscheduled leave occurrences. Also, supervisors did not always properly document and maintain attendance records, which could weaken management's ability to take corrective action and effectively address formal disputes. In addition, management did not conduct attendance reviews at the Los Angeles Processing and Distribution Center.

We identified best practices in the San Diego District that, if implemented, may reduce unscheduled leave in the Los Angeles District. We also noted that Los Angeles Processing and Distribution Center employees requested unscheduled leave for consecutive leave days in separate daily requests rather than in date range blocks. This results in multiple unscheduled leave occurrences. If the Los Angeles District does not implement changes, the rate of unscheduled leave may continue to increase, which could affect mail distribution operations.

WHAT THE OIG RECOMMENDED:

We recommended the Los Angeles District manager develop and implement a clearly defined process for monitoring leave activity, ensure supervisors review existing leave entries, and implement control measures to ensure proper documentation and review of leave activity at the highest risk offices.

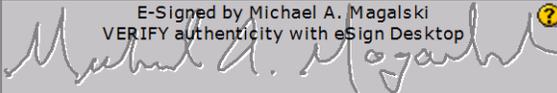
[*Link to review the entire report*](#)



February 6, 2014

MEMORANDUM FOR: EDUARDO H. RUIZ
MANAGER, LOS ANGELES DISTRICT

E-Signed by Michael A. Magalski
VERIFY authenticity with eSign Desktop 



FROM: Michael A. Magalski
Deputy Assistant Inspector General
for Support Operations

SUBJECT: Management Advisory Report – Unscheduled Leave Activity
in the Los Angeles District (Report Number HR-MA-14-004)

This report presents the results of our review of Unscheduled Leave Activity in the Los Angeles District (Project Number 13YG023HR000).

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Lorie Nelson, director, Human Resources and Support, or me at 703-248-2100.

Attachment

cc: Corporate Audit and Response Management

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Introduction

This report presents the results of our self-initiated review of Unscheduled Leave Activity in the Los Angeles District (Project Number 13YG023HR000). Our objective was to evaluate unscheduled leave activity in the Los Angeles District and identify opportunities for reducing unscheduled leave. See [Appendix A](#) for additional information about this review.

Unscheduled leave is defined as "any leave from work that is not requested and approved in advance." Employees are expected to maintain assigned work schedules and avoid taking unscheduled leave. Our workplace environment risk model¹ revealed that the Los Angeles District had one of the highest unscheduled leave percentages nationwide from fiscal years (FY) 2011 through 2013. During this period, its unscheduled leave percentages ranged from 11.1 to 13.2 percent. Other districts that had similar-sized workforces at the time had significantly lower unscheduled leave percentages during this period, ranging from 1.8 to 4 percent. In addition, we found the Los Angeles Processing and Distribution Center (P&DC) had the highest concentration of unscheduled leave, with 27,750 of 82,186 total days (34 percent) for the district in FY 2012. These days represented 22,985 occurrences of 62,710 total occurrences for the district (or 37 percent).

Conclusion

Management needs to improve its process for managing leave to reduce unscheduled leave occurrences² in the Los Angeles District. Within the district, the Los Angeles P&DC had the highest percentage of unscheduled leave occurrences of any office. We determined that supervisors did not regularly monitor employees' unscheduled leave activity. Also, supervisors at the Los Angeles P&DC were erroneously adding leave entries into the Enterprise Resource Management System (eRMS).³ In addition, we determined that supervisors did not always properly complete, file, or secure Postal Service (PS) Forms 3971, Request for or Notification of Absence. Further, management did not conduct attendance reviews regularly at the Los Angeles P&DC.

Los Angeles District management is aware of the high percentage of unscheduled leave and has implemented procedures and practices to reduce absences. However, there are some practices that other districts use which, if implemented, may help management further reduce the rate of unscheduled leave in the Los Angeles District

¹ The U. S. Postal Service Office of Inspector General's (OIG) workplace environment risk model ranks U.S. Postal Service districts in order of risk in different areas such as Equal Employment Opportunity complaints, workers compensation claims, and unscheduled leave.

² Unscheduled leave is defined as any leave from work that is not requested and approved in advance.

³ eRMS records and manages unscheduled leave requests for employees and is designed to identify unscheduled absences and provide managers with attendance information.

and assist the Postal Service in meeting its nationwide goal of increasing workforce availability. These practices include conducting regular meetings with individuals who have the highest unscheduled leave occurrences and conducting reviews with employees each time they return from unscheduled leave.

We also observed that Los Angeles P&DC employees were requesting unscheduled leave in separate daily requests rather than in date range blocks. Although it is not specifically prohibited, this practice could have contributed to excessive unscheduled leave occurrences. If the Los Angeles District does not implement changes, the rate of unscheduled leave in the district may continue to increase, which could affect mail distribution operations.

Monitoring Unscheduled Leave

Some supervisors did not regularly monitor their employees' unscheduled leave activity. Specifically, three of 14 supervisors⁴ interviewed did not monitor their employees' attendance until eRMS identified the employee for taking excessive unscheduled leave.⁵ According to the supervisors, the main priority was to achieve their mail distribution goals. Also, six supervisors indicated monitoring and controlling attendance was their biggest challenge due to lack of resources and time constraints. Supervisors also mentioned that lack of computers and printers on the workroom floor made it difficult for them to adequately monitor attendance and generate PS Forms 3971.

Supervisors are responsible for attendance control for about 30 employees in addition to mail distribution operations. Attendance control duties included monitoring employees' leave activity, generating PS Forms 3971, and identifying disciplinary actions to be taken. The *Labor Relations Role for Leave Management* reference guide⁶ states that a supervisor is responsible for speaking with each employee for every unscheduled absence and/or conducting a quarterly review of the employee's leave.

In FY 2012, management detailed three distribution supervisors to focus directly on employee attendance to reduce excessive sick leave at the Los Angeles P&DC. However, by FY 2013, management eliminated these supervisor detail assignments, returning the supervisors to their original positions because of staffing shortages. In August 2013, the Los Angeles P&DC was authorized to have 72 supervisors; however, it only had 45 permanent supervisors on the payroll at that time. The unit relies heavily on acting supervisors who may not have taken official supervisor training.

When supervisors do not regularly monitor and control employees' leave activity, there is an increased risk of excessive unscheduled leave, which could affect mail distribution operations.

⁴ We interviewed 14 supervisors at the Los Angeles P&DC, including nine permanent supervisors who had taken official supervisor training and five acting supervisors.

⁵ The Los Angeles District designates three unscheduled absences in a fiscal quarter as excessive unscheduled leave and has programmed eRMS to report any employee with three occurrences or more.

⁶ *Labor Relations Role in Leave Management*, Module 1, page 6, September 2012.

Unscheduled Leave Request Entries

We found that some supervisors at the Los Angeles P&DC erroneously added new unscheduled leave entries in eRMS during their review process. Supervisors did not access the employees' eRMS leave entry, created when the leave was initially requested, to take action on the request.

When employees request leave using the Interactive Voice Response (IVR) System,⁷ the system automatically creates an unscheduled leave occurrence in eRMS. Supervisors must approve or deny that occurrence.⁸ The IVR System generates an email notifying the employee's supervisor of the request. The email contains a link that allows the supervisor to navigate to the corresponding leave entry in eRMS to perform the review. However, instead of using the corresponding entry, some supervisors created new leave entries in the system to approve or deny the request.

One supervisor stated that to change incorrect call-in information, such as leave date or time, it is easier to add a leave entry than to edit an existing entry. Another supervisor indicated he was not instructed to use the link in the email. Creating new entries may erroneously increase the number of unscheduled leave occurrences, which may result in inaccurate leave reporting.

Review of Postal Service Forms 3971

Supervisors did not always properly complete, file, or secure PS Forms 3971. Specifically, we reviewed the records of the 20 employees at the Los Angeles P&DC with the most occurrences of unscheduled leave to verify whether their leave had been properly documented. These employees collectively had 2,107 occurrences of unscheduled leave (representing 2,544 days), which represents about 9 percent of total unscheduled leave occurrences at the Los Angeles P&DC in FY 2012. We found:

- Of the 2,544 days of unscheduled leave, 2,336 (92 percent) were not supported by PS Forms 3971.
- Of the 208 PS Forms 3971 reviewed, 27 (13 percent) were missing the supervisor's signature and 122 (59 percent) were missing the employee's signature.
- PS Forms 3971 were stored in an unlocked electrical lateral file cabinet. The cabinet was in an office accessible by all employees.

When employees return to work from an unscheduled absence or a tardy situation, they are required to complete a PS Form 3971.⁹ Supervisors are responsible for approving

⁷ IVR is a system that records an employee's request for unscheduled leave via the telephone. This type of request is referred to as a "call-in."

⁸ *Enterprise Resource Management System, Resource Management Overview*, page 3.

⁹ Handbook F-21, *Time and Attendance*, Section 142.32, page 41, August 2009.

or denying the leave by signing the form and providing a copy to the employee.¹⁰ After the PS Form 3971 is completed, management is required to store it in a secure location to prevent its loss, destruction, or unauthorized use.¹¹

The managers, Distribution Operations, for all three tours¹² stated that the forms should be generated by the supervisor and filed in the tour superintendent's¹³ office. According to management, these files are not locked because supervisors on all tours must access them. In addition, management indicated the forms were previously located in the data center, where access was limited and a supervisor was present. One manager mentioned that, because of a work floor redesign, the forms were moved to the tour superintendent's office. Six of the 14 supervisors interviewed did not always generate PS Forms 3971 because of time constraints or limited resources.

Supervisors who do not properly maintain attendance records and supporting documentation weaken the Postal Service's ability to take corrective action and to effectively address issues grieved through the grievance-arbitration procedures.¹⁴ Management must provide documentation to support disciplinary action taken when employees or union representatives file grievances. Examples of supporting documentation include completed copies of PS Forms 3971 and records of actions taken. In one instance, the Postal Service's process to remove an employee from the payroll due to his failure to maintain an assigned work schedule took about 3 years. Employees who remain on the payroll and continue to use excessive leave may further contribute to the high levels of unscheduled leave in the Los Angeles District.

Leave Reviews

District management did not conduct regular attendance reviews at the Los Angeles P&DC, where the highest concentration of unscheduled leave in the district was occurring. Management had not conducted any attendance reviews at the Los Angeles P&DC in the last year.

Management assigns leave review teams¹⁵ to conduct analyses of unscheduled leave at about six offices per quarter within the district or at offices that management identifies as having the highest risk for unscheduled leave. These offices are selected based on trends of sick leave percentages and analyses of employee leave patterns. During each site visit, the team conducts a leave analysis and reviews PS Forms 3971 and PS Forms 3972, Absence Analysis, and evidence of disciplinary action taken.

¹⁰ Handbook F-21, Section 323.1, page 121, August 2009; *Employee and Labor Relations Manual*, Section 512.422, page 300, September 2013.

¹¹ Handbook F-21, Section 142.35, page 43, August 2009.

¹² Tours refer to the different work shifts. A 24-hour facility has three tours: Tour 1 represents the night shift; Tour 2, the day shift; and Tour 3, the afternoon shift.

¹³ A tour superintendent is a Distribution Operations tour manager.

¹⁴ The process by which the parties to a dispute submit their differences to an impartial person or group appointed by mutual consent or statutory provision to resolve a dispute, difference, disagreement, or complaint between the parties related to wages, hours, and conditions of employment.

¹⁵ Leave review teams may include designees or performance cluster operations managers, finance managers, area/district labor relations personnel, or eRMS district administrators.

The purpose of the attendance review process is to assist performance clusters¹⁶ to achieve compliance with leave management indicators.¹⁷ When asked why they had not conducted reviews regularly at the Los Angeles P&DC, management stated the reviews were implemented at the six highest risk offices, excluding the Los Angeles P&DC, because it was easier to audit smaller offices with fewer employees than to audit a plant with many employees and a 24-hour operation. Management also believed that, with their limited staff, auditing a larger quantity of smaller offices would be more effective in reducing unscheduled leave in the district to meet the Postal Service's nationwide goals.¹⁸

If management does not conduct leave management and analysis at the Los Angeles P&DC, the high number of unscheduled leave occurrences at the office may continue to increase and affect mail distribution operations.

Best Practices

We identified best practices in the San Diego District that, if implemented, could help the Los Angeles District reduce its unscheduled leave occurrences (see [Table 1](#)). The San Diego District had a similar-sized workforce to the Los Angeles District but fewer unscheduled leave occurrences.

¹⁶ A performance cluster denotes a geographic service area and includes a customer service district (responsible for overseeing post offices) and one or more mail processing plants.

¹⁷ *Labor Relations Role in Leave Management*, Module 1, page 6, September 2012.

¹⁸ Delivering, Results, Innovation, Value, and Efficiency Initiative Number 6 includes increasing workforce availability by reducing unscheduled sick leave.

Table 1. Best Practices

eRMS
The Margaret L Sellers (MLS) P&DC had eRMS subject matter experts available to assist supervisors with concerns or problems related to the system.
Monitoring Employee Leave
In the San Diego District when a supervisor is on his or her scheduled day off or on leave, another permanent supervisor usually handles the administrative duties, including attendance control. Normally, permanent supervisors handle attendance control, while acting supervisors primarily assist with mail distribution and cover supervisors who are on leave.
Unscheduled Leave Meeting
MLS P&DC management regularly holds "sick leave escalation" meetings, during which the manager and supervisor, Distribution Operations, and a labor relations specialist review the records of employees with high unscheduled leave occurrences. The group discusses what actions the supervisor has taken and what future actions it plans to take. The group also reviews the employees' eRMS <i>Employee Key Indicators Reports</i> ¹⁹ and PS Forms 3972 for the previous quarter to track their unscheduled leave activity. The manager and labor relations specialist provide feedback to the supervisor to develop an effective action plan to reduce the employees' unscheduled leave. The manager keeps an attendance review log to track the escalation meeting dates, results, and attendees.
Review of PS Forms 3971
Supervisors hold an informal "meet and greet" or "welcome back" meeting with employees when they return to work after an unscheduled absence. This meeting is a way for supervisors to communicate with employees about their absences and to obtain their signatures on PS Forms 3971. Management stores PS Forms 3971 in a locked general filing cabinet with a key controlled by an eRMS specialist and registry personnel.
District Leave Policy
Management provided detailed district leave policies that are posted on the district's website and bulletin boards in the MLS P&DC. In addition, on the website, they provided links to attendance control policies, templates for corrective actions, attendance control tools, available attendance control classes, and a list of management and supervisor roles and responsibilities.

Source: Interviews and observations from the San Diego District, September 9-13, 2013.

Other Matters

During our review of the Los Angeles District's unscheduled leave data, we found Los Angeles P&DC employees were calling their unscheduled leave daily into the IVR System for consecutive leave days instead of calling in once to request a date range of leave. Separate daily call-ins result in multiple unscheduled leave occurrences, while a date range block results in one unscheduled leave occurrence. Although management

¹⁹ The *Employee Key Indicators Report* shows all unscheduled leave activity for an employee by finance number, date, and total leave hours.

stated they do not instruct employees to call in their leave daily, this practice could have contributed to excessive unscheduled leave occurrences.

As shown in [Table 2](#), we found that the number of separate daily call-ins outranked the number of date range call-in blocks in each district we reviewed. However, none had as great a difference between the two types as the Los Angeles P&DC. In Quarter 2 of FY 2012, 3,451 of the total 4,196 call-ins at the Los Angeles P&DC (82 percent) were separate daily call-ins, as opposed to 745 (18 percent) that were in date range blocks. Of the 3,451 separate daily call-ins, 1,116 were consecutive call-ins, meaning an employee took leave on consecutive days but called in on each of those days.

Table 2. P&DC Call-In Data

Call Method	Los Angeles P&DC		Sacramento P&DC		MLS P&DC (San Diego District)		Santa Clarita P&DC		Lansing P&DC (Greater Michigan District)		Birmingham P&DC (Alabama District)	
	Calls	%	Calls	%	Calls	%	Calls	%	Calls	%	Calls	%
Separate daily call-ins	3,451	82%	2,812	66%	539	53%	399	52%	531	79%	761	57%
Call-in blocks	745	18%	1,453	34%	472	47%	3	48%	139	21%	574	43%
Total	4,196	100%	4,265	100%	1,011	100%	762	100%	670	100%	1,335	100%

Source: eRMS Leave Usage Log List Report.

Recommendations

We recommend the manager, Los Angeles District:

1. Develop and implement a clearly defined unscheduled leave activity review process for supervisors to follow that includes schedules for monitoring leave activity and employee discussions as it relates to unscheduled leave control.
2. Instruct supervisors, Distribution Operations, to approve or deny existing unscheduled leave entries by accessing the link contained in the email generated by the Interactive Voice Response System.
3. Implement controls over Postal Service Forms 3971, Request for or Notification of Absence, to ensure proper completion and security.
4. Implement controls to ensure that leave review teams conduct attendance reviews at the highest risk offices with unscheduled leave activity.

Management's Comments

Management agreed with all the recommendations. Regarding recommendation 1, management will provide attendance control training, and trained subject matter experts will be available for each tour to assist with eRMS concerns. Also, supervisors will maintain a binder for employee PS Forms 3972 and will review them quarterly. Managers will review them annually and each review will be documented via signature and date on the form. Further, management will conduct monthly attendance meetings to discuss employee unscheduled absences and associated corrective action. Finally, managers will track the reviews and sick leave percentages. These actions will be completed or implemented by February 28, 2014.

Regarding recommendation 2, management will provide instructions to supervisors and material distribution officers on how to respond to a leave request when it is generated by the IVR System by February 28, 2014.

Regarding recommendation 3, management will provide each unit a filing cabinet dedicated to PS Forms 3971 and 3972, to remain locked at all times. Also, when employees notify management of unscheduled leave, management will put the employee's timecard on the supervisor's desk and direct the employee to complete a PS Form 3971 after returning to work. These actions will be completed or implemented by February 18, 2014.

Regarding recommendation 4, labor relations staff will conduct monthly reviews of the top five offices with respect to unscheduled leave activity. Labor Relations management will track the reviews, ensure that at least three reviews are conducted per month, and share the results with senior management. These actions will be implemented by the end of FY 2014. See [Appendix B](#) 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.

The OIG considers recommendations 1 and 3 significant, and therefore, requires OIG concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. These 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.

Appendix A: Additional Information

Background

Unscheduled leave is defined as "any leave from work that is not requested and approved in advance." Employees are expected to avoid unscheduled leave and maintain their assigned work schedules. Employees are also required to request leave by completing a PS Form 3971 and obtaining approval before taking leave, except in cases of emergency.

Our workplace environment risk model revealed that the Los Angeles District had one of the highest unscheduled leave percentages nationwide in FYs 2011, 2012, and 2013. During this period unscheduled leave percentages ranged from 11.1 to 13.2 percent. Other districts that had similar-sized workforces to Los Angeles had significantly lower unscheduled leave percentages during this period, ranging from 1.8 to 4 percent. In FY 2012, the Los Angeles P&DC had 22,985 occurrences of unscheduled leave of 62,710 total leave occurrences (37 percent). This was more than any other unit in the district, and the highest percentage of unscheduled occurrences in the district. The next highest unit in the district had only 6,621 occurrences (10 percent).

Supervisors use eRMS, which focuses on the effective management of scheduled and unscheduled absences. The system is designed to identify unscheduled absences and to provide supervisors with information to recognize employees with acceptable attendance.

Objective, Scope, and Methodology

Our objective was to assess unscheduled leave activity in the Los Angeles District and identify opportunities for reducing unscheduled leave. To accomplish our objective, we:

- Reviewed FYs 2011, 2012, and 2013 OIG workplace environment risk model data.
- Reviewed FY 2012 eRMS leave data for the Los Angeles, MLS, Sacramento, Santa Clarita, Lansing, and Birmingham P&DCs.
- Researched Postal Service policy on unscheduled leave.
- Interviewed management at the Los Angeles and MLS P&DCs and the eRMS specialists at the MLS P&DC.
- Hosted a blog related to unscheduled leave policies and procedures where many comments cited uncontrollable circumstances as the reason supervisors were unable to manage employees.

We conducted this review from June 2013 through February 2014 in accordance with the Council of the Inspectors General on Integrity and Efficiency, *Quality Standards for*

Inspection and Evaluation. We discussed our observations and conclusions with management on December 30, 2013, and included their comments where appropriate.

We assessed the reliability of eRMS data by judgmentally comparing system data to source documentation. We also interviewed an eRMS analyst who was knowledgeable about the system processes and data. We determined that the data were sufficiently reliable for the purposes of this report.

Prior Audit Coverage

Our prior audit report, *Postal Service Absenteeism* (Report Number [HM-AR-10-001](#), dated February 18, 2010) found the Postal Service's total absenteeism rate for major benefits is comparable to the total absenteeism rate of the federal sector but higher than that of the civilian sector. We found a potential cause for the difference between the sectors' absenteeism rates is that the Postal Service offers more leave benefits than the civilian sector and fewer incentives for employees to accumulate leave. In addition, we determine some supervisors were not complying with attendance control procedures related to unscheduled absences. We also determined that Civil Service Retirement System and Federal Employees Retirement System retirees use comparable amounts of sick leave in the last years before they retire.

Appendix B: Management's Comments



Date 01/27/2014

To: Judith Leonhart
 Director, Audit Operations

SUBJECT: Unscheduled Leave Activity (Project Number 13YG023HR000)

Management agrees with the finding of the review.

Recommendation 1.

Develop and implement a clearly defined unscheduled leave activity review process for supervisors to follow that includes schedules for monitoring leave activity and employee discussions as it relates to unscheduled leave control.

Managements Response:

Agree. There is not currently a review process in place that indicates that unscheduled absences are consistently being addressed. Hard copies of PS 3972's are not being used and PS 3971's are not being completed or filed correctly.

To ensure compliance with this recommendation attendance control training will be provided.

- Each tour will receive attendance control training.
- Each tour will have a trained subject matter expert available to assist the supervisor with ERMS concerns
- Hard copies of PS 3972's will be ordered and utilized and reviewed every quarter by the supervisor and once a year by the manager. The review will be documented with a signature and a date on the PS 3972.
- Each supervisor will maintain a 3972 binder for the employee in their pay location
- At least once a month there will be an attendance meeting. During the meeting the supervisor will discuss any unscheduled absences in his/her unit and produce any corrective action that was issued for the month. The supervisor will produce the 3972's for the unit indicating that the monthly review by the Supervisor has been conducted. On every third (3rd) monthly meeting the MDO/Manager will review the 3972's and document the review on the form. All completed 3971's will be presented for review with the 3972's. The Manager will track the reviews and sick leave percentages.

Target Implementation Date:

- Target completion date for attendance control training 02/28/2014
- Target completion date for ERMS training 02/15/2014
- The 3972's was ordered by Human Recourses and is expected to arrive 02/10/2014
- The binders will be completed within seven (7) days after receiving the 3972's

Responsible Manager:

- Attendance Control Training - Labor Relation Manager Kerri Holmes
- ERMS Training- Labor Relations Specialist Regina Cooks
- Hard copies of PS 3972's was ordered by Human Resources 01/27/2014 eBay order # 16911221
- Each supervisor will be responsible for the maintenance of the 3972 binder to include quarterly reviews by the supervisor and annual reviews by the manager.

Recommendation 2

Instruct supervisors, Distribution Operations, to approve or deny existing unscheduled leave entries by accessing the link contained in the email generated by the Interactive Voice Response System.

Managements Response:

Agree. Instructions will be given to all supervisors and MDO on how to respond to a leave request when it is generated by the Interactive Voice Response System. This Instruction will be made in the form of a memo to include the requirement to utilize the link when making entries.

Target Implementation Date:

2/28/2014

Responsible Manager:

Labor Relations Specialist Regina Cooks

Recommendation 3

Implement controls over Postal Service forms 3971, request for or Notification of absence, to ensure proper completion and security.

Managements Response:

Agree. Each unit will be given a file cabinet or designate an existing file cabinet in the office to house PS Forms 3971's and hard copy of 3972's. The file cabinet will be locked at all times. In the event that an employee notifies management of the need to be excused from work (unscheduled) the employee's time card will be pulled from the rack and placed in the supervisor's desk until the employee has returned to work. Upon return to work the employee will be directed to complete PS Form 3971.

Target Implementation Date:

02/18/2014

Responsible Manager:

Tour Supervisor
Manager of Distribution

Recommendation 4

Implement controls to ensure that leave review teams conduct attendance reviews at the highest risk offices with unscheduled leave activity.

Managements Response:

Agree. The Labor relations staff will conduct monthly reviews of the top five (5) offices with regards to unscheduled leave activity. Labor Relations Manager will ensure the at least three (3) audits are conducted per month. Labor Relations manager will track the reviews and share the results with the senior leadership after each review.

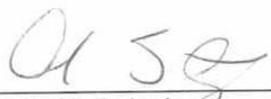
Target Implementation Date:

9/30/2014

Responsible Manager:

Labor Relations Manager, Kerri Holmes

This report and management's response do not contain information that may be exempt from disclosure under the FOIA.



Eduardo H. Ruiz Jr.
District Manager