

**STATEMENT OF TODD HAWKINS
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CHICAGO DISTRICT
SUBCOMMITTEE ON FEDERAL WORKFORCE, POSTAL SERVICE, AND THE DISTRICT OF
COLUMBIA
OF THE
COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM
HOUSE OF REPRESENTATIVES
CHICAGO, ILLINOIS**

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Good afternoon, Mr. Chairman and members of the Subcommittee. I am pleased to join you today to discuss the District of Chicago's plans to improve service for the city of Chicago.

I am Todd Hawkins, the senior plant manager for the Chicago district. There are more than 2,500 career employees at the Cardiss Collins plant, the primary processing plant in Chicago. Every day they move approximately 15.3 million pieces of mail. The operating budget for the Cardiss Collins plant alone is more than \$190 million.

I am honored to have been selected to serve as the plant's new leader and know that my previous experience will assist me as I work with the employees and management on improving our systems and processes. This is an exciting challenge for me and one that I welcome. I have been on the job for about two weeks; however, I have been with the Postal Service for twenty-three years and had senior management responsibility in Milwaukee, Cleveland, and Northern Illinois.

I have the good fortune of sharing the leadership and communication vision of my colleagues, our Area Vice President Jo Ann Feindt and our District Manager, Gloria Tyson. We know each other, trust each other and have worked with each for years at various points throughout our postal careers. I also have the good fortune of working with employees in Chicago who are eager to improve the service we provide to our customers.

For customers to receive their mail on time every day, a partnership has to exist between the retail and customer service side of the house – our stations and branches and the mail processing plant. In the short amount of time that I have been here, I have made a commitment to refine our operations in a way that will assist our letter carriers to get their mail on time, and accurately, so that our customers can get their mail on time.

One of the biggest points of focus at the plant has been the recalibration of our automated equipment. Having our Delivery Bar Code Sorters maintained properly has made a big difference in our ability to move the mail in a timely fashion. As has been noted, we have implemented steps to hold our operators even more accountable. Our equipment overhaul will continue in June with the scheduled maintenance of our machines dedicated to processing large, oversized envelopes. In addition, technician and operator training has been upgraded to ensure mail sorting equipment functions more efficiently and receives regular maintenance.

The improvement in processing in the plant has improved our ability to successfully meet our operating time frames. That means the mail is moving through the plant and getting to the delivery stations in sufficient time for the carriers to get out on the streets to deliver it.

The Chicago District is committed to putting the right people in the right job, and that commitment extends to the plant as well. I have been authorized to create new leadership positions at the plant, which will help me to ensure that our workforce has the proper leadership they need to succeed. We have advertised nationally for five new Managers of Distribution Operations jobs and have increased the levels of many of our positions. We are emphasizing communications and training to our workforce and we are actively seeking suggestions from our union leaders on ways to improve working conditions and systems.

One of my personal management beliefs is that your employees have to know what your expectations are of them. I have met with all of my direct reports and their managers and together

we have revised our internal goals to match the service goal to deliver to the city of Chicago. As a result, my team has very specific, identifiable action steps to improve service within the plant.

Mr. Chairman, I would like to echo what my colleagues have said today: we are all committed to providing the people of Chicago the service they deserve. Thank you for inviting me to testify today and I would be happy to answer any questions you may have.

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