

Title: The Postal System of the United States and the New York General Post Office

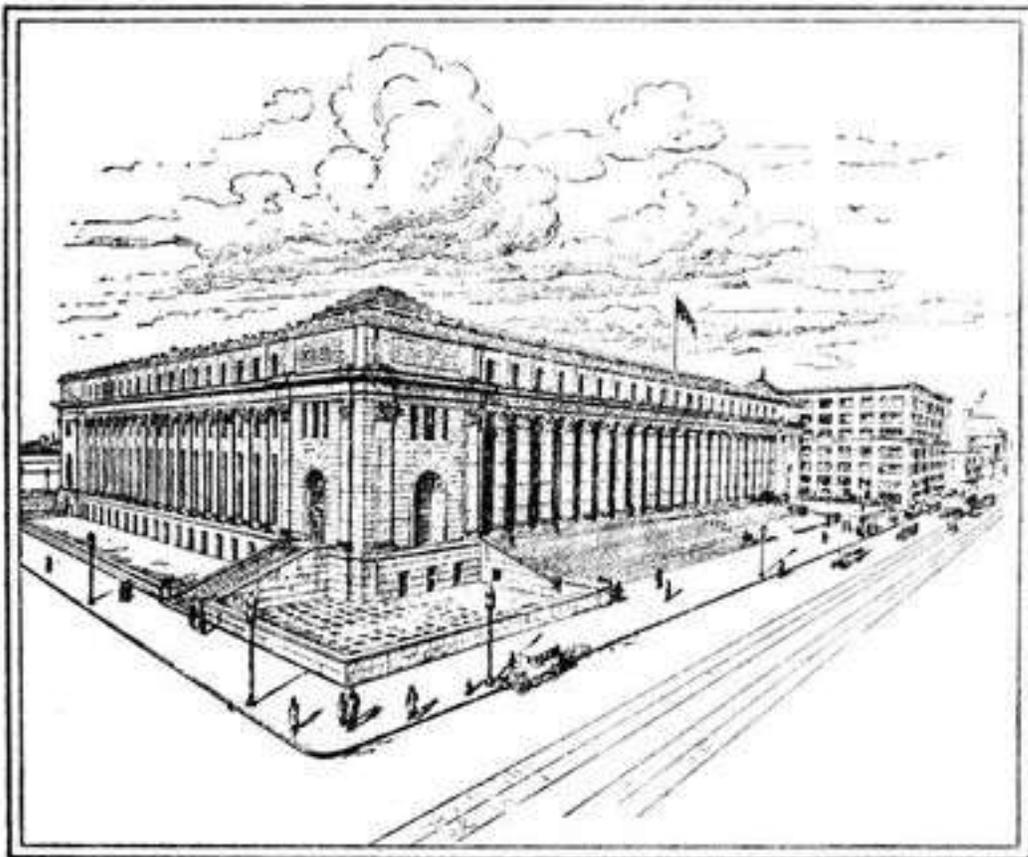
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Release Date: November 13, 2013 [EBook #44171]

Language: English

Character set encoding: ISO-8859-1

**The Postal System of The United States and The New York General Post Office**



*Prepared and Issued by* **Manufacturers Trust Company** New  
York Brooklyn Queens

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**THE POSTAL SYSTEM OF THE UNITED STATES and THE NEW  
YORK GENERAL POST OFFICE**

BY

THOMAS C. JEFFRIES

ASSISTANT SECRETARY MANUFACTURERS TRUST COMPANY

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*Honorable Hubert Work, Postmaster General.*

Honorable Hubert Work, Postmaster-General, was a practising physician for many years in Colorado prior to entering government service, and was also President of the American Medical Association. He served as first assistant postmaster-general under Postmaster-General Will H. Hays, his predecessor, who, upon assuming management of the Post-office Department, practically dedicated it as an institution

for service and not for politics or profit. Since that time all possible efforts have been made to humanize it.

The administration of Mr. Hays was ably assisted by Mr. Work who had direct supervision of the 52,000 post-offices and more than two-thirds of all postal workers. By persistent efforts to build up the spirit of the great army of postal workers and bring the public and the post-office into closer contact and more intimate relationship, the postal system has been placed at last on a footing of *service to the public*.

Mr. Work is an exponent of a business administration of the postal service, and representatives of the larger business organizations and Chambers of Commerce, from time to time, are called into conference, in order that the benefit of their suggestions and their experience may be obtained and their fullest co-operation enlisted in the campaign for postal improvement.



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### **Statement Prepared for the Manufacturers Trust Company**

By Honorable Hubert Work, postmaster-general

The need for a more general understanding of the purpose of the postal establishment, its internal workings and the problems of operation, is paramount if it is to afford the ultimate service which it is prepared to render.

The business man, whose success is definitely connected with its smooth operation, especially should be concerned with the directions for its use. The post-office functions automatically, so far as he is concerned, after he drops the letter into the slot; but before this stage is reached, a certain amount of preparation is necessary. He could scarcely expect to operate an intricate piece of machinery without first learning the various controls, and no more is it to be expected that he can secure the utmost benefit from such a diversified utility as the postal service without knowing how to use the parts at his disposal.

Accordingly our efforts have been directed to the circulation of essential postal information, and with the aid of the public press and the coöperation of persons and organizations using the service, the people throughout the country are now better informed on postal affairs than at any time in its history.

The recognition of the human element is a recent forward step in postal administration. Although the post-office has probably been the most powerful aid to the development of a social consciousness, the management

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until recently seems to have overlooked the relative value of the individual in the postal organism.

The individual postal worker is now considered to be the unit, and the effort to maintain the service at a high standard of efficiency is based upon the betterment of his physical environment and the encouragement of the spirit of partnership by

enlisting his intelligent interest in the problems of management and recognizing his real value to the postal organization. Suggestions for improvement are invited and considered from those within the service as well as those without, and it is believed that a full measure of usefulness will not be attained until the American public, which in this sense includes the postal workers themselves, are convinced that the service belongs to them.



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#### **GENERAL OFFICERS OF THE POST-OFFICE DEPARTMENT**

The postmaster-general is assisted in the administration of the Post-office Department by four assistant postmasters-general. The first assistant postmaster-general has supervision over the postmasters, post-office clerks, and city letter carriers at all post-offices, as well as the general management of the postal business of those offices, the collection, delivery, and preparation of mail for despatch. The second assistant postmaster-general is concerned entirely with the transportation of mail by rail (both steam and electric), by air, and by water. He supervises the railway mail, air mail, foreign mail services, and adjusts the pay for carrying the mail. The third assistant postmaster-general is the financial official of the department and has charge of the money-order and registry service, the distribution of postage-stamps, and the classification of mail matter. The fourth assistant postmaster-general directs the operation of the rural delivery service, the distribution of supplies, and the furnishing of equipment for the post-offices and railway mail service.

In addition to the four assistants there is a solicitor, or legal officer; a chief post-office inspector, who has jurisdiction over the traveling inspectors engaged in inspecting, tracing lost mail, and investigating mail depredations, or other misuse of the mail; a purchasing agent; a chief clerk, who supervises the clerical force at headquarters in Washington; and a controller, who audits the accounts of the 52,000 postmasters.

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*The Postmaster General and General Administration Assistants.*

1—Hon. Hubert Work, *Postmaster General.*                      2—Hon. John H. Bartlett,  
*First Assistant Postmaster General.*                      3—Hon. Paul Henderson, *Second*  
*Assistant Postmaster General.*                      4—Hon. W. Irving Glover, *Third Assistant*  
*Postmaster General.*                      5—Hon. H. H. Billany, *Fourth Assistant Postmaster*  
*General.*

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UNITED STATES POSTAL STATISTICS

Year (Fiscal )	Post- offices (Number)	Extent of Post-routes (Miles)	Gross Revenue of Department	Gross Expenditure of Department
1800	903	20,817	\$ 280,806	\$ 213,884
1850	18,417	178,672	5,499,985	5,212,953
1860	28,498	240,594	8,518,067	19,170,610
1870	28,492	231,232	19,772,221	23,998,837
1880	42,989	343,888	33,315,479	36,542,804
1890	62,401	427,990	60,882,098	66,259,548
1900	76,688	500,989	102,354,579	107,740,267
1910	59,580	447,998	224,128,658	229,977,224
1921	52,050	1,152,000	263,491,274	620,993,673

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COMPARISON OF MONEY-ORDERS AND POSTAL NOTES ISSUED, FISCAL YEARS  
 1865 to 1921, INCLUSIVE

Year (Fiscal )	Mone y order offices	Domestic Money-orders Iss.		International Money-orders Iss.	
		Number	Value	Number	Value
1865	419	74,277	\$ 1,360,122.52		
1870	1,694	1,671,253	34,054,184.71		\$ 22,189.70
1875	3,404	5,006,323	77,431,251.58	102,250	1,964,574.88
1880	4,829	7,240,537	100,352,818.83	221,372	3,463,862.83
1885	7,056	7,725,893	117,858,921.27	448,921	6,480,358.83
1890	9,382	10,624,727	114,362,757.12	859,054	13,230,135.71
1895	19,691	22,031,120	156,709,089.77	909,278	12,906,485.67
1900	29,649	32,060,983	238,921,009.67	1,102,067	16,749,018.31
1905	36,832	53,722,463	401,916,214.78	2,163,098	42,503,246.57
1910	51,791	77,585,321	558,178,028.35	3,832,318	89,558,299.42
1915	55,670	105,728,032	665,249,087.81	2,399,836	51,662,120.65
1920	54,39	149,091,944	1,342,267,597.43	1,250,890	23,392,287.46

	5				
1921	54,18	144,809,855	1,313,092,591.08	876,541	16,675,752.16
	3				

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*The Post-office of General Concern*

There is no governmental activity that comes so uniformly into intimate daily contact with different classes of this country's inhabitants, nor one the functioning of which touches practically the country's entire population, as does the United States postal system. Mr. Daniel G. Roper, in a volume highly regarded by postal executives, entitled "The United States Post-Office," called the postal service "the mightiest instrument of human democracy." This system, as we know it to-day, represents the growth, development, and improvement of over a century and a third. In the last seventy-five years this growth has been particularly marked; the total number of pieces of all kinds of mail matter handled in 1847, for instance, was 124,173,480; in 1913 it was estimated that 18,567,445,160 pieces were handled, and to-day about 1,500,000,000 letters are handled every hour in the postal service. In 1790 the gross postal revenues were \$38,000 in round numbers and the expenditures \$32,000. In 1840 the revenues were \$4,543,500 and expenditures \$4,718,200. In 1890 the revenues were \$60,880,000 and the expenditures \$66,260,000. In 1912 the revenues were \$247,000,000 and the expenditures \$248,500,000.

The revenue of the postal service for the fiscal year ending June 30, 1921, including fees from money-orders and profits from postal-savings business, amounted to \$463,491,274.70, an increase of \$26,341,062.37 over the receipts for the preceding fiscal year, which were \$437,150,212.33. The rate of increase in receipts for 1921 over 1920 was 6.02 per cent, as compared with an increase in 1920 over 1919 of 19.81 per cent.

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The audited expenditures for the year were \$620,993,673.65, an increase over the preceding year of \$166,671,064.44, the rate of increase being 36.68 per cent. The audited expenditures for the fiscal year were therefore in excess of the revenues in the sum of \$157,502,398.95, to which should be added losses of postal funds, by fire, burglary, and other causes, amounting to \$15,289.16, making a total audited deficiency in postal revenues of \$157,517,688.11. The material increase in the deficiency over that for 1920 was due to large increases of expenditures made necessary by reason of the re-classification act allowing increased compensation estimated at \$41,855,000 to postal employees, and to increased allowances of more than \$30,000,000 for railroad mail transportation resulting from orders of the Interstate Commerce Commission under authority of Congress.

The revenues of this department are accounted for to the Treasury of the United States and the postmaster-general submits to Congress itemized estimates of amounts necessary under different classifications; Congress, in turn, makes appropriations as it deems advisable.

In 1790 there were a total of 118 officers, postmasters, and employees of all kinds in the postal service. Postmaster-General Work to-day directs the activities of nearly

326,000 officers and employees. The number of post-offices in the United States in 1790 was seventy-five; in 1840 the number had increased to 13,468; in 1890 it was 62,401; and on January 1, 1922, there were 52,050. The greatest number of post-offices in existence at one time was 76,945, in 1901, but the extension of rural delivery since its establishment in 1896 has caused, and will probably continue to cause, a gradual decrease in the number of smaller post-offices.

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#### *The Post-office in Colonial Times*

The first Colonial postmaster, Richard Fairbanks, conducted an office in a house in Boston in 1639 to receive letters from ships. In 1672 Governor Lovelace of New York arranged for a monthly post between New York and Boston, which appears to have been the first post-route officially established in America. Much of this route was through wilderness, and the postman blazed the trees on his way so that travelers might follow his path. This route, however, was soon abandoned.

In 1673 the Massachusetts General Court provided for certain payments to post messengers, although the first successful postal system established in any of the Colonies was that of William Penn, who, in 1683, appointed Henry Waldy to keep a post, supply passengers with horses, etc. In the following year Governor Dungan of New York revived the route that had been established by Governor Lovelace, and, in addition, he proposed post-offices along the Atlantic coast. In 1687 a post was started between certain points in Connecticut. The real beginning of postal service in America seems to date from February 17, 1691, when William and Mary granted to Thomas Neale authority to conduct offices for the receipt and despatch of letters. From that time until 1721 the postal system seems to have been under the direction of Andrew Hamilton and his associates. In the latter year John Lloyd was appointed postmaster-general, to be succeeded in 1730 by Alexander Spotsward. Head Lynch was postmaster-general from 1739 to 1743, and Elliott Berger from 1743 to 1753.

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In July, 1775, the Continental Congress established its post-office with Benjamin Franklin as its first postmaster-general. Mr. Franklin had been appointed postmaster of Philadelphia in 1737. Samuel Osgood, of Massachusetts, however, was the first postmaster-general under the Constitution and Washington's administration. From Samuel Osgood to Hubert Work there have been forty-five postmasters-general, that official becoming a member of the President's cabinet in 1829.

#### *Fast Mails of Pioneer Days*

Post-riders and stage-coaches were the earliest means of transporting the mails, to be followed by steamboats, railway trains, and, in time, by airplanes.

In considering our modern mailing methods, no feature of the development of our postal system is more striking than the improvement that has been made in methods of mail transportation.

Up to a few decades ago, pony express riders sped across the western part of our country, and back, carrying the "fast mail" of the days when Indians and road-agents constituted a continual source of annoyance and danger to stage-coach passengers and drivers, and made the transportation of valuables extremely hazardous. The

coaches carried baggage, express, and "slow mail," as well as passengers, while the "fast mail" was handled exclusively by pony riders.

The inimitable Mark Twain has given us a great word-picture of these pony express riders, from which we quote the following:

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In a little while all interest was taken up in stretching our necks and watching for the "pony rider"—the fleet messenger who sped across the continent from St. Joe to Sacramento, carrying letters nineteen hundred miles in eight days! Think of that for perishable horse and human flesh and blood to do! The pony rider was usually a little bit of a man, brimful of spirit and endurance. No matter what time of the day or night his watch came on, and no matter whether it was winter or summer, raining, snowing, hailing, or sleeting, or whether his "beat" was a level straight road or a crazy trail over mountain crags and precipices, or whether it led through peaceful regions or regions that swarmed with hostile Indians, he must be always ready to leap into the saddle and be off like the wind! There was no idling time for a pony rider on duty. He rode fifty miles without stopping, by daylight, moonlight, starlight, or through the blackness of darkness—just as it happened. He rode a splendid horse that was born for a racer and fed and lodged like a gentleman; kept him at his utmost speed for ten miles, and then, as he came crashing up to the station where stood two men holding fast a fresh, impatient steed, the transfer of rider and mail-bag was made in the twinkling of an eye, and away flew the eager pair and they were out of sight before the spectator could get hardly the ghost of a look. The postage on his literary freight was worth five dollars a letter. He got but little frivolous correspondence to carry—his bag had business letters in it, mostly. His horse was stripped of all unnecessary weight, too. He wore a little wafer of a racing-saddle, and no visible blanket. He wore light shoes, or none at all. The little flat mail-pockets strapped under the rider's thighs would each hold about the bulk of a child's primer. They held many and many an important business chapter and newspaper letter, but these were written on paper as airy and thin as gold-leaf, nearly, and thus bulk and weight were economized. The stage-coach travelled about a hundred to a hundred and twenty-five miles a day (twenty-four hours), and the pony rider about two hundred and fifty. There were about eighty pony riders in the saddle all the time, night and day, stretching in a long scattering procession from Missouri to California, forty flying eastward, and forty toward the west, and among them making four hundred gallant horses earn a stirring livelihood and see a deal of scenery every single day in the year.

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***The Pony Express Rider.***

Photo by Courtesy of American Telephone & Telegraph Company

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We had had a consuming desire, from the beginning, to see a pony rider, but somehow or other all that passed us and all that we met managed to streak by in the night, and so we heard only a whiz and a hail, and the swift phantom of the desert was gone before we could get our heads out of the windows. But now we were expecting one along every moment, and would see him in broad daylight. Presently the driver exclaims:

**"HERE HE COMES!"**

Every neck is stretched further, and every eye strained wider. Away across the endless dead level of the prairie a black speck appears against the sky, and it is plain that it moves. Well, I should think so. In a second or two it becomes a horse and rider, rising and falling, rising and falling—sweeping toward us, nearer and nearer—growing more and more distinct, more and more sharply defined, nearer and still nearer, and the flutter of the hoofs comes faintly to the ear—another

instant and a whoop and a hurrah from our upper deck, a wave of the rider's hand, but no reply, and man and horse burst past our excited faces, and go winging away like a belated fragment of a storm!

So sudden is it all, and so like a flash of unreal fancy, that but for the flake of white foam left quivering and perishing on a mail-sack after the vision had flashed by and disappeared, we might have doubted whether we had seen anything at all, maybe.

#### *Mail Transportation To-day*

Mails are now carried over about 235,000 miles of railroads. Service on the railroads is authorized and paid for under a space basis system authorized by Congress and approved by the Interstate Commerce Commission.

The present post-office organization dates from about 1836, as the period that followed that year was one of transition from stage-coach to rail car for the transportation of mails. As railway mail service was increased

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and extended, sometimes railroad companies made arrangements with contractors to handle it. Occasionally contracts were transferred to the contractors at the same rates received by the railroads. Frequently the compensation was divided pro rata as far as the railroad covered the route. It was not uncommon for postmasters in large cities to make the arrangements for the department. Naturally such a lack of uniformity of procedure and control invited irregularities of one kind or another, although they were for the most part not serious ones, and were eventually corrected and a system of standards and of unified control put into effect.

#### *Origin of Mail Classes*

In 1845 any letter that weighed one half ounce or less was classified as a single letter without regard to the number of sheets it contained; a five-cent rate was charged for distances under three miles and ten cents for greater distances. In 1847 the postage-stamp was officially adopted and placed on sale July 1 of that year at New York. In the year 1848, 860,380 postage-stamps were sold; in 1890, 2,219,737,060 stamps were sold, and in 1921 there were issued to postmasters 14,000,000,000 adhesive stamps, 1,100,000,000 postal cards, 2,668,000,000 stamped envelopes, and 80,800,000 newspaper wrappers.

In 1850 the rates were reduced to three cents for any distance less than three hundred miles, if prepaid, and five cents if not prepaid, and, for a greater distance, six cents if prepaid and ten cents if not prepaid. The prepayment of postage was finally made compulsory in

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1855. In 1863 a uniform rate of three cents for single letters not exceeding one half ounce in weight was adopted for all distances, and twenty years later, in 1883, the two-cent letter was adopted. In 1917 the rates of three cents on letters and two cents for postal cards were adopted, the extra cent in each case being for war revenue. On June 30, 1919, however, the three-cent letter rate and the two-cent postal-card rate expired by limitation, and the two-cent letter rate and one-cent postal-card rate returned.

When the parcel post was established in 1913, and the air mail service was inaugurated in 1918, special stamps were issued, although they were soon discontinued. Our friends who collect stamps may be glad to know that a philatelic

stamp agency has been established under the third assistant postmaster-general at Washington, which sells to stamp-collectors at the face-value all stamps desired which are in stock and which may have special philatelic value to stamp-collectors.

*Emergency Measures During the War*

As a war measure, on July 31, 1918, by executive order issued in accordance with a Joint Resolution of the House and Senate, the telegraph and telephone systems of the United States were placed under the control of the postmaster-general, and on November 2, 1918, the marine cables were also placed under his control. These utilities were conducted by a wire control board, of which the postmaster-general was the head. The marine cables were returned to their owners May 2, 1919, and the telephone and telegraph lines were returned to their owners in accordance with an act of

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Congress on August 1, 1919, having been under government control just one year. When the telegraph was invented, in 1847, the first line between Washington and Baltimore was built through an appropriation authorized by Congress. Then, as now, there were public men who advocated government ownership of the wire systems as a means of communication, the same as the postal service. It was placed in private control, however, one year after its inauguration, and has grown up under that control. The Government's operation during the war of both the wire and railroad systems seems to have cooled the ardor of even the most enthusiastic advocates of government ownership of such utilities.

Early in 1919 the Post-office Department used the wireless telegraph in connection with air mail service. A central station is located in the Post-office Department Building at Washington, and other stations are located in cities near the transcontinental air mail route from New York City to San Francisco. Experiments are being made with the wireless as a means of directing airplanes in flight, especially during foggy and stormy weather, and it is expected planes will ultimately be equipped with either wireless telegraph or telephone outfits. On April 22, 1921, the Post-office Department adopted the use of the wireless telephone in addition to the wireless telegraph service, and is now using both in the air mail service, and also for the purpose of broadcasting to farming communities governmental information such as market reports from the Agricultural Department and the big market centers. It is not contemplated, however, that the Post-office Department will maintain the wireless telegraph and telephone

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except as an aid in the development of the air mail service; only when not in use for this purpose is it utilized to broadcast the governmental information referred to for the benefit of farming communities and without expense to them.

*The Post-office in the War*

As may be imagined, the work of the Post-office Department consequent upon the war was enormous; it participated in and did war work for practically all other departments of the Government. Besides the great increase of ordinary mail as a result of the war, it assisted in the work of the draft, the Liberty Loans, the Red Cross service, food, fuel, and labor conservation, the enforcement of the Alien Enemy and Espionage laws, and nearly every war activity placed upon it some share of the

burden. The Post-office Department, whose function is purely civil, with responsibility for a business service that must not be interrupted, kept open channels of communication upon which the vital activities of the Nation depended, and unquestionably made material contributions toward the successful prosecution of the war.

The department was of assistance to the Department of Justice, the Bureau of Intelligence of both the Army and the Navy; the Department of Labor, in collecting data relative to firms and classes of labor in the country; the Department of Agriculture, the Shipping Board, and various independent bureaus of the Government. Under proclamation of the President, postmasters of towns having populations of 5000 or less had the duty of registering enemy aliens. The department

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collected all the statistics and lists of aliens for the Department of Justice. A similar work was performed with respect to the duties of the Alien Property Custodian. Nine million questionnaires were distributed for the War Department, each being handled three times during the first draft; about thirteen million questionnaires were distributed in the second draft. The department distributed literature for the Liberty Loans and the Red Cross, and assisted in the sale of War Savings Stamps and Internal Revenue Stamps. New postal service was established for the soldiers at nearly a hundred cantonments in this country. When the American forces went abroad an independent postal service was established in France by the Post-office Department which was later turned over to the military authorities. That the United States postal service was the only one in the world that did not break down during the war might well be cause for pardonable pride.

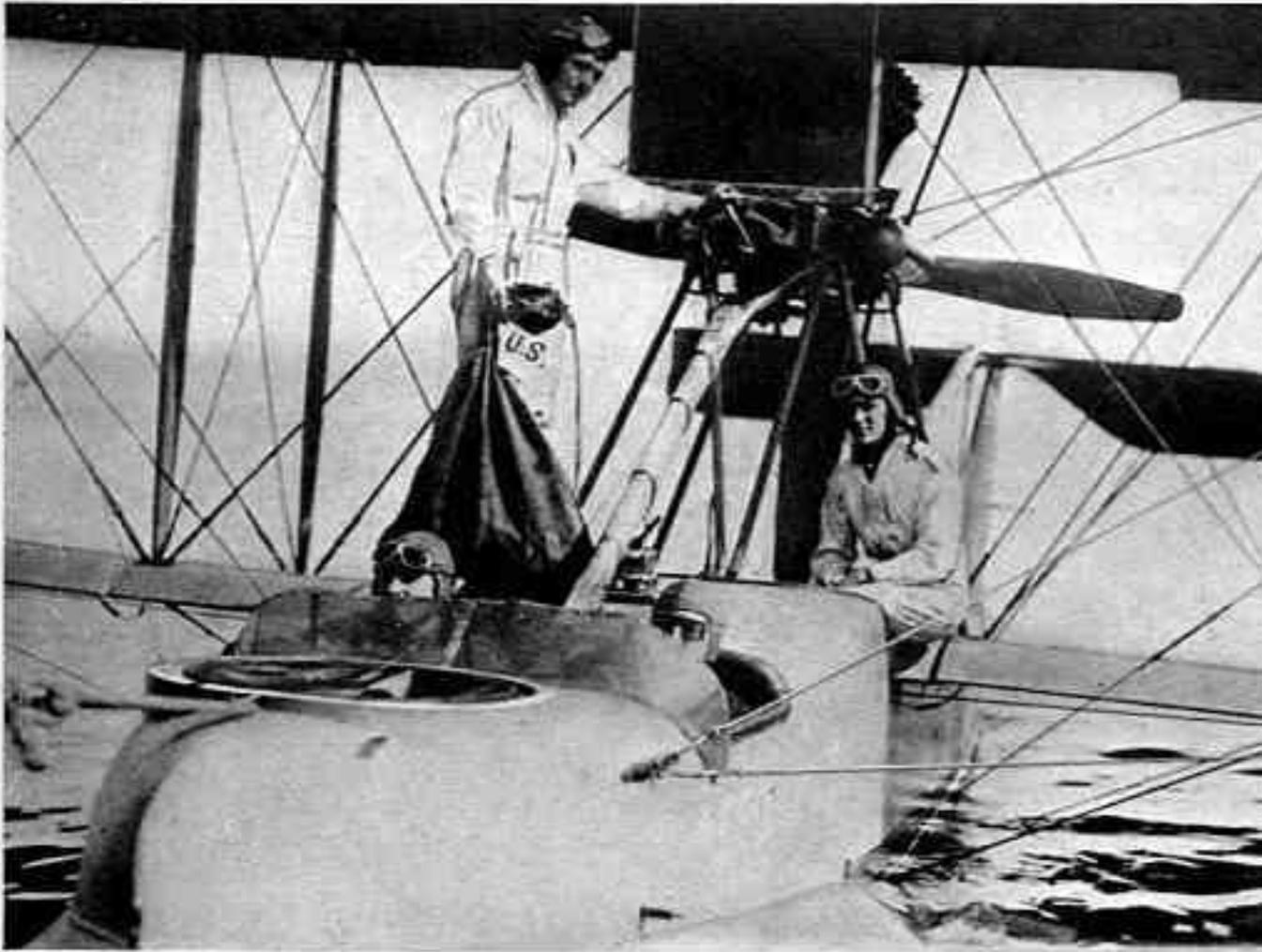
*Beginning of Registered Mail, Postal Money-orders, Savings, Free Delivery, Special Delivery, Parcel Post, and Air Mail*

The registry service was established in 1855 and the money-order service was established in 1864. About \$1,500,000,000 is transmitted by money-orders annually. Postal-savings service was established January 3, 1911, and during the first year the deposits reached a total of \$677,145. The increase in this department has been continuous each year, and in a recent year the amount was over \$150,000,000. The parcel-post system was established January 1, 1913, and now nearly three billion parcels are handled annually.

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In 1863 the innovation of free delivery of mail in forty-nine cities was undertaken, for which 449 carriers were employed. In 1890, 454 cities enjoyed free delivery of mail and 9066 carriers did the work. In 1921 there were about 3000 city delivery post-offices and about 36,000 carriers. The Post-office Department owns and operates almost 4000 automobiles in the collection and delivery of mail in cities, but this is a small part of the number operating under contract. The regular use of the automobile in the postal service dates back only to 1907. The feature of special delivery of mail was inaugurated in 1885.

The first regular air mail route was inaugurated May 15, 1918, between Washington and New York, a distance of about 200 miles, the schedule being two hours, compared with about five hours for steam trains.



***Airplane mail equipment.***

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An air route between Cleveland and Chicago was inaugurated May 15, 1919, and between New York and Cleveland July 1, 1919. The Transcontinental Air Mail Route from New York to San Francisco, inaugurated September 8, 1920, is the only route at present in operation. This coast-to-coast route is 2629 miles in length, passing through Cleveland, Chicago, Omaha, Cheyenne, Salt Lake City, and Reno. Relays of planes are used, but, contrary to the general impression, mail is not carried all the way by air; instead, planes pick up mail which has missed trains and advance it to points where it will catch through trains.

Three rural routes, the first ones, were established in 1896 in West Virginia. By 1900 there were 1259; in 1906, 32,110; 1912, 42,199; on January 1, 1922, there were 44,007. Rural routes now in operation cover a total of 1,152,000 miles and the number of patrons served is about 30,000,000. The Rural Free Delivery Service brings in but about one fourth of its cost. There are also about 11,000 contract mail routes (star routes) serving communities not reached by rail or rural routes.

*Postal Business Increases*

In the five years from 1912 to 1917, the increase in the volume of business as reflected by the annual gross receipts of the post-office was 33.64 per cent., and in the ten-year period from 1912 to 1921, inclusive, it was 87.84 per cent. During this decade there was a decrease in postal receipts in but one year as compared with the previous year, and that was in 1915, when the percentage of decrease was 0.23 per cent. For the ten years

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mentioned the percentage of increase in receipts for each year over the previous year was as follows:

	Percentage
1912	3.72
1913	8.65
1914	7.59
1915	.23 <sup>[1]</sup>
1916	8.63
1917	5.66 <sup>[2]</sup>
1918	4.47 <sup>[3]</sup>
1919	5.91 <sup>[4]</sup>
1920	19.81
1921	6.02

[1]

Decrease.

[2]

Additional revenue on account of increased postage rates incident to the war not included.

[3]

Additional revenue on account of increased postage rates incident to the war not included.

[4]

Additional revenue on account of increased postage rates incident to the war not included.

#### *The Post-office and Good Roads*

The pony express riders, to whom reference has already been made, rode over trails and cow-paths made by herds of buffaloes, deer, or cattle. To-day, however, as part of our post-office appropriations, large sums are included for construction and keeping in repair public roads and routes used by different branches of our mail

service. For the present year there was appropriated for carrying out the provisions of the Federal Highway Act the sum of \$75,000,000 for what is known as Federal aid to the States in road construction, and \$10,000,000 for forest roads for 1923. A comprehensive program has been adopted and, in order that the States may make adequate provisions to meet their share for the Federal appropriations, they know in advance just what Federal appropriation they can depend upon.

The total Federal aid funds which have been apportioned to the States from 1916 to 1921 amount to \$339,875,000. On February 1, 1922, \$213,947,790 had been paid on actual construction, leaving a balance for new construction of \$125,927,214.

Between February 1 and July 1 of this year about \$40,927,000 more was put into construction.

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#### *Washington Headquarters*

The main Post-office Department Building is located at 11th Street and Pennsylvania Avenue, N.W., Washington, D.C. What is known as the City Post-Office Building is at North Capitol Street and Massachusetts Avenue in that city, and the mail equipment shops are located at 5th and W Streets, N.E. The total number of employees in the General Department is 2025.

The clerks throughout the department, in character, intelligence, and dependability, are above the average. Not only must postal clerks be familiar with the location of several thousand post-offices, but they must know on what railroad each post-office is located, through what junction points a letter despatched to that office must pass, and many other important details. The schedules of railroads affect the method of despatching mail, and these are constantly changing so that postal clerks must be up to the minute on all schedules, etc.

#### *Red Corpuscles for Our Postal Arteries*

A new post-office policy that is well expressed by the words "humanized service" has been inaugurated. The postal educational exhibits which have been conducted in many of the larger offices for the purposes of teaching the public how to mail and how not to mail letters, parcels, and valuables were but single manifestations of this new spirit. Some persons may think—and with good reason—that only recently have postal authorities indicated concern in what the public did; but that

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the present interest is genuine is evident to any one. The department is likewise interested in its workers and makes an effort to understand them. Says the head of the department in his latest report: "We are dependent on the nerve and the sense of loyalty of human beings for the punctual delivery of our mail regardless of the weather and everything else. To treat a postal employee as a mere commodity in the labor market is not only wicked from a humanitarian standpoint, but is foolish and short-sighted even from the standpoint of business. The postal employee who is regarded as a human being whose welfare is important to his fellows, high and low, in the national postal organization, is bound to do his work with a courage, a zest, and a thoroughness which no money value can ever buy. The security which he feels he passes on to the men and women he serves. Instead of a distrust of his Government, he radiates confidence in it. I want to make every man and woman in the postal service feel that he or she is a partner in this greatest of all business

undertakings, whose individual judgment is valued, and whose welfare is of the utmost importance to the successful operation of the whole organization. We want every postal co-worker to feel that he has more than a job. A letter-carrier does a good deal more than bring a letter into a home when he calls. He ought to know the interest which his daily travels bring to the home. We have 326,000 men and women with the same objective, with the same hopes and aspirations, all working together for the same purpose, a mutual appreciation one for the other, serving an appreciative public. If we can improve the spirit and actual working conditions of these 326,000 men and women who do this

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job, that in itself is an accomplishment, and it is just as certain to bring a consequent improvement in the service as the coming of tomorrow's sun."

#### *Welfare Work*

Few people know that to-day a welfare department is in operation throughout the postal system which is directly interested in improving the working conditions of all the postal workers. The department was organized in June, 1921, by the appointment of a welfare director. Councils of employees meet regularly to consider matters affecting their welfare and to discuss plans for improving the postal service. The National Welfare Council has been formed of the following postal employee organizations:

National Federation of Post-office Clerks   The Railway Mail Association   United National Association of Post-office Clerks   National Rural Letter-Carriers Association   National Association of Letter-Carriers   National Federation of Rural Carriers   National Association of Supervisory Employees   National Federation of Federal Employees   National Association of Post-office Laborers

Mutual aid and benefit societies with insurance features are conducted, athletics are encouraged, sick benefits are provided, retirement pensions are in effect, and postal employees to-day can well believe that somebody cares about their comfort and welfare. Incidentally, savings aggregating many thousands of dollars annually have been effected through the suggestions and inventions of employees in the service.

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One of the important divisions in the postal service is that which pertains to the inspection work, much of which does not attract outside attention and only comes to public notice when some one has gotten into trouble with the postal authorities. In a large measure, inspection work pertains to the apprehension of criminals and the investigation of depredations, but that is only a comparatively small part of the division's activities.

Post-office inspectors investigate and report upon matters affecting every branch of the postal service; they are traveling auditors and check up accounts and collect shortages; they decide where an office should be located, how it should be fitted up, and how many clerks or carriers may be needed.

The rural carriers, for instance, must be familiar with the regulations that cover the delivery of mail, registration of letters, taking applications for money-orders, sale of stamps, supplies, etc., but the inspector must also know all of these and also be able to determine when the establishment of a route is warranted, to lay out and fix the schedules and prepare a map and description of the route, also measure the routes if

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