

**U.S. POSTAL SERVICE  
OFFICE OF INSPECTOR GENERAL**



**AUDIT PLAN  
Fiscal Year 2009**

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## AUDIT PROGRAM

Top Postal Service leaders and the Governors are increasingly focused on risks to the Postal Service. It is up to them to address these risks, but the Office of Inspector General (OIG) can add value by making sure they are aware of all key risks and understand their ramifications. As a result, we need to be in the best possible position to know what the risks are, understand how they might impact the Postal Service, and help find ways to address them more effectively.

In fiscal year (FY) 2007, we began conducting annual risk assessments of the Postal Service. We monitor these risks, and identify new ones, on an ongoing basis. We formally updated our FY 2007 risk assessment of the Postal Service in FY 2008 and used the results to identify and prioritize audit work for FY 2009. As part of this process, we are committed to addressing the greatest risks even if it requires temporarily redeploying our resources or reassigning work. This risk deployment approach helps us to ensure we direct audit resources toward top priorities. We formally assess risks to determine the critical areas for attention based on the potential for adverse effects on the Postal Service, and then ensure we have the right resources in the right places. In this way, we focus our audit plan on addressing the emerging issues and major risks facing the Postal Service in three broad categories – Strategic, Financial, and Operational. This allows us to be responsive to imminent concerns, Postal Service initiatives, and business environment changes. Examples of risk factors that we identified for the Postal Service are:

### Strategic Risk

- Network streamlining
- Strategic vision for automation
- Strategic workforce planning
- Viability of the Postal Service business model

### Financial Risk

- Employees on leave without pay, limited duty, workers' compensation
- Financial systems
- Pricing
- External and internal financial fraud

### Operational Risk

- Performance Driven Organization
- Revenue protection
- Process efficiency
- Customer service

In late 2007, we began a Continuous Auditing (CA) / risk modeling initiative — called Performance Analyses and Risk Indicator Scans (PARIS) — to address a wide variety of operational, financial, and support issues within the Postal

Service. The objective of PARIS is to evaluate numerous data elements from Postal Service systems to identify indicators of, and situations that present, increased risks. Our goal is to turn the data into information, knowledge and, ultimately, action. The first model to come from PARIS was the Operational Risk Model, based on our audit work in the Chicago District in FY 2007. We then created a complementary Financial Risk Model that evaluates 12 separate risk factors. These models are enhancing our ability to better plan audit work and to examine and monitor risk. We have conducted a number of audits based on the results of these models, such as audits on the Philadelphia Processing and Distribution Center (P&DC) new site activation and efficiency of the Houston P&DC. Similarly, these models have identified high risk and even fraudulent financial transactions we would not have necessarily identified in the past. We have recently finalized a third model – the Engineering Risk Model, which focuses on automation risk (machine under-utilization), preventive maintenance risk, and equipment performance risk. Additional models are under development in all of our audit directorates.

A glossary of terms used in the audit plan can be found at the end of this document.

## STRATEGIC RISKS

The Strategic Risk Category includes big picture, long-range issues that impact the Postal Service’s overarching strategic direction. Strategic risk factors could impede the Postal Service’s ability to be effective and efficient, and to ensure that its products and services are self-sustaining and balance legal considerations and stakeholder views.

Important strategic trends include Postal Service initiatives to streamline its processing and delivery networks and invest in technology and process improvements, particularly Intelligent Mail. The Postal Accountability and Enhancement Act of 2006 (Postal Act of 2006) is having a significant strategic impact, as is the changing mix of the mail; among other things, both impact the “business model” of the Postal Service. Historically, mail volume (revenue) growth has covered the growth of the delivery point network (cost). Today, with declining First-Class® Mail volumes, this is increasingly difficult to achieve.

In FY 2009, we plan to conduct the following audits for various strategic risk factors.

Risk Factor	Assignment Title <i>(red indicates PARIS model or continuous auditing project)</i>	Directorate	Carryover or New Start <i>(blue indicates audit will not be completed in FY 2009)</i>	Postal Geographic Area
<b>Network Streamlining</b>	AMC Outsourcing	Network Optimization	C/O	Boston
	AMC Closing	Network Optimization	C/O	Salt Lake City
	Time Definite Surface Network	Network Optimization	N/S	Atlanta; Cincinnati; Seattle
	AMP Global	Network Optimization	N/S	Headquarters
	AMC Global	Network Optimization	N/S	Headquarters
	Controls Over Activation of Outsourced Supplier Facilities	Network Optimization	N/S	Headquarters
	Impact of FSS on the Network	Network Optimization	N/S	Headquarters; Atlanta

<b>Risk Factor</b>	<b>Assignment Title (red indicates PARIS model or continuous auditing project)</b>	<b>Directorate</b>	<b>Carryover or New Start (blue indicates audit will not be completed in FY 2009)</b>	<b>Postal Geographic Area</b>
	P&DC Consolidation Opportunities Analysis	Network Optimization	N/S	Southeast Area
<b>Stakeholder Relationships</b>	FY 2009 Special Purpose Financial Statements	Financial Reporting	N/S	Headquarters; Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC
	FY 2008 Special Purpose Financial Statements	Financial Reporting	C/O	Headquarters; Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC
	AMP Communications	Network Optimization	C/O	Headquarters
<b>Strategic Vision for Automation</b>	FSS System Performance	Engineering	N/S	Dulles, VA
	APPS	Engineering	N/S	Nationwide
	Retail Technology Strategies: APC	Engineering	N/S	Nationwide; Merrifield; Headquarters
<b>Contracting Out</b>	TDSN Outsourcing Contract Management	Supply Management	N/S	Nationwide
<b>Revenue Generation</b>	Postal Service's Efforts to Grow the Competitive Products Business	Sales & Service	N/S	Headquarters; selected field sites
	Revenue Generating Contracts	Supply Management	N/S	Nationwide
<b>Strategic Workforce Planning</b>	Strategy for Non-Bargaining Workhour Reductions (District Succession Planning)	Human Capital	N/S	Nationwide
	Strategy for Bargaining Unit Workhour Reductions (Voluntary Early Retirement)	Human Capital	N/S	Nationwide
<b>Long-Term Forecasting</b>	Accuracy of Long-term Forecasting	Sales & Service	N/S	Headquarters; selected field sites

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover or New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
<i>Intelligent Mail</i>	Logistical Support – Technological Initiatives & Systems – Surface Visibility	Transportation	N/S	TBD
	Intelligent Mail	Information Systems	N/S	Headquarters; selected field sites
	Intelligent Mail/Seamless Acceptance Handheld Units	Engineering	N/S	Merrifield; Headquarters
	Intelligent Mail – Use of Intelligent Mail Barcode	Sales & Service	N/S	Headquarters; selected field sites

## FINANCIAL RISKS

The Financial Risk Category includes issues that have a clear financial impact, particularly those related to cost control and revenue generation. The greatest opportunities to reduce financial risks are in the areas of improving internal controls in financial systems, processes, and benefit programs, and maximizing the effectiveness of cash and debt management.

The Postal Service has annual operating revenue of nearly \$75 billion, with expenses exceeding \$80 billion, and issues nearly 450,000 money orders per day. The Postal Service presently manages more than \$40 billion in contracts, ranging from multimillion-dollar national contracts for services such as transportation networks and IT infrastructures, to local contracts for supplies and services at individual postal facilities. The sheer volume of contracts (over 48,000) and their huge dollar value provide opportunities for contractors and employees to defraud the Postal Service.

The major financial risk in FY 2008 was the overall financial situation of the Postal Service. The national economic situation accelerated the decline in mail volume, with a significant adverse impact on postal revenue. In addition, the financial statement audit continued to produce an unqualified opinion, and efforts to implement Sarbanes-Oxley Act provisions continue, as the Postal Service is finalizing documentation of its processes and key controls.

We plan to conduct the following audits for various financial risk factors.

Risk Factor	Assignment Title <i>(red indicates PARIS model or continuous auditing project)</i>	Directorate	Carryover/ New Start <i>(blue indicates audit will not be completed in FY 2009)</i>	Postal Geographic Area
<b><i>LWOP, Limited Duty, Workers' Compensation</i></b>	Safety Goals	Human Capital	N/S	Headquarters
	Safety Phase II	Human Capital	C/O	Capital Metro
	Injury Compensation Case Management (Third-Party Recoveries)	Human Capital	N/S	Headquarters; St. Louis; Great Lakes Area
<b><i>Financial Systems</i></b>	Global Business Systems – Dispatch	Cost, Revenue and Rates	N/S	Headquarters; St. Louis; selected ISCs
	International Air Transport Payments	Cost, Revenue and Rates	C/O	Headquarters; St. Louis; selected ISCs
	e-VS Rejected Transactions	Cost, Revenue and Rates	N/S	Headquarters; St. Louis



<b>Risk Factor</b>	<b>Assignment Title (red indicates PARIS model or continuous auditing project)</b>	<b>Directorate</b>	<b>Carryover/ New Start (blue indicates audit will not be completed in FY 2009)</b>	<b>Postal Geographic Area</b>
	PostalOne! Electronic Manifests	Cost, Revenue and Rates	N/S	Headquarters; selected field sites
	FY 2009 Information Systems Controls	Information Systems	N/S	Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC; Wilkes-Barre IBSSC; Raleigh ITSC
	Enterprise Payment Switch – Phase 4: Disaster Recovery	Information Systems	N/S	Headquarters; Eagan IT/ASC; San Mateo IT/ASC
<b>Pricing</b>	Worksharing Discounts for 1 <sup>st</sup> Class Mail	Sales & Service	N/S	Headquarters; selected field sites
	International Cost and Revenue Analysis	Cost, Revenue and Rates	N/S	Headquarters
	Bulk Revenue, Pieces and Weight	Cost, Revenue and Rates	N/S	Headquarters; selected field sites
<b>Cash &amp; Debt Management</b>	Debt Management	Financial Reporting	N/S	Headquarters
<b>Financial Fraud – External</b>	HCR Contract Oversight, National	Supply Management	C/O	Nationwide
	<b>Risk Analysis – Contract Payments</b>	Supply Management	N/S	Nationwide
<b>Financial Fraud – Internal</b>	FY 2008 District Risk-Based Financial Audits	Field Financial	C/O	Bay Valley and Sierra Coastal Districts
	FY 2009 District Risk-Based Financial Audits	Field Financial	N/S	Locations TBD
	<b>Risk Analysis –</b> • BMEUs, APCs, SSPCs, SDOs, and CPUs • <b>Financial Risk Model</b>	Field Financial	Year-Long	Nationwide
	<b>Voyager Card Transactions</b>	Field Financial	Year- Long	Atlanta
	<b>Purchase Card Transactions</b>	Field Financial	Year-Long	Denver

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	Employee Payment Monitoring	Field Financial	Year-Long	Various
	Negative Trust Balances	Field Financial	C/O	Various
	Salary Advances	Field Financial	N/S	Various
	Contract Station Expenses	Field Financial	N/S	Various
	Meetings and Meals	Field Financial	N/S	Various
	Follow-up: No Fee Money Orders	Field Financial	N/S	Various
	General Ledger Analysis	Financial Reporting	N/S	Headquarters; Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC
	BSA	Financial Reporting	N/S	Headquarters
<b>Labor Costs</b>	FY 2009 Office of Personnel Management Agreed Upon Procedures – Withholdings and Contributions	Financial Reporting	N/S	Eagan IT/ASC
	Saved Grade Pay	Human Capital	N/S	Nationwide
	Pay Comparability	Human Capital	N/S	TBD
<b>Competitive vs. Market-Dominant Reporting</b>	Cost and Revenue Analysis	Cost, Revenue and Rates	N/S	Headquarters
<b>Non-Standard Transactions</b>	FY 2008 Financial Statements Audit	Financial Reporting	C/O	San Mateo IT/ASC; Topeka Material Distribution Center, Topeka, KS
	FY 2008 Financial Statements Audit	Financial Reporting	C/O	St. Louis IT/ASC; Capital Metro DNO; Pacific FSO; Newark AMC; Miami ISC; Headquarters
	FY 2008 Financial Statements Audit	Financial Reporting	C/O	Eagan IT/ASC

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	FY 2009 Financial Statements Audit	Financial Reporting	N/S	San Mateo IT/ASC; Topeka Material Distribution Center, Topeka, KS
	FY 2009 Financial Statements Audit	Financial Reporting	N/S	St. Louis IT/ASC; Capital Metro DNO; Pacific FSO; Newark AMC; Miami ISC; Headquarters
	FY 2009 Financial Statements Audit	Financial Reporting	N/S	Eagan IT/ASC
<b>Contingent Liabilities</b>	FY 2008 Financial Statements Audit	Financial Reporting	C/O	Headquarters
	FY 2009 Financial Statements Audit	Financial Reporting	N/S	Headquarters
<b>Sarbanes-Oxley</b>	Sarbanes-Oxley – Work Mandated by Postal Act of 2006	Financial Reporting	N/S	Numerous locations nationwide, including Headquarters; Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC
<b>SEC-Type Reporting</b>	Fiscal Year 2008 Financial Installation Audits and Cost and Revenue Analysis – Wrap Up	Field Financial	C/O	Nationwide
	Fiscal Year 2008 Area SmartPay Purchase Card Audits – Wrap Up	Field Financial	C/O	Nationwide
	FY 2009 Financial Installation Audits – Post Offices (part of FF work)	Field Financial	N/S	Nationwide 105 post offices (40 large and 65 small)
	FY 2009 Financial Installation Audits – BMEUs (part of FF work)	Field Financial	N/S	Nationwide 96 BMEUs (33 large and 63 small)

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover/ New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
	FY 2009 Financial Installation Audits – Contract Postal Units (part of FF work)	Field Financial	N/S	Nationwide 11 CPUs
	FY 2009 SmartPay Purchase Card Expenditures (part of FF work)	Field Financial	N/S	Nationwide
	Business Reply Mail	Field Financial	N/S	Nationwide
	FY 2008 Governors' Travel and Meeting Expenses	Financial Reporting	C/O	Headquarters
	FY 2008 Officers' Travel and Representation Expenses	Financial Reporting	C/O	Headquarters
	FY 2009 Governors' Travel and Meeting Expenses	Financial Reporting	N/S	Headquarters
	FY 2009 Officers' Travel and Representation Expenses	Financial Reporting	N/S	Headquarters

## OPERATIONAL RISKS

The Operational Risk Category includes issues related to the day-to-day operations of the Postal Service. These risk factors affect the Postal Service's ability to provide timely, reliable delivery and customer service across all access points. Operational risk factors involve the quality of postal services and the end-to-end service performance for all mail, as well as the assurance that postal products and services meet customer expectations by being responsive, consistent, and easy to use.

Being attentive to operational risks is especially important as the Postal Service works to control costs with the significant infrastructure investment required to meet its universal service obligation. Delivery extends to more than 147 million delivery points, with about 290,000 city and rural letter carriers and more than 6,000 highway route contractors with box delivery. The massive infrastructure also includes 354 plants, bulk mail and air mail centers, which employ nearly 200,000 clerks and mail handlers. Furthermore, the Postal Service has one of the largest transportation infrastructures in the world – which includes over 206,000 vehicles.

Based on this massive infrastructure and our work in related areas, we believe that addressing operational risk factors is a significant challenge for the Postal Service. Great opportunities to reduce costs exist in the areas of optimizing the network to control processing and delivery costs and increasing efficiencies in transportation and technology investments.

Major operational trends include continuing opportunities for cost savings in overhauling the delivery network to include facility closures, outsourcing, and remapping of work systems and processes. Over the last year, service risks, in particular, have commanded extensive attention. Better planning and project management in contracting and automation development activities could save costs and improve delivery of the programs. Finally, compliance problems continue in the revenue assurance area.

In FY 2009, we plan to conduct audits addressing the following operational risk factors.

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover/ New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
<i>Performance Driven Organization</i>	City Delivery Risk Analyses	Delivery	N/S	Nationwide

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	Logistical Support – National Trailer Lease Requirements	Transportation	C/O	Chicago; Detroit; St. Louis
	Logistical Support – National Trailer Lease Requirements	Transportation	N/S	Denver; Des Moines; Kansas City; Seattle; Minneapolis
	Logistical Support – Vehicle Management – Trailer Fleet Management	Transportation	N/S	Nationwide
<b>Revenue Protection</b>	Post Office Box Revenue	Field Financial	N/S	TBD
	Click-n-Ship Refunds	Sales & Service	C/O	Nationwide
	Readability of 1 <sup>st</sup> Class Postage	Sales & Service	N/S	Nationwide
	Shipping Assistant – Printing Labels Without Postage	Sales & Service	N/S	Nationwide
	Inbound International Mail	Sales & Service	N/S	Nationwide
	Move Update/PAVE/CASS/MASS Mailers' Compliance with Automation Rates	Sales & Service	N/S	Nationwide
	Plant Verified Drop Shipments	Sales & Service	N/S	Nationwide
	Special Postage Payment Systems	Sales & Service	N/S	Nationwide
	Seamless Acceptance	Sales & Service	C/O	Nationwide
<b>Process Efficiency</b>	Congressional – Virgin Islands Delivery Issues	Delivery, Network Optimization, Transportation	C/O	Caribbean District
	Delivery Point Sequencing	Delivery	N/S	Nationwide
	Efficiency Reviews – City Delivery	Delivery	N/S	Nationwide

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover/ New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
	FSS – Impact on City Carriers	Delivery	N/S	Capital Metro Area; Northern Virginia District
	Carrier Optimal Routing – Route Consolidation	Delivery	N/S	Nationwide
	Powered Industrial Vehicle Management System at P&DCs	Network Processing	C/O	San Francisco; Louisville; Denver; Memphis
	Mail Processing Review	Network Processing	N/S	Cleveland P&DC
	Mail Processing Review	Network Processing	N/S	Houston P&DC
	External Benchmarking for Overall Operational Efficiencies	Network Processing	N/S	TBD
	Air Networks – FedEx Transportation Agreement	Transportation	C/O	Southeast Area Operations
	Air Networks – FedEx Transportation Agreement	Transportation	C/O	Pittsburgh and other Eastern Area Operations
	Air Networks – Airport Mail Center Operations	Transportation	N/S	Chicago
	Air Networks – Airport Mail Center Operations	Transportation	N/S	San Francisco
	Air Networks – FedEx Transportation Agreement – Capping	Transportation	N/S	Nationwide

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover/ New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
	Air Networks – Improper Mail Types – Commercial Air, Christmas Operations, Other	Transportation	N/S	Nationwide
	Air Networks – UPS Agreement – Improper Mail Types	Transportation	N/S	Nationwide
	Surface Networks – PVS Operations	Transportation	C/O	Minneapolis P&DC
	Surface Networks – PVS Operations	Transportation	N/S	Chicago District P&DCs
	Surface Networks – Surface Transfer Centers – Transportation Routes	Transportation	N/S	Indianapolis; NY Metro
	Surface Networks – FSS Machines – Impact on Surface Transportation Requirements	Transportation	N/S	TBD
	Logistical Support – Mail Transport Equipment – Inventory Management	Transportation	N/S	Nationwide
	Equipment Maintenance Effectiveness	Engineering	N/S	South Florida District
	Equipment Maintenance Effectiveness	Engineering	N/S	Philadelphia
	Equipment Maintenance Effectiveness	Engineering	N/S	Southeast Michigan
	Managing Workhours to Workload	Sales & Service	N/S	Nationwide
	Stamp Distribution Offices – Consolidations	Sales & Service	N/S	Nationwide



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<b>Contracting Process</b>	Building Equipment Maintenance	Engineering	N/S	Nationwide/ Regional
	Custodial Maintenance	Engineering	N/S	Nationwide/ Regional
	Invoice Procedures, Non-mail Equipment Contracts	Supply Management	C/O	Headquarters
	Contract Changes, Convergys	Supply Management	C/O	Headquarters
	FSS Contract Modifications	Supply Management	C/O	Headquarters
	Delegations of Contracting Authority	Supply Management	C/O	Denver; Headquarters
	Surface Transportation Contract Oversight	Supply Management	N/S	Nationwide
	IT Contract Oversight	Supply Management	N/S	Headquarters
	MTE Contract Management	Supply Management	N/S	Headquarters
	Contract Changes, Campbell Ewald	Supply Management	N/S	Nationwide
	Air Taxi Contract Management	Supply Management	N/S	Nationwide
	Contractual Remedies	Supply Management	N/S	Nationwide
	Key Supplier Risk Mitigation	Supply Management	N/S	Nationwide
	<b>Customer Service</b>	Modern Service Standards	Network Optimization	C/O
FY 2009 Performance Goals for Service Standards		Network Optimization	N/S	Headquarters
Delayed Mail in the Houston District		Network Processing	N/S	Houston
Follow-up: Delayed Mail in the Chicago District		Network Processing	N/S	Chicago
Follow-up: Color Coding Procedures		Network Processing	N/S	TBD

Risk Factor	Assignment Title (red indicates PARIS model or continuous auditing project)	Directorate	Carryover/ New Start (blue indicates audit will not be completed in FY 2009)	Postal Geographic Area
	Quality of Service	Cost, Revenue and Rates	N/S	Headquarters
	Postal Act of 2006 Capping Report	Cost, Revenue and Rates	N/S	Headquarters
	Customer Complaints	Sales & Service	N/S	Nationwide
<b>Management Information / Operational Systems</b>	EXFC	Network Processing	N/S	Headquarters
	MODS Follow-up	Cost, Revenue and Rates	C/O	Headquarters; selected field sites
	ODIS/RPW	Cost, Revenue and Rates	N/S	Headquarters; selected field sites
	City Carrier Street Time Study	Cost, Revenue and Rates	C/O	Headquarters
	<b>IOCS/TACS</b>	Cost, Revenue and Rates	N/S	Headquarters
	Supervisor Leave	Cost, Revenue and Rates	C/O	Headquarters; selected field sites
	APC Fraud Potential and Follow-Up: Image Vulnerabilities	Information Systems	C/O	Raleigh, NC; Houston, TX; Eagan IT/ASC; and others TBD
	External PKI Environment Compliance Audit (FY 2008)	Information Systems	C/O	Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC; Wilkes-Barre IBSSC; Raleigh ITSC
	External PKI Environment Compliance Audit (FY 2009)	Information Systems	N/S	Eagan IT/ASC; San Mateo IT/ASC
	Electronic Data Warehouse – Security Audit	Information Systems	C/O	Eagan IT/ASC; Raleigh ITSC; Headquarters

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	Chase Insight Security	Information Systems	N/S	Eagan IT/ASC; Headquarters
	Security Vulnerability Assessment – Chase Insight Security	Information Systems	N/S	Eagan IT/ASC; Raleigh ITSC
	Security Vulnerability Assessment of Mail Processing System Network 10.xx.xx.xx (Intelligent Mail)	Information Systems	N/S	TBD
	Postal Service Business Partner Security Review	Information Systems	N/S	Headquarters
	Disposition of Sensitive Equipment	Information Systems	N/S	Eagan IT/ASC; St. Louis IT/ASC; San Mateo IT/ASC; Wilkes-Barre IBSSC; Raleigh ITSC; Topeka, KS
<b>Staffing</b>	Temporary Detail Assignments – Extended More Than 1 year	Human Capital	N/S	TBD
<b>Real Estate/Space Management</b>	Cost Analysis Process for Postal Facility Realignment	Inspection Service & Facilities	N/S	Headquarters; Facilities; FSOs
	Cost-Benefit of Postal Service Leases	Inspection Service & Facilities	N/S	Headquarters; Facilities; FSOs
	Disposal of Closed Facilities	Inspection Service & Facilities	N/S	Headquarters; Facilities; FSOs
<b>Energy Costs</b>	Management and Conservation of Delivery Vehicle Fuel	Delivery	N/S	All 9 areas

<b>Risk Factor</b>	<b>Assignment Title (red indicates PARIS model or continuous auditing project)</b>	<b>Directorate</b>	<b>Carryover/ New Start (blue indicates audit will not be completed in FY 2009)</b>	<b>Postal Geographic Area</b>
	Logistical Support – Fuel Management Initiatives – Surface Network Operations	Transportation	C/O	Headquarters
	Logistical Support – Fuel Management – e-Fuel Voyager Card Controls – Highway Contract Fuel	Transportation	N/S	TBD
	Alternative Fuel Vehicles	Engineering	N/S	Merrifield; Headquarters
<b>Security of the Mail</b>	Contactor Security	Inspection Service & Facilities	C/O	Inspection Service; Purchasing; Human Resources
	Aviation Security	Inspection Service & Facilities	C/O	Inspection Service; Transportation
	Suspicious Substance Incident	Inspection Service & Facilities	C/O	Huntsville, AL
	Quality Assessment Review	Inspection Service & Facilities	C/O	Newark, NJ
	Consumer Fraud Fund	Inspection Service & Facilities	N/S	Inspection Service
<b>Emergency Preparedness</b>	Emergency Information Management System, Postal Headquarters COOP/COOP Capping	Inspection Service & Facilities	C/O	Headquarters
<b>Project Management</b>	Detroit Michigan P&DC Site Activation	Network Processing	N/S	Detroit
<b>Maintenance: Equipment,</b>	Vehicle Scheduled Maintenance	Delivery	C/O	Capital Metro
	Vehicle Scheduled Maintenance	Delivery	C/O	Northeast Area
	Vehicle Scheduled Maintenance	Delivery	C/O	Eastern
	Vehicle Scheduled Maintenance	Delivery	C/O	National Capping

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<b>Facilities, Vehicles</b>	Maintenance and Repair on Warranty Vehicles	Delivery	C/O	Nationwide
	Implementation of Conditional-based Maintenance Policies by DBCS Mail Processing Sites	Engineering	N/S	Nationwide
	Leased Facilities Maintenance Responsibility	Inspection Service & Facilities	C/O	Headquarters Facilities; FSOs
<b>IT Operations</b>	<b>Emergency Changes</b>	Information Systems	C/O	Eagan IT/ASC
	Address Quality Supplied to Mailers/Vendors	Information Systems	N/S	Headquarters; Memphis NCSC
	Enterprise Architecture	Information Systems	N/S	Headquarters
<b>International Network Operations</b>	Los Angeles and San Francisco International Service Center Move into the Worldway Facility	Network Processing	N/S	Los Angeles
<b>Compliance with Laws</b>	Recycling Opportunities	Engineering	N/S	Nationwide/ Regional
	Environmental Hazards – Asbestos and Mold	Inspection Service & Facilities	N/S	Headquarters Facilities; FSOs
	Energy Reductions – Sustainability Goals/Green Opportunities	Inspection Service & Facilities	N/S	Headquarters Facilities; FSOs
	Compliance With the Bank Secrecy Act	Financial Reporting	N/S	Headquarters; possible fieldwork at selected field sites; possible fieldwork in Mexico for Dinero Seguro

## **GLOSSARY**

AMC – Air Mail Center

AMP – Area Mail Processing

APC – Automated Postal Center

APPS – Automated Package Processing System

BMC – Bulk Mail Center

BMEU – Business Mail Entry Unit

BSA – Bank Secrecy Act

CASS – Coding Accuracy Support System

COOP – Continuity of Operations Plan

CPU – Contract Postal Unit

DBCS – Delivery Bar Code Sorter

DNO – Distribution Network Office

e-VS – Electronic Verification System

EXFC – External First Class Measurement

FF – field financial

FSO – Facilities Service Office

FSS – Flat Sequencing System

FY – fiscal year

GPS – global positioning system

HCR – Highway Contract Route

IBSSC – Integrated Business Systems Service Center

IOCS/TACS – In-Office Cost System/Time and Attendance Collection System

ISC – International Service Center

IT – information technology

ITSC – Information Technology Service Center

IT/ASC – Information Technology / Accounting Service Center

LWOP – Leave without pay

MASS – Multiline Accuracy Support System

MODS – Management Operating Data System

MTE – mail transport equipment

NCSC – National Customer Support Center

ODIS – Origin Destination Information System

OIG – Office of Inspector General

OSHA – Occupational Safety and Health Administration

PAVE – Presort Accuracy Validation and Evaluation

P&DC – Processing and Distribution Center

PARIS – Performance Analyses and Risk Indicator Scans

PKI – Public Key Infrastructure

PO – post office

Postal Act of 2006 – Postal Accountability and Enhancement Act of 2006

RPW – Revenue, Pieces and Weight

SEC – Securities and Exchange Commission

SSPC – Self Service Postal Center

TDSN – Time-Definite Surface Network

UPS – United Parcel Service