

universities. We expect to reverse this trend in the future to provide for an increase in our in-house research and development capability.

10. Do you expect the expenditures or the benefits of the program to grow appreciably in the future?

Yes. We have projected the following investment for this category and the related support cost included under category VII over the next 4 years:

Estimated obligations (in millions of dollars)

Fiscal year 1969-----	36.4
Fiscal year 1970-----	58.4
Fiscal year 1971-----	75.0
Fiscal year 1972-----	77.0

From a return on investment standpoint we feel that the program should pay increasing dividends in the future both in terms of cost avoidance and service improvement. Several important capabilities are now under development which can have tremendous impact if successfully deployed on an operational basis. One of the most significant of those capabilities is automatic address reading.

11. At what level are the personnel responsible for the various parts of the program coordinated to determine if the program as a whole is being efficiently carried out?

Responsibility for the conduct of Research, Development, and Engineering rests, of course, with the Assistant Postmaster General of the Bureau of Research and Engineering who is in turn responsible to the Postmaster General and the Deputy Postmaster General. The Assistant Postmaster General for the Bureau of Research and Engineering works through a Director, Research and Development, Director, Construction Engineering and a Chief, Industrial Engineering who are responsible to him for their particular part of the program. This level of coordination within the Bureau is the one at which the program as a whole is coordinated.

Below this level, coordination must be effected between directors and division chiefs and in some cases branch chiefs. There is also continuing coordination required between the Bureau of Research and Engineering and other bureaus and offices which receive technical support from the Bureau of Research and Engineering or are involved in construction and mechanization programs.

12. Is there a continual program review within the agency other than the annual budgetary review, to determine more effective and efficient ways to achieve these program objectives?

Yes. In addition to reviews of overall programs conducted by the Department's Executive Planning Board, the following additional co-ordination is usually effected:

- (a) Special joint Bureau studies are conducted on problem areas as required;
- (b) The Bureau of Research and Engineering provides special briefings on major programs on an as-needed basis;
- (c) Five year plans and program memorandums are circulated to all bureaus and offices for review and comment before finalization;
- (d) New major research and development and facility projects are fully coordinated with all affected bureaus; and,
- (e) Monthly progress reports on all major projects within this program are furnished to the Postmaster General and affected bureaus for review and comment.

13. To your knowledge, does this program duplicate or parallel work being done by any other agency?

No. Certainly many agencies perform research and development and engineering activities related to their particular needs. In recognition of this fact we do coordinate with other Government agencies in areas where we have mutual interests and where the Department can potentially benefit from this coordination.

14. Is your organizational structure such that the program is being carried out most efficiently and effectively?

Yes. The establishment of a bureau-level technical effort made possible by Public Law 89-492, approved July 5, 1966, was a significant improvement in the Department's organizational structure. I believe we now have the basic organizational structure to most effectively carry out an accelerated research, development, and engineering program.