

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

National Headquarters 1727 KING STREET, SUITE 400 ALEXANDRIA, VA 22314-2753 (703) 836-9660

December 29, 2021

Board Memo 101-021: USPS Operational Leadership structure

Executive Board,

To help assist in identifying the appropriate USPS chain of command under the realigned organizational structure NAPS has created the attached working document to assist NAPS Leaders.

Thank you and be safe.

NAPS Headquarters

LEADERSHIP LINEUP

VP Area Retail & Delivery Operations

District Managers

Directors Field Human Resources

Directors Field Labor

Processing Operations Division Directors

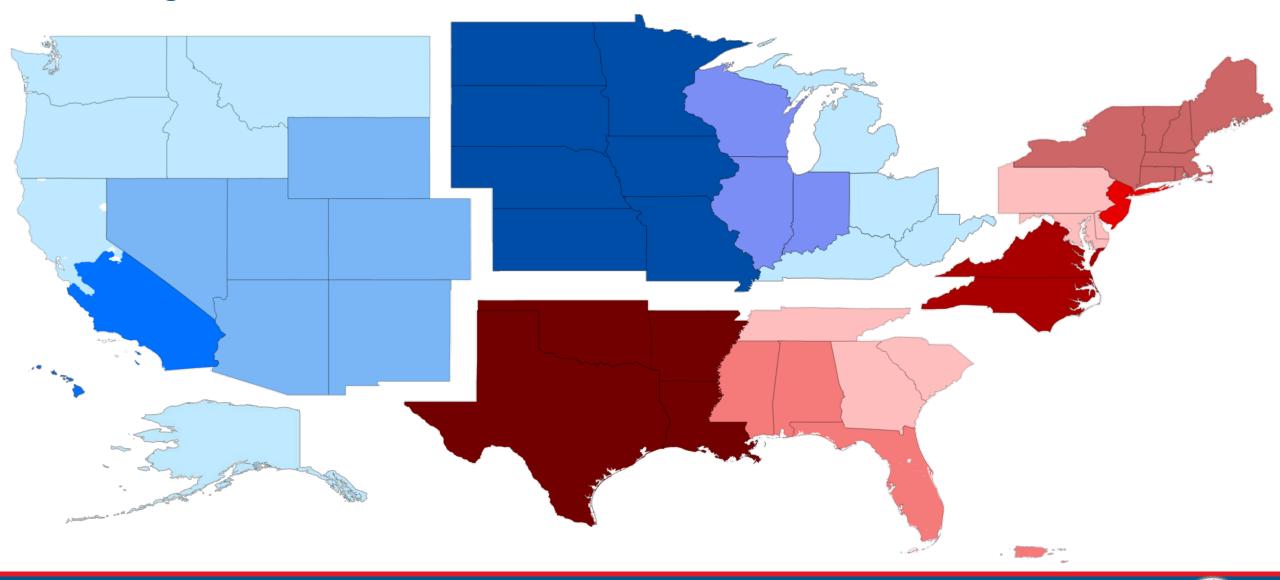
Logistics Operations Division Directors

Managers, Human Resources

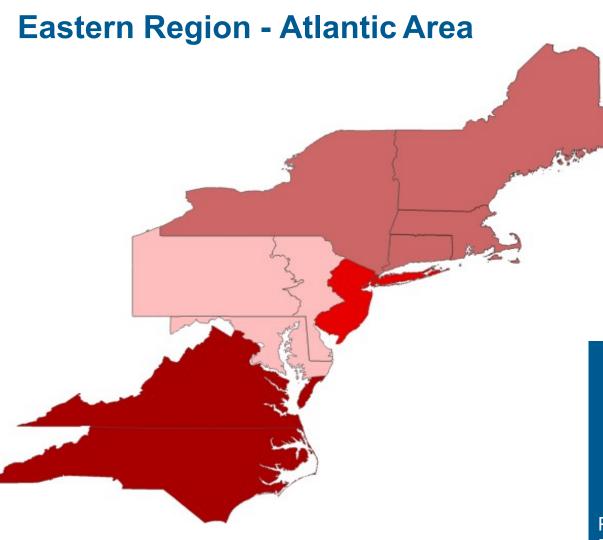




New Alignment with 50 Districts and 13 Divisions







4 Divisions 12 Districts

Divisions

- NEW ENGLAND

 (CT-MA-ME-NH-RI-VT-UPSTATE NY)
- NEW YORK METRO (5 BURROUGHS AND NEW JERSEY)
- CHESAPEAKE (DE-MD-PA)
- SOUTH ATLANTIC (NC-VA)



Phyllis O'Neil-McInnis Director, Field Human Resources

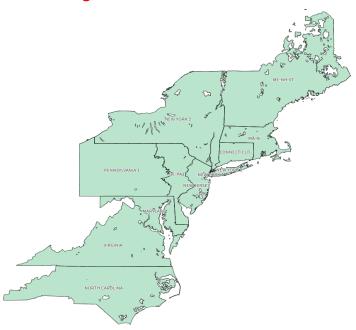


Jill Miniard
Director, Field Labor Relations



Retail and Delivery - Atlantic Area

NAPS Area & Regional VPs





Phyllis O'Neil-McInnis Director, Field Human Resources Relations



Jill Miniard Director, Field Labor



Sal Vacca
VP AREA RETAIL &
DELIVERY OPERATION

Connecticut: 060-069 Bill Austin, New England AVP Tommy Roma, Northeast Region VP	DE-PA2: 180-199 Tony Dallojacono, Mideast AVP Richard Green, Eastern Region VP
MA-RI: 010-029 Bill Austin, New England AVP Tommy Roma, Northeast Region VP	Maryland: 200, 202-212, 214-219 Troy Griffin, Capitol/Atlantic AVP Richard Green, Eastern Region VP
ME-NH-VT: 030-059 Bill Austin, New England AVP Tommy Roma, Northeast Region VP	New Jersey: 070-089 Tony Dallojacono, Mideast AVP Richard Green, Eastern Region VP (Branch 74) Tommy Roma, Northeast Region VP (NJ except Br 74)
New York 1: 100-104,112 Dee Perez, New York AVP Tommy Roma, Northeast Region VP	New York 2: 110, 111, 113-119 Dee Perez, New York AVP Tommy Roma, Northeast Region VP
New York 3: 105-109, 120-149 Dee Perez, NY AVP Tommy Roma, Northeast Region VP	North Carolina: 270-289 Troy Griffin, Capitol/Atlantic AVP Richard Green, Eastern Region VP
Pennsylvania 1: 150-179 Tony Dallojacono, Mideast AVP Richard Green, Eastern Region VP	Virginia: 201, 220-246 Troy Griffin, Capitol/Atlantic AVP Richard Green, Eastern Region VP





New England Division (CT-MA-ME-NH-RI-VT-UPSTATE NY)





Richard P. Gaudet (A)
New England Division Director
Logistics Operations



Phyllis O'Neil-McInnis Director, Field Human Resources



Jill Miniard Director, Field Labor Relations



Regina Bugbee
Bill Austin, New England AVP
Tommy Roma, Northeast Region VP
District Manager
ME-NH-VT

Manager, Human Resources Kathleen L. Walker



Michael Rakes
Bill Austin, New England AVP
Tommy Roma, Northeast Region VP
District Manager
MA-RI

Manager, Human Resources Connie M. Marvin



Carissa Laino
Bill Austin, New England AVP
Tommy Roma, Northeast Region VP
District Manager
Connecticut

Manager, Human Resources Lisa F. King



Marcellina Del Pizzo
Dee Perez, NY AVP
Tommy Roma, Northeast Region VP
District Manager New
York 3

Manager, Human Resources
Lisa A. Lynch





Chesapeake Division (DE-MD-PA)



Dave Webster
Chesapeake Division Director
Processing Operations



James Drummer
Chesapeake Division Director
Logistics Operations





Phyllis O'Neil-McInnis Director, Field Human Resources



Jill Miniard Director, Field Labor Relations



Eddie Masangcay
Tony Dallojacono, Mideast AVP
Richard Green, Eastern Region VP
District Manager
Pennsylvania 1

Manager, Human Resources Lori A. Price



Gary Vaccarella
Tony Dallojacono, Mideast AVP
Richard Green, Eastern Region VP
District Manager DE PA2

Manager, Human Resources Lisa M. Jordan



Lora McLucus
Troy Griffin, Capitol/Atlantic AVP
Richard Green, Eastern Region VP
District Manager
Maryland

Manager, Human Resources Kay M. Hunter





New York Metro Division (5 BURROUGHS AND NEW JERSEY)



Stephen Humin
New York Metro Division Director
Processing Operations



Chris Johnson (A)
New York Metro Division Director
Logistics Operations



Phyllis O'Neil-McInnis
Director, Field Human Resources



Jill Miniard
Director, Field Labor Relations

Tony Dallojacono, Mideast AVP Richard Green, Eastern Region VP (Branch 74) Tommy Roma, Northeast Region VP (NJ except Branch 74)

District Manager New Jersey Manager, Human Resources Jaya R. Bhambhawani



Lorraine Castellano
Dee Perez, New York AVP
Tommy Roma, Northeast Region VP
District Manager
New York 1

Manager, Human Resources
Paul Stremel



Frank Calabrese
Dee Perez, New York AVP
Tommy Roma, Northeast Region VP
District Manager
New York 2

Manager, Human Resources Ernesto Sanabria





South Atlantic Division (NC-VA)



Scott Tosch
South Atlantic Division Director
Processing Operations



Frank Veal
South Atlantic Division Director
Logistics Operations





Phyllis O'Neil-McInnis
Director, Field Human Resources



Jill Miniard
Director, Field Labor Relations



Russell Gardner Jr.
Troy Griffin, Capitol/Atlantic AVP
Richard Green, Eastern Region VP
District Manager
North Carolina

Manager, Human Resources Doris R. Caldwell-Reed



Gerald Roane
Troy Griffin, Capitol/Atlantic AVP
Richard Green, Eastern Region VP
District Manager Virginia

Manager, Human Resources Thomas R. Noone III



Eastern Region - Southern Area

3 Divisions 13 Districts

Divisions

- SOUTHEAST (GA-TN-SC)
- GULF ATLANTIC (AL-FL-MS-PR)
- SOUTHWEST (AR-LA-OK-TX)



Charisse Newberry
Director, Field Human Resources



Jim Gavner
Director, Field Labor Relations



Retail and Delivery - Southern Area





Charisse Newberry
Director, Field Human Resources



Jim Gavner
Director, Field Labor Relations



Timothy Costello
VP AREA RETAIL &
DELIVERY OPERATION

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	AL - MS : 350-352, 354-369, 386-397	AR - OK :716-731, 733-741, 743-749
	Roy Beaudoin, Central Gulf AVP	Shri Green, Cotton Belt AVP
	Tim Ford, Southern Region VP	Tim Ford, Southern Region VP
	Florida 1: 320-327, 344	Florida 2: 328, 329, 335-339, 341, 342, 346, 347
	Bob Quinlan, Southeast AVP	Bob Quinlan, Southeast AVP
	Tim Ford, Southern Region VP	Tim Ford, Southern Region VP
	Florida 3: 330-334, 349	Georgia: 300-319, 398
	Bob Quinlan, Southeast AVP	Bob Quinlan, Southeast AVP
	Tim Ford, Southern Region VP	Tim Ford, Southern Region VP
	Louisiana: 700, 701, 703-708, 710-714	Puerto Rico: 006-009
	Roy Beaudoin, Central Gulf AVP	Dee Perez, New York AVP
	Tim Ford, Southern Region VP	Tommy Roma, Northeast Region VP
	South Carolina: 290-299	Tennessee: 370-374, 376-385
	Troy Griffin, Capitol/Atlantic AVP	Shri Green, Cotton Belt AVP
	Richard Green, Eastern Region VP	Tim Ford, Southern Region VP
	Texas 1 :750-764, 766, 767	Texas 2: 770, 772-779, 783-785
	Jaime Elizondo, Texas AVP	Jaime Elizondo, Texas AVP
	Tim Ford, Southern Region VP	Tim Ford, Southern Region VP

Texas 3: 765, 768, 769, 780-782, 786-799

Jaime Elizondo, Texas AVP and Tim Ford, Southern Region VP





Southwest Division (AR-LA-OK-TX)



Larry Wagener
Southwest Division Director
Processing Operations





John Darden
Southwest Division Director
Logistics Operations



Charisse Newberry
Director, Field Human Resources



Jim Gavner
Director, Field Labor Relations



Julie Gosdin
Shri Green, Cotton Belt AVP
Tim Ford, Southern Region VP
District Manager
AR - OK

Manager, Human Resources Carolyn P. Mathis



David Camp

Roy Beaudoin, Central Gulf
AVP

Tim Ford, Southern Region
VP

District Manager

Louisiana

Manager, Human Resources Kelly J. Baker



Jaime Elizondo, Texas AVP
Tim Ford, Southern Region
VP
District Manager

Milford Hooper

District Manag

Manager, Human Resources
Diane Parks



Chenise Ledoux
Jaime Elizondo, Texas AVP
Tim Ford, Southern Region
VP
District Manager
Texas 2

Manager, Human Resources Seritia L. Clark



Manager, Human Resources
Tammie Turner





Gulf Atlantic Division (AL-FL-MS-PR)



Mark Dahlstrom
Gulf Atlantic Division Director
Processing Operations





Juan Gonzalez (A)
Gulf Atlantic Division Director
Logistics Operations



Charisse Newberry
Director, Field Human Resources



Jim Gavner
Director, Field Labor Relations



June Martindale
Roy Beaudoin, Central Gulf
AVP
Tim Ford, Southern Region
VP
District Manager

Manager, Human Resources Daphne M. McClain



Thomas Billington III

Bob Quinlan, Southeast AVP
Tim Ford, Southern Region
District Manager
Florida 1



Stephen Harden
Bob Quinlan, Southeast AVP
Tim Ford, Southern Region
District Manager
Florida 2



Sam Reed

Bob Quinlan, Southeast
AVP

Tim Ford, Southern Region
A/District Manager
Florida 3



Neftali Pluguez
Dee Perez, New York AVP
Tommy Roma, Northeast
Region VP
A/District Manager
Puerto Rico - USVA

Manager, Human Resources Sylvia L. Morris

Manager, Human Resources Angela (Angie) D. Wages Manager, Human Resources
Tammy L. Deutsch (Acting)

Manager, Human Resources Angela (Angie) D. Wages





Southeast Division (GA-TN-SC)



Sharon YoungSoutheast Division Director
Processing Operations



Barbara Murph
Southeast Division Director
Logistics Operations





Charisse Newberry
Director, Field Human Resources



Jim Gavner
Director, Field Labor Relations



Lisse Garrett

Bob Quinlan, Southeast AVP

Tim Ford, Southern Region VP

District Manager Georgia

Manager, Human Resources Robert A. Brown



Cory Richards
Troy Griffin, Capitol/Atlantic AVP
Richard Green, Eastern Region VP

District Manager South Carolina

Manager, Human Resources
Frederick Bowers



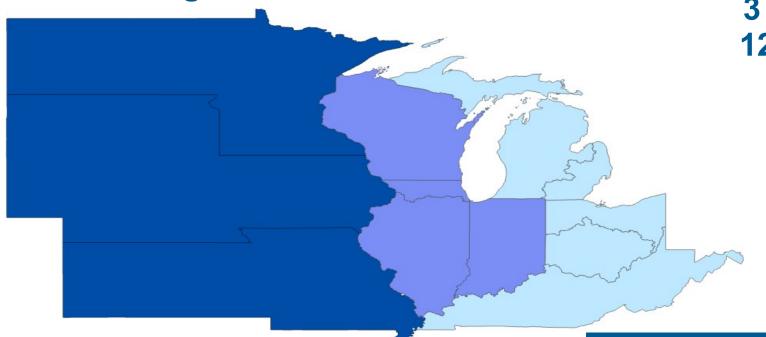
Omar R. Coleman
Shri Green, Cotton Belt AVP
Tim Ford, Southern Region VP

District Manager (A) Tennessee

Manager, Human Resources
Barbara E. Kirchner

JATIONAL ASSOCIATION OF POSTAL SUPERVISORS

Western Region - Central Area



3 Divisions12 Districts

Divisions

LAKESHORES

(KY-MI-OH-WV)

WESTSHORES

(IN-IL-WI)

MIDWEST

(IA-KS-MN-MO-ND-NE-ND)



Denise Cameron
Director, Field Human Resources



Dave Shilney
Director, Field Labor Relations



Retail and Delivery - Central Area





Denise Cameron
Director, Field Human Resources



Dave Shilney
Director, Field Labor Relations



Eric HernyVP AREA RETAIL & DELIVERY OPERATION

V V	
IA - NE - SD: 500-516, 520-528, 570-577, 680, 681, 683-693	Illinois 1: 600-603, 606-608, 610, 611
, ,	Luz Moreno, Illini AVP
Bart Green, MINK AVP (IA & NE)	Craig Johnson, Central Region VP
Dan Mooney, North Central AVP (SD)	
Craig Johnson, Central Region VP	
Illinois 2 : 604, 605, 609, 612-620, 622-629	Indiana: 460-479
Luz Moreno, Illini AVP	Kevin Trayer, Michiana AVP
Craig Johnson, Central Region VP	Craig Johnson, Central Region VP
	Tim Needham, Pioneer AVP (Evansville, IN)
	Richard Green, Eastern Region VP (Evansville, IN)
KS - MO: 630, 631, 633-641, 644-648, 650-	KY - WV: 247-268, 400-418, 420-427
658, 660-662, 664-679	Tim Needham, Pioneer AVP
Bart Green, MINK AVP	Richard Green, Eastern Region VP
Craig Johnson, Central Region VP	
Michigan 1: 480-485, 492	Michigan 2: 486-491, 493-499
Kevin Trayer, Michiana AVP	Kevin Trayer, Michiana AVP
Craig Johnson, Central Region VP	Craig Johnson, Central Region VP
MN - ND: 550, 551, 553-567, 580-588	Ohio 1: 434-436, 439-449, 458
, , ,	, , ,
Dan Mooney, North Central AVP	Tim Needham, Pioneer AVP
, , ,	, ,
Dan Mooney, North Central AVP Craig Johnson, Central Region VP	Tim Needham, Pioneer AVP Richard Green, Eastern Region VP
Dan Mooney, North Central AVP Craig Johnson, Central Region VP Ohio 2: 430-433, 437, 438, 450-457	Tim Needham, Pioneer AVP Richard Green, Eastern Region VP Wisconsin: 530-532, 534, 535, 537-549
Dan Mooney, North Central AVP Craig Johnson, Central Region VP Ohio 2: 430-433, 437, 438, 450-457 Tim Needham, Pioneer AVP	Tim Needham, Pioneer AVP Richard Green, Eastern Region VP Wisconsin: 530-532, 534, 535, 537-549 Dan Mooney, North Central AVP
Dan Mooney, North Central AVP Craig Johnson, Central Region VP Ohio 2: 430-433, 437, 438, 450-457	Tim Needham, Pioneer AVP Richard Green, Eastern Region VP Wisconsin: 530-532, 534, 535, 537-549

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS



Midwest Division (IA-KS-MN-MO-ND-NE-ND)



Rick Pivovar
Midwest Division Director
Processing Operations





Tracie Hill-Sandifer
Midwest Division Director
Logistics Operations



Denise Cameron
Director, Field Human Resources



Dave Shilney
Director, Field Labor Relations



Pamela Dunaway
Bart Green, MINK AVP
Craig Johnson, Central Region VP

District Manager KS-MO



Anthony Williams

Dan Mooney, North Central AVP

Craig Johnson, Central Region VP

District Manager MN - ND



Mark Talbott

Bart Green, MINK AVP (IA & NE)

Dan Mooney, North Central AVP (SD)

Craig Johnson, Central Region VP

District Manager
IA – NE - SD

Manager, Human Resources
Deborah Blanck Lovelace

Manager, Human Resources Crystal M. Simmons Manager, Human Resources Shawn P. White





Westshores Division (IN-IL-WI)



Chuck Sciurba
Westshores Division Director
Processing Operations





Elizabeth Wulf
Westshores Division Director
Logistics Operations



Denise Cameron
Director, Field Human Resources



Dave Shilney
Director, Field Labor Relations



Randy Stines
Luz Moreno, Illini AVP
Craig Johnson, Central Region VP
District Manager
Illinois 1

Manager, Human Resources Barbara J. Singleton



Tangela Bush
Luz Moreno, Illini AVP
Craig Johnson, Central
Region VP
District Manager
Illinois 2

Manager, Human Resources Jayne A. Duewerth



Kevin Trayer, Michiana AVP Craig Johnson, Central Region VP Tim Needham, Pioneer AVP (Evansville, IN)

Christie Johnson-Kennedy

Richard Green, Eastern Region VP (Evansville, IN) District Manager

Manager, Human Resources Jeffrey (Jeff) S. Leffler



Eddie Banner
Dan Mooney, North Central AVP
Craig Johnson, Central Region VP
District Manager Wisconsin

Manager, Human Resources Maria R. Diggs-Jones

JATIONAL ASSOCIATION OF POSTAL SUPERVISORS



Lakeshores Division (KY-MI-OH-WV)



Todd Hawkins
Lakeshores Division Director
Processing Operations





Kenn Messenger
Lakeshores Division Director
Logistics Operations



Denise Cameron
Director, Field Human Resources



Dave Shilney
Director, Field Labor Relations



Richard Moreton

Kevin Trayer, Michiana
AVP

Craig Johnson, Central
Region VP

District Manager

Michigan 1

Manager, Human Resources Crystal R. Curtis



Diane Ingland
Kevin Trayer, Michiana
AVP
Craig Johnson, Central
Region VP
District Manager
Michigan 2





Susan Taylor
Tim Needham, Pioneer
AVP
Richard Green, Eastern
Region VP
District Manager
Ohio 1

Manager, Human Resources Kennoa Dixon



Jean Lovejoy
Tim Needham, Pioneer
AVP
Richard Green, Eastern
Region VP
District Manager
Ohio 2

Manager, Human Resources Kelly D. Patterson



Le Gretta Goodwin

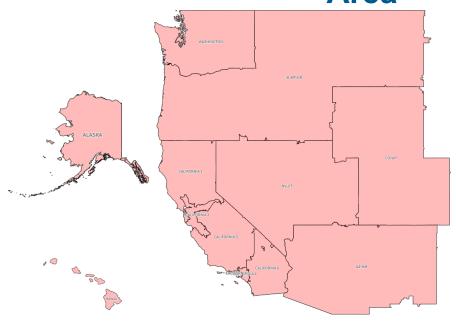
Tim Needham, Pioneer AVP
Richard Green, Eastern
Region VP
District Manager KY - WV

Manager, Human Resources Mark J. Harvey





Retail and Delivery - WestPac Area





Jim Davey
Director, Field Human Resources



Jeff Duba Director, Field Labor Relations



Eduardo RuizVP AREA RETAIL & DELIVERY OPERATION

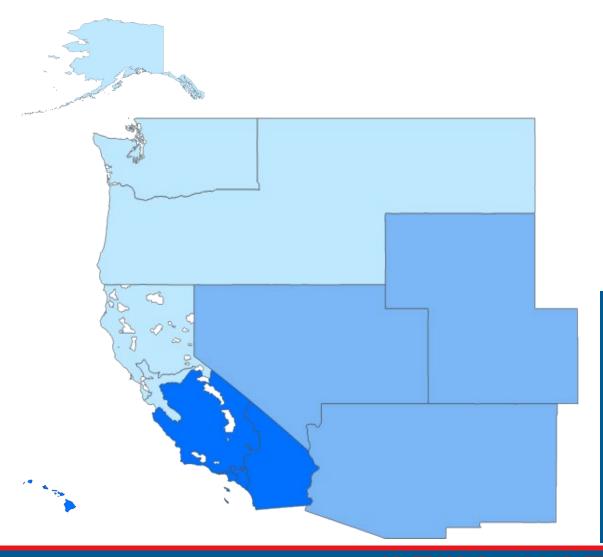
Alaska: 995-999 John Valuet, Northwest AVP Marilyn Walton, Western Region VP	AZ - NM: 850-853, 855-857, 859, 860, 863-865, 870, 871, 873-875, 877-884 Myrna Pashinski, Rocky Mtn AVP Marilyn Walton, Western Region VP
California 1: 940-944, 949, 954-961	California 2: 945-948, 950-952
Chuck Lum, Pacific Area VP	Chuck Lum, Pacific Area VP
Marilyn Walton, Western Region VP	Marilyn Walton, Western Region VP
California 3: 913-916, 930-937, 939, 953	California 4: 910-912, 917, 918, 926-928
Chuck Lum, Pacific Area VP	Chuck Lum, Pacific Area VP
Marilyn Walton, Western Region VP	Marilyn Walton, Western Region VP
California 5: 900-908 Chuck Lum, Pacific Area VP Marilyn Walton, Western Region VP	California 6: 919-925 Chuck Lum, Pacific Area VP Marilyn Walton, Western Region VP
CO - WY: 800-816, 820-831	Hawaii: 967-969
Myrna Pashinski, Rocky Mtn AVP	Chuck Lum, Pacific Area VP
Marilyn Walton, Western Region VP	Marilyn Walton, Western Region VP
ID - MT - OR: 590-599, 832-838, 970-979 John Valuet, Northwest AVP Marilyn Walton, Western Region VP	NV - UT: 840, 841, 843-847, 890, 891, 893-895, 897, 898 Myrna Pashinski, Rocky Mtn AVP Marilyn Walton, Western Region VP

Washington: 980-986, 988-994

John Valuet, Northwest AVP / Marilyn Walton, Western Region VP



Western Region - WestPac Area



3 Divisions13 Districts

Divisions

WESTERN

(AZ-CO-NM-NV-UT-WY)

PACIFIC NORTHWEST

(AK-ID-MT-OR-WA-NORTHERN CALIFORNIA)

SOUTHERN CALIFORNIA

(HI-SOUTHERN CALIFORNIA)



Jim Davey
Director, Field Human Resources



Jeff Duba Director, Field Labor Relations



Pacific Northwest Division (AK-ID-MT-OR-WA-NORTHERN CALIFORNIA)





Marc Kersey
Pacific Northwest Division Director
Logistics Operations



Jim Davey
Director, Field Human Resources



Jeff Duba Director, Field Labor Relations



Ronald Haberman
John Valuet, Northwest AVP
Marilyn Walton, Western
Region VP

John DiPeri

District Manager Alaska

Manager, Human Resources Robert D. Ward



Jagdeep Grewal
Chuck Lum, Pacific Area VP
Marilyn Walton, Western
Region VP
District Manager
California 1

Manager, Human Resources Celestina L. Buckley



John McLucas
Chuck Lum, Pacific Area VP
Marilyn Walton, Western
Region VP
District Manager
California 2

Manager, Human Resources Erika A. Garro (Acting)



William Schwartz
John Valuet, Northwest AVP
Marilyn Walton, Western
Region VP
District Manager
ID - MT - OR



Pamela Cook
John Valuet, Northwest AVP
Marilyn Walton, Western
Region VP
District Manager
Washington

Manager, Human Resources Amy Bennett Manager, Human Resources Alexis R. Delgado





Southern California Division (HI-SOUTHERN CALIFORNIA)



Britton Soto
Southern California Division Director
Processing Operations



Pedro Ortiz
Southern California Division Director
Logistics Operations



Jim Davey
Director, Field Human Resources



Jeff Duba Director, Field Labor Relations



Alfred Santos
Chuck Lum, Pacific Area
VP
Marilyn Walton, Western
Region VP
District Manager
California 3

Manager, Human Resources
Mackenzie Herbert II (Acting)



Linda Crawford
Chuck Lum, Pacific Area
VP
Marilyn Walton, Western
Region VP
District Manager
California 4

Manager, Human Resources Todd R. Knapp



Abraham Cooper
Chuck Lum, Pacific Area
VP
Marilyn Walton, Western
Region VP
A/District Manager
California 5

Manager, Human Resources Carol A. Capone



Jennifer Vo
Chuck Lum, Pacific Area
VP
Marilyn Walton, Western
Region VP
District Manager
California 6



Eileen Veach
Chuck Lum, Pacific Area VP
Marilyn Walton, Western
Region VP
District Manager
Hawaii

Manager, Human Resources Lawnet M. Braggs Manager, Human Resources Richard D. Anderson





Western Division (AZ-CO-NM-NV-UT-WY)



Felipe FloresWestern Division Director
Processing Operations





Erika Ramirez
Western Division Director
Logistics Operations



Jim Davey Director, Field Human Resources



Jeff Duba
Director, Field Labor Relations



John Morgan Myrna Pashinski, Rocky Mountain AVP Marilyn Walton, Western Region VP

Manager, Human Resources Lerene A. Wiley

District Manager AZ - NM



Jason McMahill Myrna Pashinski, Rocky Mountain AVP Marilyn Walton, Western Region VP

District Manager CO - WY Manager, Human Resources Veronica J. Gallegos



Kevin Romero Myrna Pashinski, Rocky Mountain AVP Marilyn Walton, Western Region VP

District Manager NV - UT

Manager, Human Resources Donnita K. Gredenburg



Retail & Delivery



Dr. Joshua Colin Chief Retail & Delivery Officer and Executive Vice President



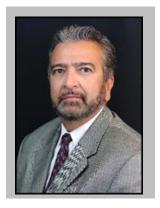
Salvatore Vacca
VP Area Retail & Delivery Operations
Atlantic



Eric Henry
VP Area Retail & Delivery Operations (A)
Central



Timothy Costello
VP Area Retail & Delivery Operations
Southern



Eduardo Ruiz VP Area Retail & Delivery Operations WestPac



Logistics & Processing



Isaac Cronkhite
Chief Logistics and Processing
Operations Officer and Executive Vice
President



Dane Coleman Vice President, Regional Processing Operations, Eastern



Mike L. Barber Vice President, Processing and Maintenance Operations



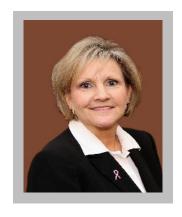
Larry Munoz Vice President, Regional Processing Operations, Western



Robert Citron Vice President, Logistics



Field Human Resources



Gail Hendrix Sr. Director, Field Human Resources Operations



Phyllis O'Neil-McInnis
Director, Field Human Resources
Atlantic / Eastern Logistics and Processing



Charisse Newberry
Director, Field Human Resources
Southern / Eastern Logistics and Processing



Denise Cameron
Director, Field Human Resources
Central / Western Logistics and Processing



Jim Davey –
Director, Field Human Resources
WestPac / Western Logistics and Processing



Field Labor Relations



Rick Acker Sr. Director, Field Labor Relations Operations



Jill Miniard
Director, Field Labor Relations
Atlantic / Eastern Logistics and Processing



Dave Shilney
Director, Field Labor Relations
Central / Western Logistics and Processing



Jim Gavner
Director, Field Labor Relations
Southern / Eastern Logistics and Processing



Jeff Duba Director, Field Labor Relations WestPac / Western Logistics and Processing

