



SIDLEY AUSTIN LLP  
1501 K STREET, N.W.  
WASHINGTON, D.C. 20005  
(202) 736 8000  
(202) 736 8711 FAX

jmorillo@sidley.com  
(202) 736-8063

BEIJING	GENEVA	SAN FRANCISCO
BRUSSELS	HONG KONG	SHANGHAI
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FOUNDED 1866

August 4, 2006

Post Office Official

[REDACTED]

United States Postal Service  
45 L'Enfant Plaza, S.W.  
Washington, DC 20260

Re: Azeezaly S. Jaffer

Dear [REDACTED]:

This letter is in response to the United States Postal Service Office of Inspector General's ("OIG") Report of Investigation (the "Report") concerning Azeezaly S. Jaffer dated June 19, 2006. The OIG's report does not merit a line by line refutation of each allegation. Rather, this letter supplements Mr. Jaffer's prior submission dated July 27, 2006 and addresses additional weaknesses in the report. (A copy of the July 27, 2006 submission is appended for your convenience.)

Alleged Lack of Candor

First and foremost, the OIG's contention that Mr. Jaffer "demonstrated a consistent lack of candor with the OIG during his May 19, 2006 interview" is without basis. Report at 4. The OIG interprets Mr. Jaffer's strong disagreement with his allegations as constituting a lack of candor. It is nothing of the sort. It is simply Mr. Jaffer's well-founded conviction that he has not engaged in any wrongdoing.

Moreover, as detailed in Mr. Jaffer's submission to you dated July 27, 2006 and as recognized by the OIG, there are significant areas of ambiguity in Postal Service regulations concerning officer expenditures. To characterize Mr. Jaffer's good-faith interpretations of those ambiguous guidelines as a "lack of candor" is ridiculous. Furthermore, in the relatively limited number of instances (given the laundry list of allegations) in which witnesses' recollections differ from Mr. Jaffer's recollection, the OIG appears to believe that the only possible explanation for the difference in recollections is that Mr. Jaffer is lying. Obviously, the OIG's witness' recollections could have been faulty, or the witnesses themselves could have been intentionally untruthful – particularly given that several of the OIG's principal witnesses were instrumental in precipitating the investigation and determining its scope.

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The OIG further contends that Mr. Jaffer incurred many “undisclosed” expenses related to travel and “officer expenses” on his IMPAC card. *See* Report at 5. To the contrary, these expenses were fully disclosed in IMPAC card statements, provided by Mr. Jaffer to the Postal Service. Receipts for all of his purchases were attached to the statements. And the Postal Service reviewed and approved the expenditures reflected in the IMPAC card statements.

#### Meal Expenses

The OIG appears to believe that all meals that Mr. Jaffer attended were “officer representation” meals that should have been charged to his travel card.<sup>1</sup> *See* Report at 4-5. The OIG is incorrect. Postal Service regulations *instruct Mr. Jaffer to pay for working meals with an IMPAC card.* *See* Management Instruction FM-640-2001-4. Moreover, meals can occur off-site and can include a mix of Postal employees and representatives of outside organizations.<sup>2</sup>

The OIG also appears to believe that Mr. Jaffer somehow concealed meal costs by not providing detailed information concerning certain meals, such as the names and professional affiliations of meal attendees. *See* Report at 4. This criticism, however, is a criticism of Postal Service regulations. Postal Service regulations require travel card meal expenditures to include the name, title, company name and professional affiliation of the persons involved; the date and place where expenses were incurred; a brief description of the nature of the expense; and the reason for incurring the travel or representation expense. *See* Officer’s Travel Expense Guidelines at 4. These requirements are absent for IMPAC card expenditures.

Furthermore, the OIG’s characterization of Mr. Jaffer’s meal expenses as “high” or “extravagant” merely reflects the subjective view of the OIG investigators and their application of the “*Washington Post*” standard – a standard of their own creation. Report at 3. It is also completely irrelevant. Postal Service regulations authorize officers to incur meal expenses without specific limitations on costs per person. In Mr. Jaffer’s judgment, each expenditure he made was in the interests of the Postal Service. The OIG’s subjective view of what constitutes an “extravagant” meal expenditure should not predominate over an officer’s reasonable business judgment.<sup>3</sup>

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<sup>1</sup> Postal Service regulations do not define what constitutes an “officer representation” meal.

<sup>2</sup> The OIG conveniently omits this provision of FM-640-2001-4 from the Report section titled “Relevant Postal Service Policies and Documents.” *See* Report at 30-31.

<sup>3</sup> The OIG takes substantial issue with the fact that on a limited number of occasions, Mr. Jaffer paid for his driver’s meals. *See* Report at 8-9. Mr. Jaffer fully acknowledges that, on occasion, he ensured that his driver ate while he waited for Mr. Jaffer to complete a business meal.

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### Excessive Hotel Expenditures and Tipping

Contrary to the OIG's allegations, Mr. Jaffer never instructed his staff to obtain a hotel suite for him. *See Report at 6-7.* The OIG states that a Public Affairs and Communications ("PAC") employee told the OIG investigators that he or she told Mr. Jaffer that the Grand Hyatt would provide him with a suite if the Postal Service paid an additional \$19 per room for a Postal Service event held in August of 2004, and that Mr. Jaffer approved the expenditure. This is untrue. Mr. Jaffer never instructed anyone to obtain a suite for him at the Grand Hyatt, nor was he informed that the Grand Hyatt would raise the rates of all other rooms to provide him with a complimentary suite. Had Mr. Jaffer known about this arrangement, which he did not, he would not have authorized it.

The OIG also alleged that Mr. Jaffer left an excessive tip on a restaurant bill at the Oceanaire Seafood Room in September 2003. *See Report at 12.* Mr. Jaffer did not make payment arrangements for this dinner, nor did he instruct anyone on his staff to leave a large tip. Mr. Jaffer was told by his staff that the large tip was to cover a room charge for not satisfying the private room expenditure minimum. Mr. Jaffer instructed his staff not to let such an occurrence happen again.

More generally, Mr. Jaffer is a generous tipper in both his personal and professional life. And there is no Postal Service regulation specifically governing the amount of gratuity that an officer may leave on a meal.

### Allegations Regarding Travel Arrangements

The OIG alleges that Mr. Jaffer violated Postal Service policy by not utilizing a government contract travel agent to arrange his air transportation to Los Angeles. *See Report at 4.* In its report, the OIG quotes from Handbook F-15 § 5-1.1 providing that "[t]he Postal Service has contractual arrangements with specific travel agencies to provide such services as reservations and ticketing for official travel. You must use these travel agencies when arranging transportation." *Report at 31.* Conveniently, the OIG omits the first paragraph of § 5-1.1, which states in pertinent part that "[w]hen setting up your itinerary, you are responsible for taking the method of transportation most advantageous to the Postal Service[.]" The OIG also quotes § 5-4.1.3.1 providing that "[an officer] must use government rates and discount contract fares arranged by GSA." *Report at 31.* Yet again, the OIG very conveniently omits the first sentence in that section, which reads "[y]ou must use the least expensive services available within reason, balancing the need for efficiency in conducting business against your convenience, safety, and comfort." And Mr. Jaffer believed that the American Airlines fares that he booked were equivalent to or less expensive than those that he could obtain from the government's travel agent.

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#### Use of Postal Service Funds for Personal Gain

The OIG alleges that Mr. Jaffer intentionally used Postal Service funds for personal use, such as by charging meals for friends and family to the Postal Service. *See Report at 8-10.* Mr. Jaffer has made good-faith and reasonable efforts to reimburse the Postal Service on the rare occasions when a family member has attended a Postal Service event. As shown in Mr. Jaffer's document productions, which are attached as exhibits to his submission, Mr. Jaffer has written several checks to reimburse the Postal Service for personal costs. Mr. Jaffer acknowledges that he may have inadvertently neglected to reimburse the Postal Service for some expenses that should not have been charged to the Postal Service. However, any oversight was unintentional and Mr. Jaffer stands ready and willing to reimburse the Postal Service for any specific unreimbursed personal costs that are brought to his attention.<sup>4</sup>

#### Allegations Regarding Sexual Harassment

Mr. Jaffer has never sexually harassed any Postal Service employee or anyone else. As set forth in Mr. Jaffer's submission, numerous individuals that work with Mr. Jaffer on a daily basis confirm that Mr. Jaffer treats all employees with dignity, respect and courtesy. Despite the OIG's innuendo, the simple and undisputable fact is that in 20 years of service with the Postal Service, no employee has *ever* filed a sexual harassment charge or complaint against Mr. Jaffer.

#### Conclusion

Mr. Jaffer has been a loyal and valued member of the Postal Service for 20 years. The OIG's meritless accusations should not be permitted to tarnish Mr. Jaffer's substantial contributions. Please feel free to contact us at (202) 736-8000 if you have any questions or require additional information.<sup>5</sup>

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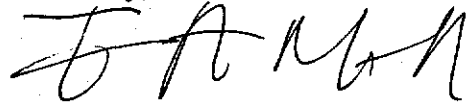
<sup>4</sup> The OIG also alleges that Mr. Jaffer accumulated bonus points with hotels and airlines for his personal benefit. Mr. Jaffer, however, *never* used these bonus points for business or personal reasons. These points remain available for Postal Service use. *See Report at 14-15.*

<sup>5</sup> Mr. Jaffer wants to clarify a point regarding the Postal Ambassadors program. Mr. Jaffer and former Postmaster General Bill Henderson discussed the need to boost employee morale during the anthrax crisis, including during the business meals they had, which are discussed in the submission. This led to the creation of the Ambassadors program. However, the program was created under the leadership of Postmaster General John Potter.

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Sincerely,



Juan P. Morillo



Matthew B. Hsu



James L. Chen

cc: Azeezaly S. Jaffer