

Georgia District: Delivery Operations



AUDIT REPORT

Report Number 25-015-R25 | April 17, 2025



ATLANTA

Gray Main Post Office



Warner Robins Main Post Office



Zebulon Branch



Perry Administrative Post Office



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Transmittal Letter



OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

April 17, 2025

MEMORANDUM FOR: AVINESH D. KUMAR
MANAGER, GEORGIA DISTRICT

A handwritten signature in black ink, reading "Sean Balduff", is positioned below the recipient information.

FROM: Sean Balduff
Director, Field Operations, Central & Southern

SUBJECT: Audit Report – Georgia District: Delivery Operations
(Report Number 25-015-R25)

This report presents the results of our audits of delivery operations and property conditions in the Georgia District in the Southern Area.

All recommendations require U.S. Postal Service Office of Inspector General (OIG) concurrence before closure. Consequently, the OIG requests written confirmation when corrective actions are completed. Recommendations 1, 3, and 5 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. We consider recommendations 2 and 4 closed with issuance of this report.

We appreciate the cooperation and courtesies provided by your staff. If you have any questions or need additional information, please contact Valeta Bradford, Audit Manager, or me at 703-248-2100.

Attachment

cc: Postmaster General
Chief Retail & Delivery Officer & Executive Vice President
Vice President, Delivery Operations
Vice President, Retail & Post Office Operations
Vice President, Southern Area Retail & Delivery Operations
Director, Retail & Post Office Operations Maintenance
Corporate Audit and Response Management

Results

Background

The U.S. Postal Service’s mission is to provide timely, reliable, secure, and affordable mail and package delivery to more than 160 million residential and business addresses across the country. To fulfill this role, the Postal Service is committed to ensuring its delivery platform and services are always a trusted, visible, and valued part of America’s social and economic infrastructure. This includes leveraging people, technology, and systems to provide world-class visibility of mail and packages as they move through the Postal Service’s integrated system. The U.S. Postal Service Office of Inspector General (OIG) reviews delivery operations at facilities across the country and provides management with timely feedback in furtherance of this mission.

This report presents a summary of the results of our self-initiated audits of delivery operations and property conditions at four delivery units, as well as district-wide delivery operations in the Georgia District in the Southern Area (Project Number 25-015). The delivery units included the Gray Main Post Office

(MPO), Perry Administrative Post Office (APO), Warner Robins MPO, and Zebulon Branch in Georgia.

We previously issued interim reports¹ to district management for each of the four delivery units regarding the conditions we identified. In addition, we issued a report on the efficiency of operations at the Macon Local Processing Center (LPC),² which services these delivery units. We judgmentally selected the four delivery units based on the number of Customer 360 (C360)³ inquiries related to delivery,⁴ Informed Delivery⁵ contacts associated with the unit, and stop-the-clock (STC)⁶ scans performed away from the delivery point and compared them to the district average. The units were also chosen based on first and last mile failures⁷ and undelivered routes.

These four delivery units had a total of 73 city routes, 91 rural routes, and one contract delivery service route that served about 231,278 people in several ZIP Codes (see [Table 1](#)). Specifically, of the people living in these ZIP Codes, 196,632 (85 percent) live in urban communities and 34,646 (15 percent) live in rural communities.⁸

1 *Gray Main Post Office, Gray GA: Delivery Operations* (Report Number 25-015-1-R25, dated February 12, 2025); *Perry Administrative Post Office, Perry, GA: Delivery Operations* (Report Number 25-015-2-R25, dated February 12, 2025); *Warner Robins Main Post Office, Warner Robins, GA: Delivery Operations* (Report Number 25-015-3-R25, dated February 12, 2025); and *the Zebulon Branch, Macon, GA: Delivery Operations* (Report Number 25-015-4-R25, dated February 12, 2025).

2 *Efficiency of Operations at the Macon Local Processing Center, Macon, GA* (Report Number 25-014-R25, dated February 12, 2025).

3 A cloud-based application that enables Postal Service employees to diagnose, resolve, and track customer inquiries.

4 A compilation of package inquiry, package pickup, daily mail service, and hold mail inquiries.

5 Informed Delivery is a free and optional notification service that gives residential customers the ability to digitally preview their letter-sized mail and submit inquiries for mailpieces that were expected for delivery but have not arrived.

6 A scan event that indicates the Postal Service has completed its commitment to deliver or attempt to deliver the mail piece. Examples of STC scans include “Delivered,” “Available for Pickup,” and “Delivery Attempted-No Access to Delivery Location.”

7 First mile failures occur when a mailpiece is collected and does not receive a processing scan at the P&DC on the day that it was intended. Last mile failures occur after the mailpiece has been processed at the plant on a final processing operation and is not delivered to the customer on the day it was intended.

8 We obtained ZIP Code information related to population and urban/rural classification from 2020 Census Bureau information.

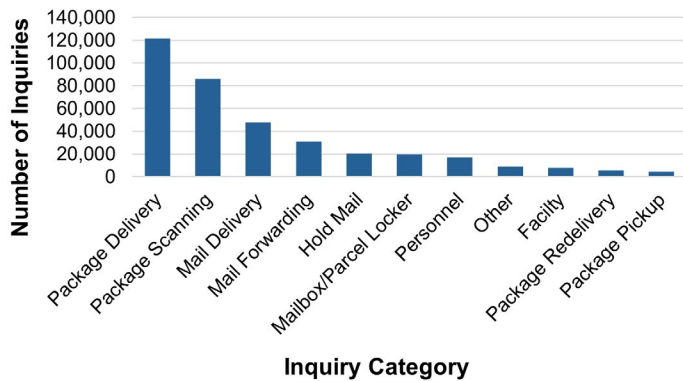
Table 1. Service Area and Population

Delivery Units	Service Area and ZIP Codes	Population	City Routes	Rural Routes	Contract Delivery Service Routes
Gray MPO	31032 and 31033	16,289	0	11	0
Perry APO	31047 and 31069	39,840	4	28	1
Warner Robins MPO	31028, 31088, 31093, and 31098*	94,533	35	30	0
Zebulon Branch	31204, 31210, and 31220	80,616	34	22	0
Total		231,278	73	91	1

Source: OIG analysis of Postal Service National Labeling List and Census data.
 *Note: Warner Robins also serves ZIP Codes 31095 and 31099, which are used for Post Office Boxes.

We conducted a text analysis of C360 inquiries for the entire Georgia District between October 1, 2023, and December 31, 2024. In total, we reviewed and categorized the customer notes for 369,459 inquiries.⁹ See Figure 1 for the results.

Figure 1. C360 Inquiry Analysis



Source: OIG analysis of C360 inquiries.

Package delivery, package scanning, and mail delivery issues made up the majority of the C360

comments. Examples of customer comments from these categories included:

- Receiving “delivered” scans for packages that were not delivered.
- Not receiving mail delivery for several days in a row.
- Not receiving all intended mail each delivery day.

We also analyzed the Postal Service’s Triangulation Report¹⁰ to determine how the Georgia District performed for mail and package delivery in relation to all 50 Postal Service districts. The Postal Service provides an opportunity ranking that lists all 50 districts from 1 through 50, where 1 indicates the lowest performing district and 50 is the top performing district. For the period from October 1, 2024, through January 31, 2025, the Georgia District had an average rank of 2 for both mail and package delivery, placing this district as significantly below average for both mail and package delivery. See [Table 2](#) for the results of our analysis.

⁹ We analyzed 550,942 inquiries and excluded 123,909 voice messages, 39,598 text messages with less than or equal to 40 characters, and 17,976 outliers — resulting in 369,459 records used to create the model by category.

¹⁰ The Triangulation Report is designed to provide the health of operations within a delivery unit regarding mail and package delivery. The report includes an analysis of several key performance indicators including C360 inquiries, first and last mile failures, route coverage, employee availability, and scanning integrity.

Table 2. Georgia District Average Ranking Compared to All 50 Districts

Month	Mail Delivery Opportunity Rank	Package Delivery Opportunity Rank
November	1	1
December	2	2
January	4	2
Average	2	2

Source: Postal Service Triangulation Report.

We reviewed employee retention data obtained from Workforce¹¹ for the Georgia District. From January 1 through December 31, 2024, the Georgia District hired a total of 5,018 carriers and clerks. Of those hired during this period, 1,760 (35.1 percent) were no longer employed in the district as of February 27, 2025. Overall, this employee retention record was in line with other districts we recently audited (see Table 3). In addition, the district had 853 authorized Executive and Administrative Schedule (EAS)¹² positions, of which 798 employees (6.4 percent vacancy rate) were on the rolls as of February 27, 2025.

Table 3. District Turnover Information

District Audited	Turnover Percent for Carriers & Clerks	One-Year Hiring Time Period
CO-WY	45.1	Oct. 2023 - Sept. 2024
OH-2	32.3	Oct. 2023 - Sept. 2024
MA-RI	28.9	Dec. 2023 - Nov. 2024
GA	35.1	Jan. 2023 - Dec. 2024

Source: Postal Service Workforce.

The district manager stated the district advertises vacancy announcements to target specific locations for potential applicants. However, it has difficulties filling carrier, clerk, and EAS positions in the Atlanta, GA, area. Rural carrier routes that require carriers to use their personally owned vehicles are the most challenging craft positions to hire and retain.

Objective, Scope, and Methodology

Our objective was to evaluate mail delivery operations in the Georgia District of the Southern Area.

To accomplish our objective, we focused on the following audit areas: delayed mail, package scanning, arrow keys,¹³ carrier separations and transfers, and property safety and security conditions. Specifically, we reviewed delivery metrics, including the number of routes and carriers, mail arrival time, amount of reported delayed mail, package scanning, and carrier complement. During our site visits we observed mail conditions; package scanning procedures; arrow key security procedures; employee separation procedures; and unit safety and security conditions. We also analyzed the scan status of mailpieces at the carrier cases and interviewed unit management and employees.

In addition to summarizing our findings at the four delivery units, we analyzed service performance scores for First-Class Mail, Marketing Mail, Priority Mail,¹⁴ and Ground Advantage¹⁵ products, and reviewed carrier and clerk retention levels within the Georgia District. We discussed our observations and conclusions, as summarized in Table 4, with management on April 2, 2025, and included its comments, where appropriate. See Appendix A for additional information about our scope and methodology.

¹¹ Workforce is a centralized hub that links to staff planning, insights, and analytics.
¹² EAS is a salary structure that applies to most managerial and administrative employees.
¹³ A distinctively shaped key carriers use to open mail-receiving receptacles, such as street collection boxes and panels of apartment house mailboxes equipped with an arrow lock. Arrow keys are accountable property and are subject to strict controls.
¹⁴ An expedited service for shipping mailable matter, subject to certain standards, such as size and weight limits, that includes tracking and delivery in one to four expected business days.
¹⁵ A service providing an affordable and reliable way to send packages inside the U.S. Packages under 70 pounds arrive in two to five business days.

Results Summary

We identified issues related to service performance across the Georgia District, and issues affecting delivery operations and property conditions at all four delivery units audited (see Table 4). Specifically, we found delayed mail, deficiencies with arrow key

management, and property condition issues at all four units. In addition, we found package scanning issues at three units. We also identified deficiencies with separation of packages for dispatch at two units and contractor badges at one unit.

Table 4. Summary of Issues Identified

Controls Reviewed	Deficiencies Identified - Yes or No			
	Gray MPO	Perry APO	Warner Robins MPO	Zebulon Branch
Delayed Mail	Yes	Yes	Yes	Yes
Package Scanning and Handling	Yes	No	Yes	Yes
Arrow Keys	Yes	Yes	Yes	Yes
Carrier Separations and Transfers	No	No	No	No
Property Conditions	Yes	Yes	Yes	Yes

Source: Interim reports for selected units.

Finding #1: Service Performance in the Georgia District

What We Found

We visited four delivery units in the Georgia District on the morning of November 19, 2024, and identified about 38,995 pieces of delayed mail at all four units from the prior day.¹⁶ Most of the mail was found in the units' carrier cases. See Table 5 for the number of pieces of each mail type and Figure 2 for examples of delayed mail found at these units. Management

at the Warner Robins MPO reported delayed mail in the Delivery Condition Visualization (DCV)¹⁷ system, but it only reported 4,194 of the 28,135 pieces (15 percent) that we identified. Management at the other three units did not report delayed mail in DCV. In addition, carriers at all four units did not complete the Postal Service (PS) Forms 1571, *Undelivered Mail Report*,¹⁸ to document undelivered mailpieces.

Table 5. Type of Delayed Mail

Type of Mail	Gray MPO	Perry APO	Warner Robins MPO	Zebulon Branch	Total
Carrier Cases					
Letters	631	699	5,365	5,905	12,600
Flats	398	126	5,365	2,917	8,806
Packages	0	4	112	31	147
Other Areas*					
Letters	103	0	14,982	0	15,085
Flats	41	0	1,631	0	1,672
Packages	3	2	680	0	685
Totals	1,176	831	28,135	8,853	38,995

Source: OIG count of delayed mailpieces identified during our visit November 19, 2024.

*Other areas include collections, a retail counter, and hot cases (an area designated for final withdrawal of mail as carriers leave the office).

Figure 2. Examples of Delayed Mail at the Warner Robins MPO and Zebulon Branch

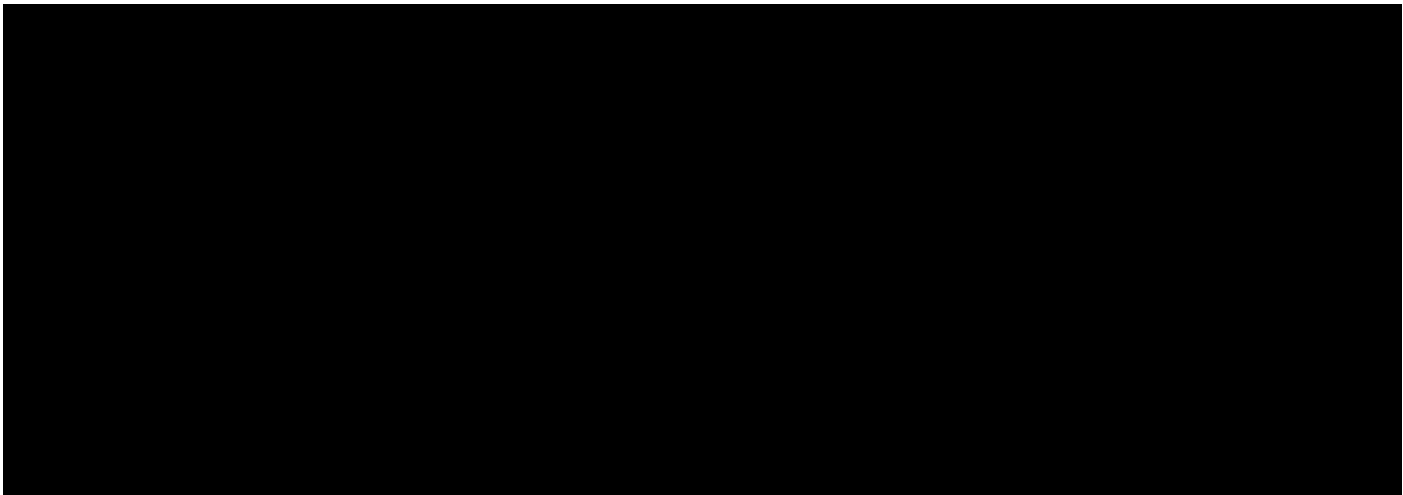
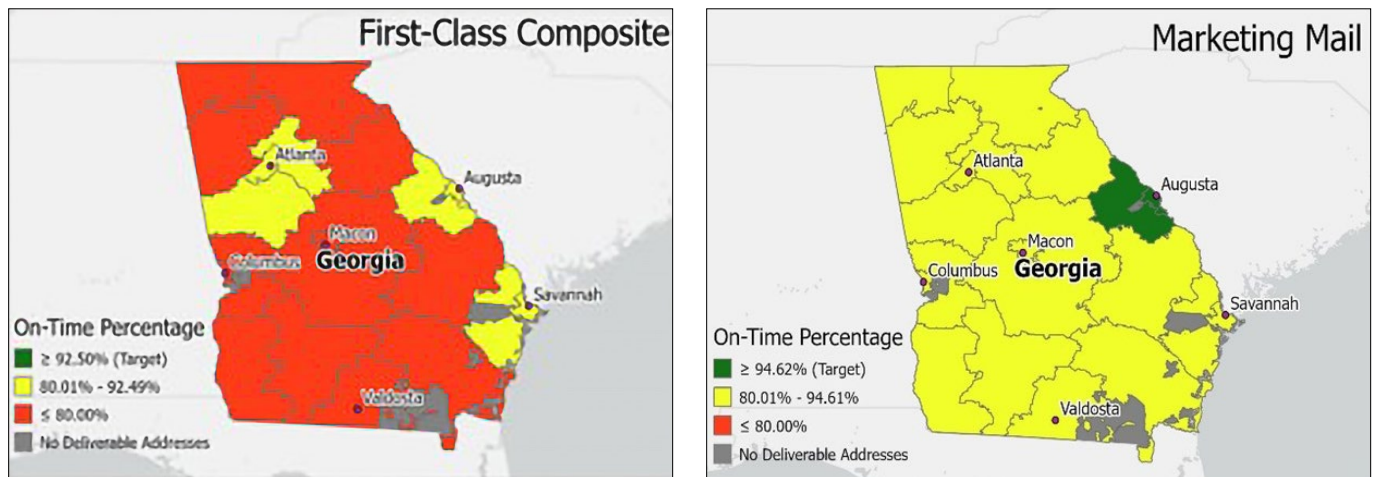


Source: OIG photos taken November 19, 2024.

¹⁶ Count of mail included individual piece counts and estimates based on conversion factors in Management Instruction PO-610-2007-1, Piece Count Recording System.
¹⁷ A tool for unit management to manually self-report delayed mail, which provides a snapshot of daily mail conditions at the point in time when carriers have departed for the street.
¹⁸ PS Form 1571 lists all mail distributed to the carrier for delivery that was left in the office or returned undelivered.

We analyzed service performance scores in the district for First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products mailed within the Georgia District between July 1 and December 31, 2024, and found that most of the district did not meet its service performance goals for these products. See Figure 3 for heat maps showing the performance for each product in the Georgia District.

Figure 3. Service Performance Heat Maps by 3-Digit ZIP Code in the Georgia District from July 1 – December 31, 2024



Source: OIG analysis of Postal Service Informed Visibility (IV) and Enterprise Data Warehouse (EDW) data. IV provides comprehensive and integrated capabilities for data-driven real-time service performance measurement and diagnostics of market-dominant products, mail inventory and predictive workloads of all mail to include packages, and end-to-end tracking and reporting for mail. EDW is a repository intended for all data and the central source for information on retail, financial, and operational performance.

We also analyzed service performance scores for the same period for mail being sent from the district to other locations in the nation and mail coming into the district from other locations in the nation. Overall, we found most of the district did not meet established targets for inbound and outbound First-Class Mail, Marketing Mail, Priority Mail, and Ground Advantage products. Although service performance failures for this type of mail could be attributed to a plant

or delivery unit outside the district, the failures may negatively impact customer perceptions within the district.

The district had significantly lower than average mail and package delivery opportunity rankings in the Triangulation Report. We also found 34,801 unreported delayed mail pieces at the four units we audited. Based on our observations and analyses,

we would expect to see a significant amount of reported delayed mail across the district. However, we reviewed DCV data for the entire district for November 18, 2024. Of the 475 units listed in the DCV system for the district, we determined only 57 units (12 percent) reported 189,631 total pieces of delayed mail. This could indicate issues with reporting delayed mail are more widespread within the district.

Why Did It Occur

The delayed mail identified at the Gray MPO, Perry APO, and Warner Robins MPO occurred because unit management did not enforce the Redline¹⁹ process. Specifically:

- Gray MPO management did not ensure mail brought back from carrier routes was placed in the appropriate area. For example, carriers did not place missequenced mail in the 3M case for supervisory review. Instead, carriers were putting the mail in their cases upon returning from their routes. In addition, the postmaster was not aware of the mail placed in carrier cases because management did not complete a walkthrough of the unit the previous night. The postmaster also failed to take the collection mail²⁰ to the Macon LPC due to her late schedule.
- Perry APO management did not verify carriers identified and placed mail brought back from their routes into the appropriate area or complete a PS Form 1571 documenting the reason why the mail could not be delivered.
- Warner Robins MPO management did not complete a thorough review of undelivered mail, nor request a truck to pick up the remaining collection mail due to the new temporary PM supervisor being unfamiliar with the process. The postmaster also stated the mail from the previous day came too late to sort and distribute prior to the carriers leaving for the street. In addition, the unit had five full-time vacancies and three

employees on unscheduled leave the day prior to our visit.

In addition, Zebulon Branch management stated the Macon postmaster directed unit personnel to only deliver packages and letter mail that arrived at the unit sorted in sequential order and ready for delivery. The postmaster made the decision to delay unsorted letter and flat mail to manage the carrier return times. In addition, management did not report delayed mail in the DCV system because the supervisor who normally enters the mail in the system stated she did not receive any delayed mail information from the other supervisors.

What Should Have Happened

Management should have processed and delivered all mail daily and properly identified any mail returned from a route. Postal Service policy²¹ states that all types of Priority Mail Express, Priority Mail, and First-Class Mail are always committed for delivery on the day of receipt. In addition, policy²² states delivery units must follow the Redline process, which includes carriers completing a PS Form 1571 for any undelivered mail brought back to the delivery unit. Carriers should place missequenced mail into the 3M case when they return from their routes,²³ and a supervisor should review and report this mail on a 3M Daily Log and notify the appropriate operations support office.²⁴

In addition, management should have addressed issues regarding the availability of resources to deliver all the mail each day. Postal Service policy²⁵ states that managers must review all communications that may affect the day's workload, be sure that replacements are available for unscheduled absences, and develop contingency plans for situations that may interfere with normal delivery service.

Further, managers must complete the PM checklist and verify that the unit is free of all outgoing mail. In the event collection mail does not make it on

¹⁹ A standardized framework encompassing manager and carrier responsibilities after carriers return to the delivery unit upon completion of delivery assignments, ensuring that any mail returned from the street is identified with a signed completed PS Form 1571 and that no mail is taken back to the carrier case.

²⁰ Collection mail refers to the process where customers deposit mail in designated collection boxes or mail receptacles for pickup by the Postal Service.

²¹ *Committed Mail & Color Code Policy for Marketing Mail* stand-up talk, February 2019.

²² Standard Operating Procedures, Redline Policy.

²³ *3M (Missent, Missort and Missequence)* Standard Work Instruction: Carrier, May 8, 2019.

²⁴ *3M (Missent, Missort and Missequence)* Standard Work Instruction: Supervisor, May 8, 2019.

²⁵ Handbook M-39, Management of Delivery Services, TL-14, Section 111.2, June 2019.

the final dispatch truck to the plant, management must initiate procedures for ensuring the mail is transported to the processing plant.²⁶ Managers are also required²⁷ to report all mail in the delivery unit after the carriers have left for their street duties as either delayed or curtailed in the DCV system. Further, management must update the DCV system if volumes have changed prior to the end of the business day.

Effect on the Postal Service and Its Customers

When mail is delayed, there is an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand. For example, in our analysis of the C360 inquiries detailed in the [Background](#), we found instances of customers stating mail was not delivered for multiple days in a row. In addition, inaccurate delayed mail reporting provides management at the local, district, area, and headquarters levels with an unreliable status of mail delays and can result in improper actions taken to address issues.

Management Actions

During our audit, district management provided evidence demonstrating unit management at the four units received training on proper delivery practices and reporting of delayed mail. It also provided evidence that the Gray MPO, Perry APO, and Warner Robins MPO management were following the Redline process. In addition, district management monitored for proper delayed mail reporting at the units we visited, which may improve mail visibility.

Recommendation # 1

We recommend the **District Manager, Georgia District**, train management at all delivery units in the district on the proper procedures for reporting delayed mail.

Recommendation # 2

We recommend the **District Manager, Georgia District**, verify management at the Gray Main Post Office timely delivers collection mail to the Macon Local Processing Center.

Recommendation # 3

We recommend the **District Manager, Georgia District**, provide adequate staff to the Warner Robins Main Post Office to deliver all committed mail daily.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendations. Regarding recommendation 1, management stated it would hold a virtual training session with all non-bargaining employees in the district on the proper handling of delayed mail. The target implementation date is June 30, 2025.

Regarding recommendation 2, management agrees that collection mail at the Gray MPO should have been timely delivered to the Macon LPC. However, effective April 1, 2025, the Gray MPO is part of a Regional Transportation Optimization (RTO) initiative and will now hold collection mail for pickup the next day. Therefore, the Postal Service requested closure upon issuance of this report.

Regarding recommendation 3, management stated the Warner Robins MPO had one supervisor vacancy effective March 22, 2025, and zero city carrier and career clerk vacancies. Management also stated reviews will be conducted to ensure committed mail is delivered daily. The target implementation date is April 30, 2025. Management requested closure upon issuance of this report.

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

²⁶ Standard Operating Procedures, Dispatch Deviation Policy, July 19, 2024.

²⁷ DCV Learn and Grow, August 1, 2024.

OIG Evaluation

The OIG considers management's comments responsive to recommendations 1, 2, and 3. Management provided support showing the Gray MPO is part of the RTO initiative and is no longer required to ensure collection mail is transported to the processing plant nightly. Therefore, the OIG agreed to close recommendation 2 upon issuance of the report. Management also requested closure of recommendation 3 with the issuance of the report. However, the Postal Service needs to provide support showing that district management is conducting reviews to verify all committed mail is delivered daily to close this recommendation.

Finding #2: Package Scanning and Handling

What We Found

We identified package scanning and handling issues at the Gray MPO, Warner Robins MPO, and Zebulon Branch. All three units had packages with missing/improper scans or improper handling. Employees at the Warner Robins MPO and Zebulon Branch were improperly scanning some packages at the delivery unit, and employees at the Zebulon Branch were improperly scanning some packages over 1,000 feet away from the intended delivery point.

We reviewed STC scans made at the unit and scans made over 1,000 feet²⁸ from the delivery point from

July 1 – September 28, 2024. We also reviewed the scanning and handling history for packages sampled during our site visits. In total, employees scanned 351 packages at the Warner Robins MPO and Zebulon Branch instead of at the recipients' delivery point (see Table 6). Further analysis of STC scan data for these packages showed about 63 percent were scanned as "Delivered." This data did not include scans that could properly be made at a delivery unit such as "Delivered - PO Box" and "Customer (Vacation) Hold," but rather represented scans that should routinely be made at the point of delivery.

Table 6. STC Scans at Delivery Unit

STC Scan Type	Warner Robins MPO	Zebulon Branch	Total	Percent
Delivered	122	98	220	62.7
Delivery Attempted - No Access to Delivery Location	34	36	70	19.9
Receptacle Full / Item Oversized	32	2	34	9.7
No Secure Location Available	22	0	22	6.3
Refused	2	3	5	1.4
Total	212	139	351	100

Source: OIG analysis of Postal Service's Product Tracking and Reporting (PTR) System data from July 1 - September 28, 2024, for these units. PTR is the system of record for all delivery status information for mail and packages with trackable services and barcodes.

We also reviewed 1,188 scans occurring away from the delivery unit and over 1,000 feet from the intended delivery point for the Zebulon Branch for the same time period. We removed scans that could have been performed away from the delivery point per the policy, such as "Animal Interference" and "Unsafe Conditions," from our review. Further analysis of the STC scan data for these packages showed about 96 percent were scanned as "Delivered" (see Table 7).

²⁸ Packages are expected to be scanned within a designated buffer distance from the delivery point. The OIG evaluates any package that was scanned more than 1,000 feet from the delivery point.

Table 7. STC Scans Over 1,000 Feet Away From the Delivery Point

STC Scan Type	Number of Scans	Percent
Delivered	1,138	95.8
Delivery Attempted – No Access to Delivery Location	35	2.9
Held at Post Office at Customer Request	14	1.2
Delivered to Agent for Final Delivery	1	0.1
Total	1,188	100

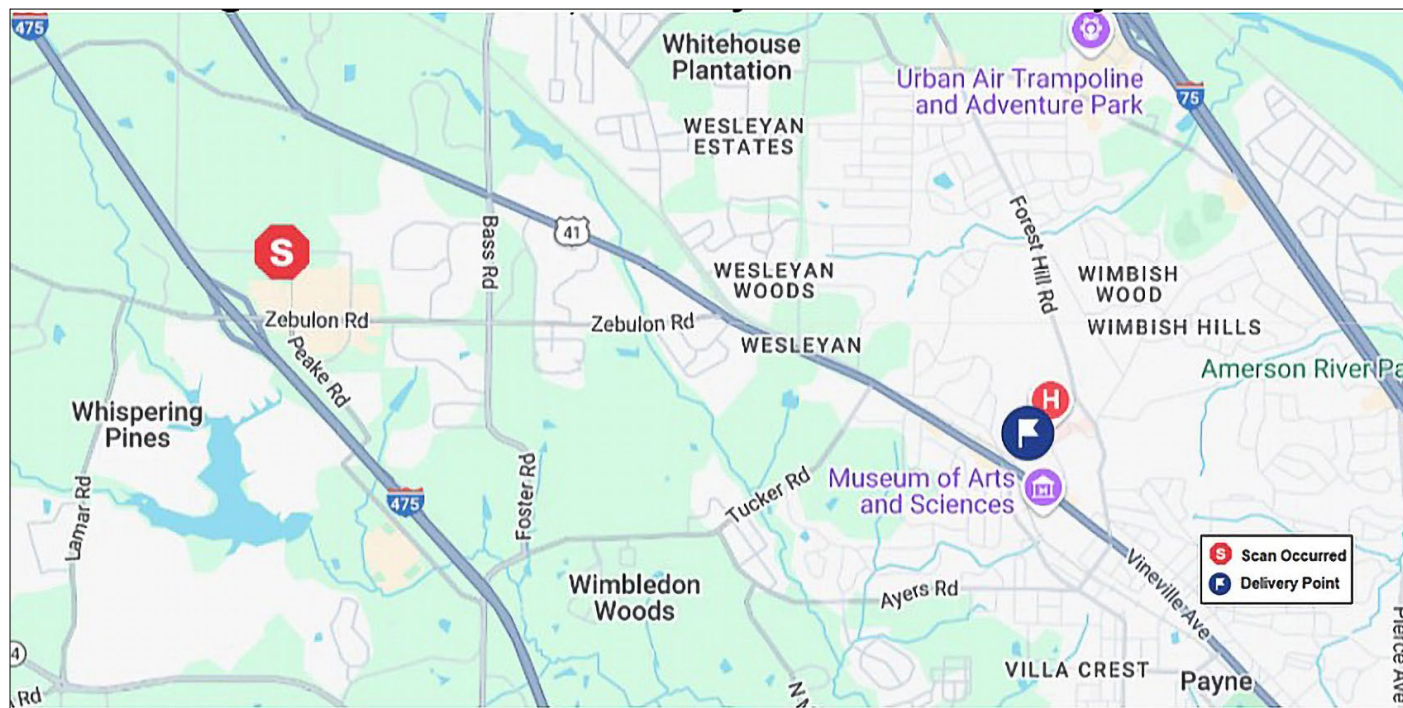
Source: OIG analysis of Postal Service's PTR System data.

In addition, on the morning of November 19, 2024, before the carriers arrived for the day, we selected a total of 65 packages from carrier cases at the Gray MPO, Warner Robins MPO, and Zebulon Branch to review and analyze for scanning and tracking history.²⁹ Of the 65 sampled packages, 54 (83 percent) had missing/improper scans or improper handling. Specifically:

- Seventeen packages were scanned delivered, which should only occur when a package is successfully left at the customer's delivery address.
- Seventeen packages were scanned over 1,000 feet from the delivery point. These scans ranged from 0.2 miles to 7.1 miles away from the delivery point. See [Figure 4](#) for an example. Twelve of the packages had "Delivery Attempted – No Access to Delivery Location" scans, three were scanned "Forwarded," and two were scanned "Vacant."
- Ten packages were missing STC scans to let the customer know the reason for non-delivery.
- Two packages were scanned "Held at Post Office at Customer Request" without a customer hold request.
- One package was missing an "Arrival-At-Unit" scan, which is imperative for meeting customer expectations.
- One package was scanned "Delivery Exception, Local Weather Delay." However, there were no weather delays on the day of attempted delivery.
- Six packages were improperly handled. Four of the packages had "Business Closed" scans on the previous Saturday but were not taken out for delivery the next business day. The other two packages had "Return to Sender" and "Insufficient Address" scans and should have been returned to the sender.

²⁹ We reviewed seven packages at the Perry APO and did not find any discrepancies.

Figure 4. Package Scanned 4.5 Miles Away From the Delivery Point in Macon, GA



Source: Postal Service Single Package Look Up.

Why Did It Occur

Unit management did not adequately monitor and enforce package scanning and handling procedures. Management at the Gray MPO and Warner Robins MPO stated they focused on monitoring reports that record missing scans instead of reports that show improper scans. These issues also occurred because:

- The Gray MPO postmaster did not complete a walkthrough in the evening to identify the undelivered packages and verify the scan status due to it being late and having to return to work early the next morning.
- At the Warner Robins MPO, three addresses for Caller Service³⁰ customers accounted for most of the package scans. Since the packages were addressed to a street address, they were routed to the carrier instead of the caller service clerk. The carrier scanned these packages “Delivered” at their case and then handed them to the caller service clerk for customer pickup at the unit. The postmaster stated he was aware of this practice

and explained that the carriers scanned the packages at the unit to clear them from their scanner.

- The Zebulon Branch closing supervisor stated he could not monitor carrier scanning since he was often out of the building performing other tasks such as addressing carrier vehicle breakdowns, delivering replacement scanners for ones that stopped working while the carriers were delivering mail, and delivering gas cards so carriers could fuel their delivery vehicles.

What Should Have Happened

Management should have monitored scan performance daily and enforced compliance, including verifying all packages were scanned at the delivery point and not at the delivery unit. The Postal Service’s goal is to ensure proper delivery attempts for mailpieces to the correct address with proper service,³¹ which includes scanning packages at the time and location of delivery.³²

³⁰ Provides optional delivery services to customers willing to pay a fee, such as those with large volumes of mail.

³¹ *Delivery Done Right the First Time* stand-up talk, March 2020.

³² *Carriers Delivering the Customer Experience* stand-up talk, July 2017.

Effect on the Postal Service and Its Customers

Customers rely on accurate scan data to track their packages in real time. When employees do not scan mailpieces correctly, customers are unable to determine the actual status of their packages. Package scanning complaints were the second most common C360 inquiry type in the district, as demonstrated in [Figure 1](#). By improving scanning operations, management can improve mail visibility, increase customer satisfaction, and enhance the customer experience and the Postal Service brand.

Management Actions

During our audit, district management provided evidence showing managers at the three units were trained on standard operating procedures governing package scanning and handling, as well as the tracking of scanning performance. District management also verified that unit managers were properly monitoring package scanning at the three delivery units.

Due to district management taking these actions, we are not making a recommendation for tracking and reducing inaccurate scans.

Postal Service Response

The Postal Service agreed with the finding.

Finding #3: Arrow Keys

What We Found

Management at the four delivery units did not properly manage arrow keys, and at two units it did not properly safeguard the keys. We reviewed the units' arrow key certification lists in the Retail and Delivery Applications Reports (RADAR)³³ system and conducted a physical inventory of keys at the units. The RADAR lists contained a combined 123 keys at the four units; however, we found discrepancies during our observations on November 21, 2024. For example, management could not find 41 of the 123 keys during our observations. Most of these missing keys were not reported to the U.S. Postal Inspection Service as lost. In addition, we found 35 keys at the units that were not reported in RADAR. Specifically:

- At the Gray MPO, the RADAR list showed 21 keys. However, management could not find four of these keys. We also found one key that was not listed in RADAR. In addition, arrow keys were not always kept in a secure location. We observed the keys stored [REDACTED]. We also found that carriers were not signing the daily log to acknowledge the acceptance and return of their assigned keys.
- At the Perry APO, the RADAR list showed 26 keys. However, management could not find 19 of these keys. We also found 11 keys that were not listed in RADAR.
- At the Warner Robins MPO, the RADAR list showed 52 keys. However, management could not find two of these keys. We also found four keys that were not listed in RADAR. In addition, carriers did not always sign the daily log to acknowledge the acceptance and return of their assigned keys.
- At the Zebulon Branch, the RADAR list showed 24 keys. However, management could not find 16 of these keys. We also found 19 keys that were not listed in RADAR. In addition, arrow keys were not always kept in a secure location. Specifically, arrow keys were kept inside the registry cage, [REDACTED]. We observed

employees retrieving arrow keys without supervision, and carriers were not signing the daily log to acknowledge their acceptance and return of the keys.

Why Did It Occur

Management at the four delivery units did not provide sufficient oversight to properly manage arrow keys. Specifically:

- The Gray MPO postmaster stated the PM supervisor conducted an arrow key inventory review in September 2024 and determined that several keys were missing. After contacting prior unit management, she was able to recover some of the missing keys. In addition, unit management was aware that the keys were not properly secured and had discussed putting a control process in place but had not implemented a process at the time of our audit. Also, carriers had been using a sign-in sheet to acknowledge the acceptance and return of their keys, but they recently stopped using it and management stopped enforcing it.
- The Perry APO postmaster stated she knew the requirements for updating the arrow key log in RADAR. However, she did not properly inventory arrow keys due to competing priorities, such as managing delivery operations.
- The Warner Robins MPO postmaster stated he verified the keys based on those present in the cart and by using the unit's daily accountable log, which did not match RADAR. Management was not aware there were missing keys since a supervisor or clerk did not verify all keys were accounted for daily.
- Zebulon Branch management was focused on other activities such as making carrier assignments and performing closing duties. The unit manager stated he accounted for all the keys on the RADAR list during a certification performed earlier in the month. In addition, unit management did not properly safeguard arrow keys. The

³³ The arrow key certification in RADAR provides a national platform for all facilities to verify current inventory and account for all arrow keys.

manager explained that sometimes arrow keys get mixed up as carriers work at different delivery units during the week and may leave keys at the wrong unit.

What Should Have Happened

Management should have verified that arrow key security procedures were properly followed. According to Postal Service policy,³⁴ management must keep an accurate inventory of all arrow keys. Any missing arrow keys must be immediately reported to the Postal Inspection Service.³⁵

In addition, policy states arrow keys must remain secured until they are individually assigned to personnel. A supervisor or clerk must verify employees are signing out keys on the inventory log. Upon return, arrow keys should be deposited in a secure location, and a supervisor or clerk must verify all keys have been returned and accounted for daily.

Effect on the Postal Service and Its Customers

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is

increased risk of mail theft. These thefts damage the Postal Service's reputation and diminish public trust in the nation's mail system. Additionally, because arrow keys open mail receptacles, lost or damaged keys can result in undelivered mail.

Management Actions

During our audit, management at all four facilities provided evidence showing the district was monitoring arrow key procedures and that management received arrow key security training. The units also updated their arrow key logs and properly secured the keys. In addition, district management provided evidence showing the lost arrow keys were reported to the Postal Inspection Service.

Due to management taking these corrective actions, we are not making a recommendation for these arrow key issues.

Postal Service Response

The Postal Service agreed with the finding.

³⁴ *Arrow/Modified Arrow Key (MAL) Key Accountability*, Standard Work Instruction, dated May 2024.

³⁵ *Requesting Arrow/MAL Locks and Keys in RADAR CRDO Field Users* guide, dated February 2025.

Finding #4: Property Conditions

What We Found

We found safety and security issues at the four delivery units. Examples include:

Property Safety:

- Monthly and annual fire extinguisher inspections were missing.
- A Postal Inspection Service door, an electrical room door, a fire extinguisher, and an electrical panel were blocked (see [Figure 5](#)).
- There were inoperable lights in the customer and employee parking lots and the loading dock.
- A stop sign exiting an employee parking lot was faded (see [Figure 5](#)).

Figure 5. Examples of Property Safety Issues

Blocked Electrical Panel at Gray MPO



Source: OIG photo taken November 20, 2024.

Faded Stop Sign at Perry APO



Source: OIG photo taken November 19, 2024.

Property Security:

- There were no signs posted in the employee parking area at two of the units stating vehicles may be subject to search.

Why Did It Occur

Management at all four of the units did not provide sufficient oversight and take the necessary actions to verify property condition issues were corrected. Specifically:

- Gray MPO management did not know about the missing monthly fire extinguisher inspections because they were more focused on mail delivery operations. The blocked fire extinguisher and electrical panel were due to space limitations in the unit. In addition, management was not aware of the requirement to have a sign in the employee parking lot stating vehicles are subject to search.
- Perry APO management stated it was not aware that the extinguishers were missing monthly and annual inspections, and that the Postal Inspection Service door was blocked. However, it was aware of the inoperable lights and stated that maintenance requires a "lift" to replace the bulbs. In addition, management stated the electrical room door was blocked as a result of making room for morning operations.
- The Warner Robins postmaster stated he relied on the custodian to complete the monthly fire extinguisher inspections and did not follow up with him to confirm that they were completed.
- Zebulon Branch management was not aware of the requirement to have a sign in the employee parking lot stating vehicles are subject to search.

What Should Have Happened

Management should have provided sufficient oversight of personnel responsible for maintaining facilities, reported safety and security issues as they arose, and followed up for completion. According to Postal Service policy,³⁶ management must post signage stating that vehicles are subject to search.

³⁶ Postal Service Handbook RE-5, *Building and Site Security Requirements*, September 2009.

The Postal Service also requires management to maintain a safe environment for employees and customers.³⁷

Effect on the Postal Service and Its Customers

Management's attention to safety and security deficiencies can reduce the risk of injuries to employees and customers; reduce related costs, such as workers' compensation claims, lawsuits, and penalties; reduce the risk of employee theft; and enhance the customer experience and Postal Service brand.

Management Actions

During our audit, management addressed all property condition issues identified at the Gray MPO, Warner Robins MPO, and Zebulon Branch. Management at the Perry APO addressed all items except for the missing annual and monthly fire extinguisher inspections.

Recommendation # 4

We recommend the **District Manager, Georgia District**, conduct monthly and annual fire extinguisher inspections at the Perry Administrative Post Office.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management stated the monthly and annual fire extinguisher inspections have been conducted at the Perry APO. The Postal Service requested closure upon issuance of this report.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation. After reviewing the documentation management provided to support actions taken, the OIG agreed to close the recommendation upon issuance of the report.

³⁷ Postal Service Handbook EL-801, *Supervisor's Safety Handbook*, July 2020.

Finding # 5: Separation of Packages for Dispatch

What We Found

Warner Robins MPO and Zebulon Branch employees did not properly separate packages destined for the Atlanta, GA, Regional Processing and Distribution Center (RPDC). Specifically, on November 20, 2024, during evening operations at these two units, we observed outgoing Priority Mail packages commingled in the same container with other packages (see Figure 6).

Figure 6. Commingled Outgoing Packages in Warner Robins, GA



Source: OIG photo taken November 20, 2024.

Why Did It Occur

The Warner Robins postmaster stated the Atlanta RPDC instructed them to not separate Priority Mail packages from other packages. He further stated this practice had been in place since he arrived at the unit in April 2024. The Zebulon Branch manager stated he was not aware of this requirement.

What Should Have Happened

The Postal Service requires all level 22 and above units to separate Priority Mail from non-Priority Mail packages and use a specific placard when dispatching to the processing facility.³⁸

Effect on the Postal Service and Its Customers

Proper mail preparation is required for visibility throughout the Postal Service network. When mail is not properly separated for dispatch to the processing facility in accordance with procedures, there is an increased likelihood that mail will require additional processing steps. Furthermore, this can result in delays and service failures and an increased risk of customer dissatisfaction, which may adversely affect the Postal Service brand.

Management Actions

During our audit, district management provided documentation showing it was verifying employees at both facilities were properly separating packages for dispatch to the Atlanta RPDC.

Due to management taking this corrective action, we are not making a recommendation for the package separation issue.

Postal Service Response

The Postal Service agreed with the finding.

³⁸ Learn and Grow RDC/RSC Updates, May 2024.

Finding # 6: Contractor Badges

What We Found

We found that a contract delivery service (CDS) carrier, who had worked at the Perry APO for over a year, did not have a photo identification (ID) barcoded badge.³⁹ The CDS carrier was using the postmaster's ID barcode badge to log in to the scanner to deliver the mail.

Why Did It Occur

Unit management did not follow policy or provide oversight to ensure that the CDS carrier had a valid barcode ID badge. The postmaster provided her barcode to the carrier to log in to the package scanners and was not aware of the process to obtain a badge for a CDS carrier.

What Should Have Happened

The Postal Service requires that management obtain screening information from highway transportation suppliers and their contractor personnel to verify their eligibility. Postal Service guidelines⁴⁰ state that highway transportation suppliers, suppliers' personnel, and subcontractors' personnel who transport mail or who are allowed access to Postal Service operational areas must receive nonsensitive clearances. Pending clearance, a temporary photo ID badge, PS Form 5139, *Non-Postal Service Temporary Employee*, must be obtained, which allows access to mail and mail-processing facilities. A barcode for an ID badge,

PS Form 5140, *Non-Postal Service Contract Employee*, is provided once the contract driver has been granted a nonsensitive clearance.

Effect on the Postal Service and Its Customers

When CDS carriers do not have an appropriate contractor Postal ID badge, management is unable to determine if the carrier is allowed access to Postal Service operational areas or allowed to deliver mail. In addition, CDS carriers using barcodes from another person causes inaccurate package scanning data, which makes it difficult for management to hold these carriers responsible for inaccurate scanning.

Recommendation # 5

We recommend the **District Manager, Georgia District**, verify the contract delivery service carrier at the Perry Administrative Post Office has a photo identification barcoded badge.

Postal Service Response

The Postal Service agreed with this finding and the associated recommendation. Management has submitted the background clearance paperwork for this carrier to the Inspection Service for processing. The target implementation date is May 31, 2025.

OIG Evaluation

The OIG considers management's comments responsive to the recommendation.

³⁹ A barcoded ID badge indicates a background check was completed and clearance was granted to enter the facility and access the mail.

⁴⁰ Management Instruction PO-530-2009-4, *Screening Highway Transportation Contractor Personnel*, section 122.

Appendices

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ATLANTA

Gray Main Post Office

Martinez

Augusta

Milledgeville

Macon

Warner Robins Main Post Office

Warner Robins

Administrative Office

G E O R G I A

Appendix A: Additional Information

We conducted this audit from February through April 2025 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 objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

In planning and conducting the audit, we obtained an understanding of the delivery operations internal control structure to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles, and we determined that the

following three components were significant to our audit objective:

- Control Activities
- Information and Communication
- Monitoring

We developed audit work to ensure these controls were assessed. Based on the work performed, we identified internal control deficiencies in all three components that were significant within the context of our objective. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of IV, EDW, and Workforce data by reviewing existing information, comparing data from other sources, observing operations, and interviewing Postal Service officials knowledgeable about the data. We determined the data were sufficiently reliable for the purposes of this report.

Appendix B: Management's Comments



April 3, 2025

VICTORIA SMITH
ACTING DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: Georgia District: Delivery Operations
(Report Number 25-015-DRAFT)

Thank you for providing the Postal Service an opportunity to review and comment on the findings contained in the draft audit capping report *Georgia District: Delivery Operations*.

Management generally agrees with the findings in the capping report.

Following are our comments on each of the five recommendations.

Recommendation 1: We recommend the **District Manager, Georgia District**, train management at all delivery units in the district on the proper procedures for reporting delayed mail.

Management Response/Action Plan: Management agrees with this recommendation. Management will hold a virtual training session with all non-bargaining employees in the Georgia district to train on the proper handling of delayed mail.

Target Implementation Date: 06/30/2025

Responsible Official: **District Manager, Georgia District**

Recommendation 2: We recommend the **District Manager, Georgia District**, verify management at the Gray Main Post Office timely delivers collection mail to the Macon Local Processing Center.

Management Response/Action Plan: Management agrees that at the time of the audit, management at the Gray MPO should have timely delivered collection mail to the Macon LPC. However, Gray MPO is now part of a future RTO effective April 1, 2025, and will hold late collection mail for pickup the next day. We request closure on issuance of the final report.

Target Implementation Date: 04/30/2025

Responsible Official: **District Manager, Georgia District**

Recommendation 3: We recommend the **District Manager, Georgia District**, provide adequate staff to the Warner Robins Main Post Office to deliver all committed mail daily.

Management Response/Action Plan: Management agrees with this recommendation. Warner Robins MPO has adequate earned staffing, there is one supervisor vacancy effective 3/22/25, zero city carrier vacancies and zero career clerk vacancies. Additionally, reviews will be conducted to ensure committed mail is delivered daily. Management requests closure with issuance of final report.

Target Implementation Date: 04/30/2025

Responsible Official: **District Manager, Georgia District**

Recommendation 4: We recommend the **District Manager, Georgia District**, conduct monthly and annual fire extinguisher inspections at the Perry Administrative Post Office.

Management Response/Action Plan: Management agrees with this recommendation. Monthly and annual fire extinguisher inspections at Perry APO have been conducted. Management requests to close at issuance of final.

Target Implementation Date: 04/30/2025

Responsible Official: **District Manager, Georgia District**

Recommendation 5: We recommend the **District Manager, Georgia District**, verify the contract delivery service carrier at the Perry Administrative Post Office has a photo identification barcoded badge.

Management Response/Action Plan: Management agrees with this recommendation. Management has submitted the background clearance paperwork to the Inspection Service for processing.

Target Implementation Date: 05/31/2025

Responsible Official: District Manager, Georgia District

E-SIGNED by Sharon Bowers
on 2025-04-04 13:16:20 EDT

Sharon Bowers for
Avinesh D. Kumar
District Manager, Georgia District

cc: *Vice President, Area Retail & Delivery Operations (Southern)*
Corporate Audit Response Management

OFFICE OF INSPECTOR GENERAL

UNITED STATES



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