

But at this time mail-handling work is perhaps our most arduous task, and we have hundreds and thousands of women mail handlers, particularly in Chicago and New York.

Mr. BELEN. That involves lifting sacks up to 80 pounds.

Mrs. HECKLER. Well, I am glad you have taken a step in the direction of emancipation of women.

Mr. BELEN. As I say, we have probably more women managers than any other organization you will find, and they make very fine postmasters. We are very proud of them. They make fine employees generally; we have no complaints.

Mrs. HECKLER. Thank you, Mr. Belen.

Mr. BROOKS. Mr. Belen, do you contemplate a uniform Department-wide computer based management information system?

Mr. BELEN. Yes; we do.

Mr. BROOKS. Do you have one now?

Mr. BELEN. We are in the process of developing source data. Of course we have it in our data centers where we prepare our paychecks, and we are in the process of setting up a \$32 million operation which will provide initial payroll information in 74 large offices, to relate hours to volume of mail. This system will also be useful eventually for mail forecasting. That is, offices dispatching large quantities of mail to other offices will use the system to advise receiving post offices of quantity and class of mail so that the proper manpower can be scheduled.

We have a management information system made up of many interrelated subsystems, as far as we are concerned, organized to provide all of the data processing and information services necessary for our efficient operation.

Financial planning, program budgeting, can all be described as interrelated subsystems to the framework. As I said, an outstanding part of this would be the source data system which we are now developing.

Mr. BROOKS. It is a pretty broad field, and you are just starting into that?

Mr. BELEN. That is correct.

Mr. BROOKS. And you are starting with what you think is the most critical area?

Mr. BELEN. That is right. And it will have various systems that will be related.

E. INTERNAL AUDIT SYSTEM

Mr. BROOKS. In 1963 this subcommittee in cooperation with the Comptroller General promulgated the essential criteria for effective internal audits in Federal departments and agencies. The subcommittee is very interested in determining whether or not your agency has accepted the recommendations made at that time. I have talked with the Postmaster General specifically about this, and I hope that you will bring this to his attention as being of particular pertinence to the new management.

I wonder if you would describe briefly your internal audit system?

Mr. BELEN. Yes. Responsibility for internal auditing, Mr. Chairman, in the Post Office Department has been delegated to the Chief Postal Inspector. He advises the Postmaster General, myself, and other principal assistants on the conditions and needs of the service and directs the execution of policies, regulations, and procedures governing all investigations, inspections, and audits of the postal service.