

research and engineering; Mr. Fred Batrus, transportation; and Mr. McMillan of operations.

Mr. BROOKS. General, I understand that you have a commitment that you hope to make shortly. We have a number of detailed questions concerning various aspects of the management of your agency which we would like to submit to you for written responses to be placed in the record.

At this time what we would like to do is discuss some of these management concepts in general that have to do with internal auditing, personnel practices, et cetera. We will go through those briefly and then have a layout by each of your program directors of generally what they do, backed up by the detailed questions on the status of their efforts. We will then have a pretty good idea of where they stand.

I would ask you one question and then I think we could, if the committee members have no further questions of you, let you make your previous appointment without being delayed.

The one thing I wanted to ask you about is this: In the program breakdown of the major divisions of work in the Post Office Department—which seem fairly reasonable as to distribution and so forth—but on the breakdown of your schematic diagram of the organization, they don't seem to correlate. I wonder if you would talk with your budget people and with your staff to see if this really makes sense. We have a few other agencies with this same problem. The schematic on the chain of command is very interesting but seems somewhat unrelated to the program budgeting areas. You have seven or eight programs in the Post Office Department and as I went over this last night I had trouble picking out each of the programs and seeing where it fit in this chain of command. I am sure you are wrestling with that problem yourself right now.

As you go over this agency and evaluate how it operates, I wish you would see if there really is a reason for the programs being on one set of facts and apparently the chain of command system and the schematic diagram on another—I guess they could change those squares but what it says in the squares doesn't correlate to the programs. There are more squares than programs. The division is a little tricky. I think that it might simplify the operation of that very involved agency. Not only would it be simpler for you as the new Postmaster General, it would be simpler for everybody in the Department who is dedicated to delivering the mail efficiently and effectively as most of them are.

Do you have any questions, Mrs. Heckler?

Mrs. HECKLER. Just one question.

General, I think we are terribly presumptuous in even having you come today because you have hardly had a chance to master your own Department. I am impressed that you know those gentlemen's names since you have just recently assumed this very important post. My question however is a general one.

I am sure that considering your previous responsibilities you were aware of all the popular concepts which have been advanced in general and particularly in regard to the postal service. One has caught the fancy of the people and the press, and I personally am very intrigued by it. I wonder what your opinion is on the proposal advanced by your predecessor regarding bringing in public enterprise or private enterprise or the establishment of a postal service corporation. What is your