

September 30, 2002

CHARLES E. BRAVO  
SENIOR VICE PRESIDENT, CHIEF TECHNOLOGY OFFICER

SUBJECT: Audit Report –Team Enterprise Initiative  
(Report Number EM-AR-02-014)

This report presents the results of our review of the Team Enterprise Initiative (Project Number 02BG011EM000). The self-initiated review was part of an on-going series of audits to review systems during the systems development life cycle process. The objectives of our audit were to: (1) assess the adequacy of Team Enterprise project definition and planning, (2) evaluate whether Postal Service management clearly defined requirements for applications supporting Team Enterprise, and (3) assess the adequacy of the system development process for applications supporting Team Enterprise.

The audit disclosed that functional requirements for applications designed to support Team Enterprise were adequately defined. However, the Team Enterprise initiative was not adequately defined. In addition, for one system under Team Enterprise, the Entry Information System, system security requirements were not always followed, and the approved systems development life cycle methodology was not always utilized. As a result, the Postal Service has no assurance that all team members understood the purpose and goals of Team Enterprise; application developers relied upon incomplete documentation and could have designed security requirements for the wrong level of sensitivity; and there is no assurance that the development of the Entry Information System will meet all requirements, ensure participation by all stakeholders, and control costs. Management's comments and our evaluation of these comments are included in this report.

This report made four recommendations addressing these issues. Management agreed with two of the recommendations and has taken corrective actions addressing those issues identified in the report. Management disagreed with the first finding and a portion of the second finding and the related recommendations; however, additional information provided by management as well as actions taken subsequent to the audit address the concerns raised in this report.

We appreciate the cooperation and courtesies provided by your staff during the audit. If you have any questions or need additional information, please contact Robert J. Batta, director, eCommerce and Marketing, at (703) 248-2100 or me at (703) 248-2300.

Ronald D. Merryman  
Acting, Assistant Inspector General  
for eBusiness

Attachment

cc: Carole D. Koehler  
George W. Wright  
James L. Golden  
Susan M. Duchek

## TABLE OF CONTENTS

<b>Executive Summary</b>	i
<b>Part I</b>	
<b>Introduction</b>	1
Background	1
Objectives, Scope, and Methodology	2
Prior Audit Coverage	3
<b>Part II</b>	
<b>Audit Results</b>	4
Project Definition	4
Recommendation	5
Management's Comments	5
Evaluation of Management's Comments	5
Security Requirements	6
Recommendations	7
Management's Comments	7
Evaluation of Management's Comments	7
System Development Process	9
Audit Comment	9
<b>Appendix. Management's Comments</b>	11

## EXECUTIVE SUMMARY

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### Introduction

There are five major stages in the systems development life cycle.<sup>1</sup> Each stage has several process points that need to be accomplished to develop a successful project. This report presents our self-initiated audit of the Team Enterprise initiative and associated software development. This is the sixth report in a series of Office of Inspector General (OIG) audits of Postal Service initiatives in the early phases of development. By early involvement in the process, the OIG can make recommendations to resolve issues in development prior to system implementation. Studies indicated that it is up to 100 times more costly to make changes after a system is placed into production. Our objectives were to: (1) assess the adequacy of Team Enterprise project definition and planning, (2) evaluate whether Postal Service management clearly defined requirements for applications supporting Team Enterprise, and (3) assess the adequacy of the systems development process for applications supporting Team Enterprise.

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### Results in Brief

Our review found that functional requirements for applications designed to support Team Enterprise were adequately defined. However, the Team Enterprise initiative was not adequately defined. In addition, for one system under Team Enterprise, the Entry Information System, system security requirements were not always followed, and the approved systems development life cycle methodology was not always utilized.

These conditions occurred because Postal Service management believed they had adequately defined the initiative, however, the definition adopted by the project team and provided in program documentation was vague, subject to interpretation, and lacked specific goals for the initiative. In addition, Postal Service management did not realize they had not completed the business data section of the business impact assessment.

As a result, the Postal Service has no assurance that all team members understood the purpose and goals of Team Enterprise. Furthermore, in the case of the Entry Information System, application developers relied upon incomplete documentation and could have designed

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<sup>1</sup> A systems development life cycle is a logical process by which systems analysts, software engineers, programmers, and end users build information systems and computer applications to solve business problems and needs.

security requirements for the wrong level of sensitivity; and there is no assurance that the development will meet all requirements, ensure participation by key stakeholders, and control costs.

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**Summary of Recommendations**

We made four recommendations to correct identified deficiencies that include ensuring: the scope of Team Enterprise and associated goals are clearly defined and documented, all security requirements are followed, and system testing is completed. We did not make a specific recommendation to address the use of an approved systems development life cycle methodology, because Postal Service management issued policy during the audit to address this concern.

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**Summary of Management's Comments**

Management disagreed with our first finding, a portion of the second finding, and the associated recommendations. The Postal Service believed Team Enterprise was adequately defined and that the executive sponsor had been appointed. Management agreed with the remaining findings and recommendations and has implemented corrective actions to address those recommendations. Management's comments, in their entirety, are included in the appendix of this report.

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**Overall Evaluation of Management's Comments**

We disagree with management's comments to the first finding and part of the second finding. During audit fieldwork, management provided inconsistent definitions for Team Enterprise and could not provide details of the programs. Also, the letter referenced in managements comments neither specified that the manager was designated as the executive sponsor, nor did it specify the requirements of AS-805.

However, information provided by management subsequent to the audit addressed the concerns over these issues. Thus, management's comments and additional actions are responsive to satisfy the intent of our recommendations.

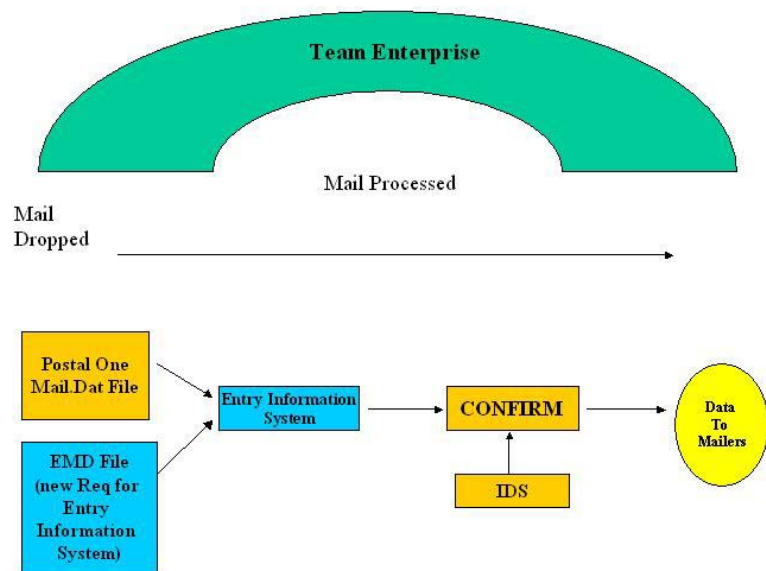
## INTRODUCTION

### Background

On May 18, 2001, senior Postal Service officials<sup>2</sup> initiated a work team for the purpose of developing a fast track method, named Team Enterprise, to improve mail tracking to support service measurement. A cross-functional team was established to develop the approach for implementation by October 1, 2002. Team Enterprise is not a program in itself but rather an umbrella that covers a multitude of programs (see diagram below).

At present, the Team Enterprise work team has developed a new application, Entry Information System (formerly called Start-The-Clock). The purpose of this system is to capture the date and time the Postal Service takes possession of mailings from business customers.

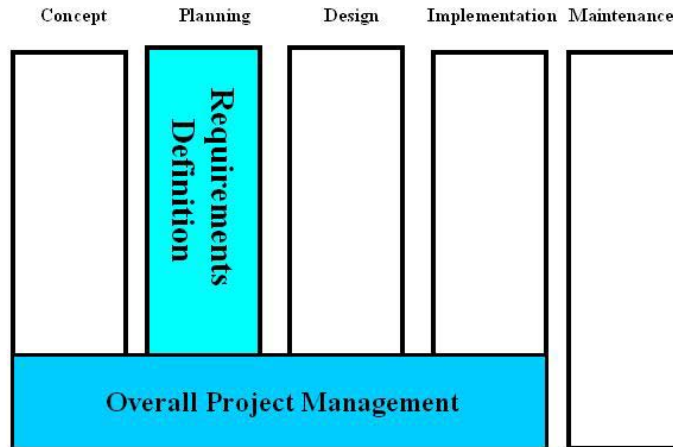
### Team Enterprise Structure



When our review took place, the Entry Information System was in the test phase and was placed in production on March 31, 2002. We reviewed both the requirements and testing phases of the program, as well as overall program management.

<sup>2</sup> Senior Postal Service officials include the postmaster general, chief operating officer and executive vice president, and chief financial officer and executive vice president.

Process Points Reviewed for Entry Information System  
In Relation to the System Development Life Cycle Phases



**Objectives, Scope, and Methodology**

The objectives of our review of the Team Enterprise initiative were to: (1) assess the adequacy of Team Enterprise project definition and planning, (2) evaluate whether the Postal Service clearly defined requirements for applications supporting the Team Enterprise initiative, and (3) assess the adequacy of the systems development process for applications supporting Team Enterprise.

To accomplish our objectives, we interviewed key project personnel, including the executive sponsor, portfolio manager, program manager, contracting officer representative, and the information system security representative. In addition, we interviewed operations representatives under Postal Service Mailing Operations staff – area coordinators. We also reviewed key documentation related to requirements, planning, and program management.

This audit was conducted from February through September 2002 in accordance with generally accepted government auditing standards and included tests of internal controls as were considered necessary under the circumstances. We did not rely on computer-generated

data to accomplish the objectives of this audit. We discussed our conclusions and observations with appropriate management officials and included their comments, where appropriate.

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**Prior Audit Coverage**

We did not identify any prior audits or reviews related to the objective of this audit.



## AUDIT RESULTS

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### Project Definition

Postal Service management did not clearly define the purpose of the Team Enterprise initiative. Specifically, project documentation contained conflicting definitions and discussions with Postal Service management have yielded project definitions different from those contained in program documentation.

Industry best practices recommend that all large corporate initiatives be clearly defined and planned. This includes definition of goals, as well as tasks to accomplish these goals.

The letter initiating Team Enterprise stated the purpose was to establish a working team tasked to develop a fast track method to improve mail tracking to support service measurement, with a focus on Standard A letters/flats, Parcel Select, and First-Class Priority Mail. However, project documentation defined Team Enterprise as a strategic initiative with the purpose to design, plan, and support the deployment of cross-functional initiatives that bring value to the Postal Service and its business mailers. It further indicated these initiatives would include both tactical and strategic efforts focusing on end-to-end accountability, service measurement and performance management, mail coding and tracking, collaborative planning and downstream notification, and the enabling of revenue assurance and auditing.

Further, during discussions with Postal Service management, they stated Team Enterprise was not a strategic initiative with specific goals, but rather a mechanism to work cross-functional issues. Additionally, although Postal Service management initially stated the number of programs included in the Team Enterprise initiative was 9 to 11, when asked to detail those programs, they stated the number was unknown and they would work issues as they were identified to the team.

Postal Service management believed they had adequately defined the initiative; however, the definition adopted by the project team and provided in program documentation was vague, subject to interpretation, and lacked specific goals for the initiative.

Clear project definition is necessary to guide the initiative, document approval from executive sponsors, and ensure all team members understand the purpose and goals of the project. It also provides the basis for project planning, and controls the scope of work to be performed.

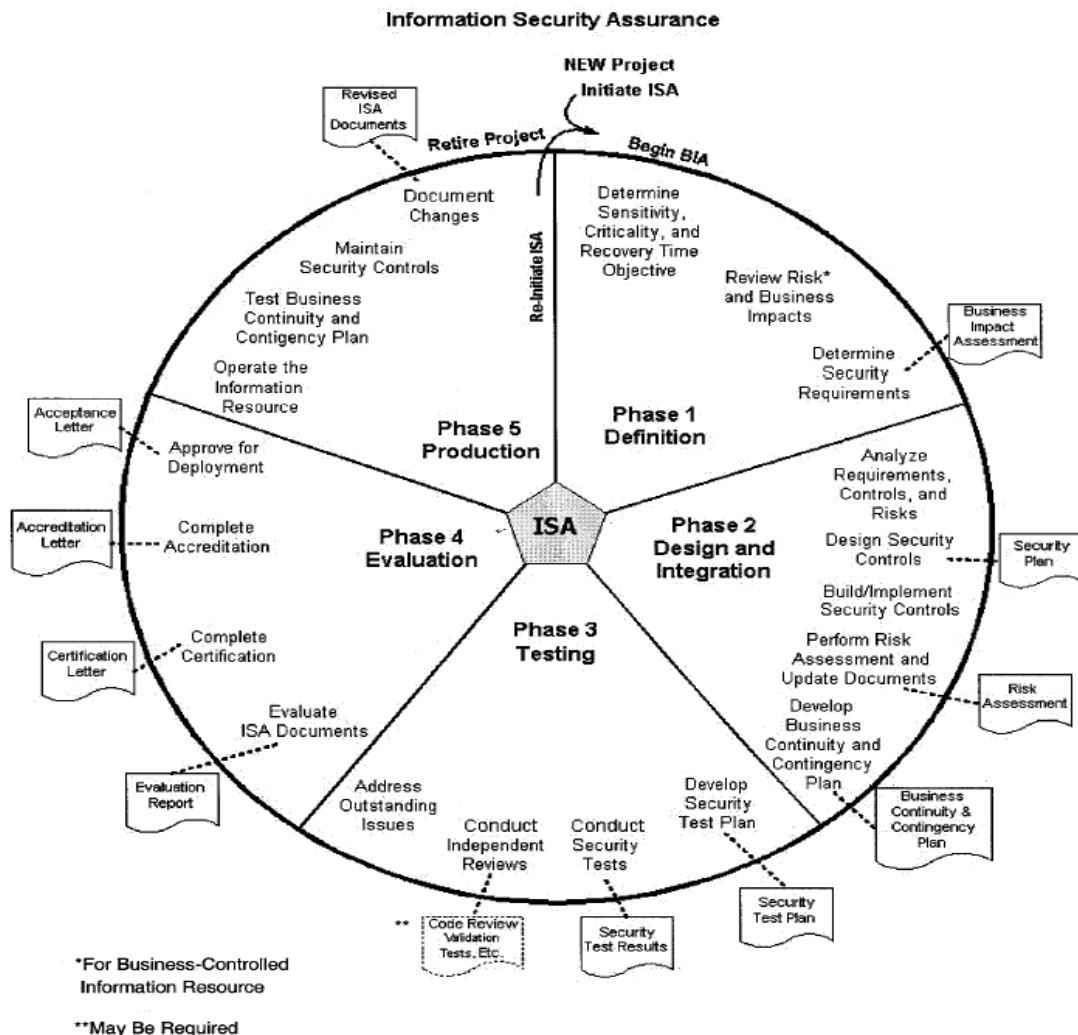
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<b>Recommendation</b>	We recommend the senior vice president, chief technology officer, ensure:  1. Program management clearly define and document the purpose and goals of the Team Enterprise initiative.
<b>Management's Comments</b>	Management disagreed with our finding and recommendation. Management commented that they believed the goals and purposes of Team Enterprise are adequately defined and documented. Along with their comments management provided a power point presentation that detailed the ten programs currently being worked under Team Enterprise and stated that as business needs are identified and budgets are refined, the number of programs may change. They concluded this approach accounts for the difference in the number of programs under Team Enterprise at any given time.
<b>Evaluation of Management's Comments</b>	We do not agree that management clearly defined and documented the purpose and goals of Team Enterprise during the audit but management provided additional information that adequately addressed the issues we identified. Consequently, management's actions should correct the problem or resolve the issues identified in this report.

**Security Requirements**

Postal Service management did not ensure all Handbook AS-805, Information Security, requirements for the Entry Information System were fully completed.

Handbook AS-805, Information Security, requires the completion of a business impact assessment for all new applications (see Phase 1, definition below). This assessment should be completed by the executive sponsor or a representative designated in writing, and is used to determine the sensitivity and criticality of the system. This determination drives security requirements for the system.



The approved business impact assessment did not include an assessment of the business data being used by the

system and was not signed by the executive sponsor or their designated representative. Specifically, a review of the database specifications indicates business-mailing data such as mailers job numbers, presort level, mailers PERMIT number, and number of pieces in the current mailing will be stored by the system. However, the section of the business impact assessment used to classify business data was left blank.

This occurred because Postal Service management did not realize they had not completed the business data section of the business impact assessment. They stated it was an oversight and they had held discussions regarding the classification of the data. However, they did not document their discussion; therefore, we could not validate that a classification of the business data had occurred.

As a result, application developers relied upon incomplete documentation, and could have designed security requirements for the wrong level of sensitivity.

<b>Recommendation</b>	<p>We recommend the senior vice president, chief technology officer, ensure:</p> <ol style="list-style-type: none"> <li>2. The executive sponsor designates in writing, a representative as required by Handbook AS-805.</li> </ol>
<b>Management's Comments</b>	<p>Management disagreed with recommendation 2 and the related finding. Management stated that a letter sent in May 2001, from the vice president of Information Platform, designated the manager, Sales and Marketing Portfolio, the executive sponsor. Management's comments further stated that this person was the business manager and responsible for items referenced in 3-2-1 of AS-805.</p>
<b>Evaluation of Management's Comments</b>	<p>Subsequent to our audit work, management provided additional documentation to show that an executive sponsor was appointed and project documentation was modified.</p> <p>Management's actions taken should correct the problem or resolve the issues identified in this report.</p>

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<b>Recommendations</b>	We recommend the senior vice president, chief technology officer, ensure:  <ol style="list-style-type: none"><li data-bbox="659 349 1425 488">3. The executive sponsor, or their designated representative, completes the business impact assessment to determine the sensitivity level of the business data.</li><li data-bbox="659 533 1446 707">4. Program management determines the appropriate security requirements for the Entry Information System based upon the classification of business data and determine if these requirements have been met.</li></ol>
<b>Management's Comments</b>	Management agreed with recommendations 3 and 4, and reported they took corrective action in July and April 2002, respectively.
<b>Evaluation of Management's Comments</b>	In OIG's opinion, management's actions taken for recommendations 3, and 4 should correct the problem or resolve the issues identified in this report.

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**System Development Process**

Postal Service management did not always follow an approved system development life cycle methodology for the Entry Information System.

Industry best practices recommend sound systems development life cycle methodologies should be followed for all application development efforts. Additionally, Handbook AS-805, Information Security, requires an approved system development life cycle methodology be followed for all system development efforts.

For the Entry Information System, key personnel were not always assigned to the project in writing, key deliverables were not always produced, approvals of key deliverables were not always documented, and version control of key deliverables did not preserve the dates documents were prepared and/or approved. For example, the information system security representative was not appointed in writing and the business needs statement, program definition document, program charter, program plan, and risk management plan were not produced. Additionally, there was no documented evidence of formal approvals of the business case document, and users requirements document. Further, the business case analysis did not have a fixed date for the document; instead, the date of the document changed each time it was printed.

The system development process was not always followed because program management was attempting to pilot the draft integrated solutions methodology after the systems development effort had begun. Additionally, program management believed they could rely upon the contractor's proprietary methodology. However, a review of contractual documents disclosed the contractor was not required to produce all deliverables required in the integrated solutions methodology.

Sound systems development processes are essential to ensure systems in development will meet all requirements, ensure participation by all stakeholders, and control costs.

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**Audit Comment**

Subsequent to the initiation of the Team Enterprise audit, the integrated solutions methodology was completed and the chief financial officer and chief technology officer, signed

a policy requiring the use of the integrated solutions methodology. To allow development teams time to implement this new policy, we are not making any recommendations at this time.

## APPENDIX. MANAGEMENT'S COMMENTS

CHARLES E. BRAVO  
CHIEF TECHNOLOGY OFFICER  
SENIOR VICE PRESIDENT



September 13, 2002

RONALD D. MERRYMAN

SUBJECT: Management Response to Draft Audit Report – Team Enterprise Initiative (Report Number EM-AR-02-DRAFT)

This provides the management response to the subject audit report. While we agree with a number of the audit recommendations and have taken corrective actions to address them, we believe the report may distort the intent of the Team Enterprise initiative and the effectiveness of the system development process as a whole.

From the onset of this audit, management explained that the Team Enterprise initiative was not a "program" in the traditional sense. It was initiated as a cross-functional team for the purpose of developing a fast track method to improve mail tracking to support service measurement. The plan was to have multiple, discrete programs under Team Enterprise each with defined goals, scopes, and budgets.

The first program under Team Enterprise, the Entry Information System (formerly Start-The-Clock), was deployed in under a year and was an early adopter of the Integrated Solutions Methodology (ISM). The Entry Information System enabled service measurement for Confirm customers by capturing the date and time the Postal Service takes possession of mailings. Not only was this a significant benefit to our customers, but it was an important step in enabling an end-to-end mail tracking solution.

The subject audit report and this response do not contain information exempt from disclosure under the Freedom of Information Act.

If you have questions regarding our response or would like to discuss them further, please contact the CTO audit coordinator, Kathleen Sober at (202) 268-6156.

A handwritten signature in dark ink, appearing to read "Charles E. Bravo".

Charles E. Bravo

Attachment

cc: Carole Koehler  
Jim Golden  
Susan Duchek  
Kim Stroud



**Team Enterprise Initiative Management Response**

**We recommend the senior vice president, chief technology officer ensure:**

**Recommendation 1: Program management clearly define and document the purpose and goals of the Team Enterprise initiative.**

**Response:** Management believes the goals and purpose of Team Enterprise are adequately defined and documented to guide this initiative, and therefore disagrees with this recommendation. As discussed during the audit and in the work papers provided, the purpose of the Team Enterprise initiative was to develop a fast track method to improve mail tracking to support service measurement. The plan was to have multiple, discrete programs under Team Enterprise each with defined goals, scopes, and budgets that focus on one or more of the following goals: 1) end to end accountability, 2) service measurement and performance, 3) mail coding and tracking, 4) collaborative planning and downstream notification, and 5) enabling revenue assurance and auditing.

In May 2002, there were 10 programs under Team Enterprise (see attachment). As business needs are identified and budgets are refined, the number of programs may change. This approach accounts for the difference in the number of programs under Team Enterprise at any given time.

Completed: May 14, 2002

Responsible Executive: C. Koehler

**Recommendation 2: The executive sponsor designates in writing, a representative as required by Handbook AS-805.**

**Response:** Management disagrees with this recommendation. On May 18, 2001, a letter from the Vice President of Information Platform designated Carole Koehler, Mgr. Sales and Marketing Portfolio, the executive sponsor (See attached letter). This person was the business manager and responsible for items referenced in 3-2.1 of AS-805.

Completed: May 18, 2001

Responsible Executive: C. Koehler

**Recommendation 3: The executive sponsor, or their designated representative, completes the business impact assessment to determine the sensitivity level of the business data.**

**Response:** We agree. The Business Impact Assessment originally signed on December 18, 2001 was updated on July 31, 2002 to correct an inadvertent omission of checking boxes associated with business data. This change did not impact the sensitivity. When the OIG brought this omission to our attention, we revisited the BIA to make the necessary changes and to revalidate the sensitivity designation. We revalidated the data with the ISSR and the sensitivity designation did not change. The audit report fails to reference the discussion and meeting in which management explained to the OIG that the proper assessment was performed although an omission in the business data section was present. The report also incorrectly states that "[management] did not document their discussion." Meeting minutes documenting the BIA discussion were available; however they were not requested during the audit.

Completed: July 31, 2002

Responsible Executive: C. Koehler


**Team Enterprise Initiative Management Response**

**Recommendation 4: Program management determines the appropriate security requirements for the Entry Information System based upon the classification of business data and determine if these requirements have been met.**

**Response:** We agree. The Business Impact Assessment (BIA) completed on December 18, 2002 and updated on July 31, 2002, designated the Entry Information System as a non-sensitive/non-critical system and identified the appropriate security requirements. In non-sensitive/non-critical systems, the executive sponsor is responsible for ensuring that the baseline requirements identified in the BIA document are implemented. Security requirements identified in the BIA were implemented and validated during the Customer Acceptance Testing performed in April 2002 as well as during unit level and system level testing performed in March 2002.

Completed: April 2002

Responsible Executive: C. Koehler



**Team Enterprise Initiatives**

May 2002

**Team Enterprise  
Talking Points**

Program	Info
<b>Program 1: "Start the Clock" ASN</b>	<ul style="list-style-type: none"> <li>ASN development</li> <li>"Start the Clock" for Confirm customers</li> <li>Enabled service measurement for Confirm mailings</li> </ul>
<b>Program 2: Performance Reports</b>	<ul style="list-style-type: none"> <li>Published data to WebEIS for performance reports</li> </ul>
<b>Program 3: Entry Scan EMD</b>	<ul style="list-style-type: none"> <li>EMD development</li> <li>"Start the Clock" web site</li> <li>Nominal development team for 4 months</li> <li>80 web pages with supporting architecture</li> <li>FTP architecture</li> </ul>
<b>Program 4: Strategy Planning and Architecture Blueprint</b>	<ul style="list-style-type: none"> <li>Vision development completed thru 2002</li> <li>Program management role</li> <li>Coordination and integration among Confirm/TE/CDAS/PostalOne!/Decom/Advance/Pailet Tracking</li> <li>Sponsorship/relationship development</li> <li>Projected \$50,000/month for 2003 - 2004</li> </ul>

Page 1

**Team Enterprise  
Talking Points**

Program	Info
<b>Program 5: EMD Version 2.0 Analysis and Design</b>	<ul style="list-style-type: none"> <li>Requirements development and data mapping of mail.dat to PostalOne! EMD and ASN</li> <li>EMD version 2.0 specification to allow ASN submission thru EMD site</li> <li>Team Enterprise/Confirm interface</li> </ul>
<b>Program 6: Mail.dat Extract</b>	<ul style="list-style-type: none"> <li>PostalOne! extraction of data</li> <li>CDAS transformation of data to ASN or EMD</li> <li>Requirement development for TE/CDAS/PostalOne!</li> <li>Data mapping</li> <li>Nominal development team for 4 months</li> <li>Significant coordination of requirements and development between CDAS/PostalOne! and Team Enterprise</li> </ul>
<b>Program 7: Integrated Reporting (DataMart)</b>	<ul style="list-style-type: none"> <li>Shared report infrastructure for Confirm, Delivery Confirmation, and Team Enterprise</li> <li>Single mailer interface for tracking data</li> <li>Using enterprise architecture for data solution</li> <li>2 terabyte of additional data</li> <li>Establish processing platform to support reporting requirements</li> <li>Nominal development team for 4 months</li> </ul>

Page 1

**Team Enterprise  
Talking Points**

Program	Info
<b>Program 8: Bundle Service Measurement</b>	<ul style="list-style-type: none"> <li>"Start the Clock" capability for bundles</li> <li>Performance measurement for carrier route bundles thru delivery</li> <li>Estimate 500 million records per year</li> <li>Delivery process changes and training</li> <li>Hardware and platform to support large processing requirements</li> </ul>
<b>Program 9: Customer Gateway</b>	<ul style="list-style-type: none"> <li>Ascertain scope and level of effort for integration into gateway</li> <li>Migration of tracking web site to Business Mailer Gateway (PostalOne!)</li> </ul>
<b>Program 10: Electronic Revenue Assurance</b>	<ul style="list-style-type: none"> <li>Enable revenue assurance of bypass drop ship mail verification</li> <li>Interim solution available to enable web site and simple verification</li> <li>Enable verification of payment based on quantity and work share discounts</li> <li>Interface with re-designed Perm2 application</li> <li>Interface with PostalOne! and EMD information</li> </ul>

Page 1

**Team Enterprise  
Talking Points**

Program	Info
<b>Program 11: Maintenance/Transition (Program 1, Program 2, Program 3, Program 5)</b>	<ul style="list-style-type: none"> <li>Transition to St. Louis of "Start the Clock" web site</li> <li>Maintenance of ASN specification</li> <li>Maintenance of EMD specification</li> <li>Projected EMD customer growth</li> <li>Maintenance of mail.dat extract to support specification changes</li> <li>Maintenance of WebEIS reports</li> </ul>

Page 1

CHARLES E. BRAVO  
VICE PRESIDENT  
INFORMATION PLATFORM



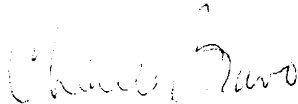
May 18, 2001

NICHOLAS BARRANCA	JOHN RAFF
JOHN KELLY	PAUL VOGEL
ROBERT OTTO	JOHN WARD
DONNA PEAK	MICHELE DENNY

SUBJECT: Mail Acceptance and Service Measurement

At a March 19 meeting with Messrs. Strasser, Potter and Donahoe, we agreed to establish a work team for the purpose of developing a fast track method to improve mail tracking to support service measurement. Since that time we have established a cross-functional work group that will develop the approach for implementation by October 1. This work group has been named "Team Enterprise" and the focus will be Service Measurement reporting on Standard A letters/flats, Parcel Select and First Class/Priority. Special emphasis is being placed on Standard A letters.

Attached is a work plan that outlines the tasks and responsibilities for this effort. If you have any questions regarding the workgroup or attachments, please contact Carole Koehler at ext. 2765. Comments and suggestions are welcomed.

  
Charles E. Bravo

Attachment

cc:

Mr. Nolan  
Mr. Donahoe  
Mr. Strasser  
Mr. Potter  
Mr. Jacobson

### Team Enterprise Tasks and Responsibilities

Task	Owner (Area)	System Owner(s)					Due Date	Comments
		Confirm	Delivery Confirmation	Parcel and Bundles	SAMS	Other		
<b>Mailers/Manifest</b>								
Identify Subset of Mailers and Define Plan for Capturing Data	- John Ward - John Kelly	- Paul Bakshi - Pat Laffey	- Julie Rios - Jean Chen	- Larry Goodman - John Blalock			June 1, 2001	- Must adhere to Manifest requirements (format, supply electronically etc.) - Certain profile show they include mail volume, correct mail types, etc - Maximum of 10 (do not need to be top 10 mailers) per mail type - Include USPS mailings - Identify Risks and Assumptions
Define Plan for Planet Code Tracking of USPS Bulk Mailings	- Bob Otto	- Paul Bakshi - Pat Laffey				- Mabel Grein	May 25, 2001	- Must be able to provide electronic manifest file
Develop/Finalize Phase 1 Electronic Manifest Specification	- John Ward - John Kelly	- Paul Bakshi - Pat Laffey	- Julie Rios - Jean Chen	- Larry Goodman - John Blalock			May 25, 2001	- Must be able to uniquely identify mail dropped at each facility
<b>"Start the Clock"</b>								
Define Method and Plan	- John Ward - John Kelly - Paul Vogel	- Paul Bakshi - Pat Laffey	- Julie Rios - Jean Chen	- Larry Goodman - John Blalock	- Jim Cunningham - Paul Fagan		June 8, 2001	- Must be able to uniquely track back to mailer Manifest - OSAS, OSMS - Identify Risks and Assumptions
<b>Standard A Letters/Flats</b>								
Finalize Phase 1 Data Flow	- John Ward	- Paul Bakshi - Pat Laffey		- Larry Goodman - John Blalock			May 25, 2001	
Develop Method and Plan	- John Ward	- Paul Bakshi - Pat Laffey		- Larry Goodman - John Blalock			June 1, 2001	- Implementing Solution - ROM - Identify Risks and Assumptions
<b>First Class/Priority</b>								
Finalize Phase 1 Data Flow	- Paul Vogel				- Jim Cunningham - Paul Fagan		May 25, 2001	
Develop Method and Plan	- Paul Vogel				- Jim Cunningham - Paul Fagan		June 1, 2001	- Implementing Solution - ROM - Identify Risks and Assumptions
<b>Parcel Select</b>								
Finalize Phase 1 Data Flow	- John Kelly		- Julie Rios - Jean Chen				May 25, 2001	
Develop Method and Plan	- John Kelly		- Julie Rios - Jean Chen				June 1, 2001	- Implementing Solution - ROM - Identify Risks and Assumptions
<b>"Stop the Clock"</b>								
Define Method and Plan	- John Ward - John Kelly - Paul Vogel - John Repp	- Paul Bakshi - Pat Laffey	- Julie Rios - Jean Chen	- Larry Goodman - John Blalock	- Jim Cunningham - Paul Fagan	- Paul Sullivan	June 15, 2001	- Identify Risks and Assumptions
<b>Generate Indicators</b>								

### Team Enterprise Tasks and Responsibilities

Task	Owner (Area)	System Owner(s)					Due Date	Comments
		Confirm	Delivery Confirmation	Pallet and Bundles	SAMS	Other		
Define Method and Plan	- John Ward - John Kelly - Paul Vogel - Charlie Bravo	- Paul Bakshi - Pat LaFey	- Juli Ros - Jean Chen	- Larry Goodman - John Blalock	- Jim Cunningham - Paul Fagan	- Wally Estes	June 8, 2001	- Utilizing WebEIS - Identify Risks and Assumptions - Assumptions must be validated by management
Verify and Approve Indicators	- Nick Barranco - Donna Peak					- Jack Mafinger - Jean Paris - Vern Berenton	June 15, 2001	
<b>Infrastructure</b>								
<i>Processing Equipment</i>								
Define Plan	- Tom Day	- Paul Bakshi - Pat LaFey	- Juli Ros - Jean Chen	- Larry Goodman - John Blalock		- Oscar Avant	May 25, 2001	- Automation Equipment and Hand-Held Devices - Equipment Deployment/Replacement and Software Releases - Implementation and Maintenance - Identify Risks and Assumptions
<i>Processing Network</i>								
Provide Plan	- Bob Otto						May 25, 2001	- CO and ACO - Identify Risks and Assumptions
<b>Communication</b>								
Define Method and Plan	- Charlie Bravo					- Harry Aldstact	May 25, 2001	- Communicators to Field