

attitude toward this concept in general as to its feasibility, applicability to the present manpower of the Department and so forth?

Mr. WATSON. Mrs. Heckler, I will be very interested in reading the Kappel report as it is commonly referred to, the Commission appointed by the President to make a study of this type. It was discussed several times in general terms by Postmaster General Larry O'Brien. Basically I think if this Commission does give us some new ideas of management techniques and solutions to problems that we find in the postal system, obviously I will adopt them.

Often, so it seems to me, we can plan and we can, in our mind and maybe on paper, put down an ideal situation. To make that ideal situation work and make it a reality sometimes is a little more difficult.

As you and the committee know, the Post Office Department is controlled by Congress. Any thoughts or any programs we might develop obviously will be presented to the appropriate committees for their consideration and recommendations. I am sure the Kappel report findings will follow in that same category. I have not seen the report as yet and have not had an opportunity to study it. I understand that it is in its final phase of drafting for presentation to the President so I join with you in looking forward to seeing exactly what they have in mind.

Mrs. HECKLER. No further questions.

Mr. THOMPSON. As you have a greater volume of mail, mechanization seems to be coming more into the picture. Have you had an opportunity to discuss with your subordinates whether or not there are going to be additional positions created for the people handling the machines that are going to be sorting the mail and distributing the mail or whether there will be a decrease in employment in the Post Office Department. In other words, should we mechanize to a much greater degree? What will this do to the salary level and the experience level of the post office employees? What is going to be required of them? Will we need more employees or fewer employees?

Mr. WATSON. Mr. Thompson, I have not gone into specific details of that type with the idea of mechanizing the Post Office. All my staff, all the people I have met with in the field and here in headquarters have convinced me that they are 100 percent in favor of new ideas and new machines to be developed and put into the Post Office. I think it is not only desirable but I think it is a necessity as we look at the trend of mail volume. It has to be this way.

Basically, as I see the thing that I might be able to contribute to the Post Office Department in the way of a program which Congress would have to study, is that we must have more than buildings. We do not have more than buildings in most places. We have one little plan that is so obvious. We must double the space we now occupy in the next 5 years if we are to maintain our existing position.

I do not think that new modern management techniques have been brought forth in the Post Office Department. There are many reasons for this but we are going to try to find some solutions to these two problems through financing and through management techniques.

Mr. THOMPSON. Then basically you will be looking into the question of whether or not the budget of the Post Office Department has programmed an adequate amount of money for research and development of these machines for your new facilities, and further, when you will have new machines, you will require certain skills of post office em-