



U.S. Postal Service Workforce Size and Employment Categories, 1990-2010

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Summary

This report provides data from the past 20 years on the size of the U.S. Postal Service's (USPS's) workforce, including the number of persons employed by USPS by employment categories and the number of persons employed by USPS under time-limited contracts. It also analyzes the most salient aspects of these employment data.

USPS employed 671,687 persons as of September 30, 2010 (FY2010). USPS's workforce size has dropped by 171,576 employees (20.3%) in the past 20 years, and USPS had 40,395 (6.0%) fewer employees at the end of FY2010 than it did at the end of FY2009. Since 1990, the career/non-career composition of the USPS's workforce has also changed. The number of career employees has declined 23.2%, and the number of non-career employees has increased 6.3%.

Facing financial problems, the USPS recently has instituted a hiring freeze, frozen the pay rate of managers, and offered some employees early retirement options. In FY2010, USPS operated with its smallest workforce in at least 20 years.

This report will be updated at the beginning of each new Congress.

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Data Source

Each year, the U.S. Postal Service (USPS) issues an *Annual Report* (herein, the *Report*) that includes data on its workforce. The *Report* categorizes employees as either “career employees” or “non-career employees.” According to USPS, the career employees category includes persons with permanent positions at USPS, part- and full-time. The non-career employees category includes all persons hired under time-limited contracts.¹ The *Report* also provides breakdowns of the number of workers by employment categories (e.g., regional offices personnel, clerks, and nurses). The **Appendix** of this report presents brief descriptions of these employment categories. This report provides workforce data drawn from the *Reports* covering FY1990 through FY2010.²

Data Analysis

Workforce Size

Between FY1990 and FY2010, the size of USPS’s workforce decreased 20.3%, from 843,263 employees to 671,687 employees (**Table 1, Figure 1**). Figures for the overall workforce during this 20-year period, however, mask a rise in non-career employees in the 1990s and a decline in career employees through the 2000s.

Career Employees vs. Non-Career Employees

The number of career employees decreased by 23.2% between 1990 and 2010, from 760,668 to 583,908. During that time period, non-career USPS employees increased by 6.3%, from 82,595 to 87,779 (**Table 1**). This increase masks a large growth of non-career employees during the 1990s, up to 113,700 at the end of FY2000. Although 11 of the 19 career employee categories had fewer employees in 2010 than in FY1990 (e.g., the number of postmasters/installation heads declined by 14.4%),³ three of the five non-career employment categories had more employees than in FY1990. The largest reduction in non-career employees was a 20,326 employee drop (75.8%) in casuals, or temporary employees who do not receive full-time employee benefits (from 26,829 employees in FY1990 to 6,503 in FY2010).

Despite their decline, careerists have constituted the vast majority of USPS’s workforce during the past two decades (**Figure 1, Table 2**). The percentage of USPS’s workforce consisting of career employees declined from 90.2% to 86.9% between FY1990 and FY2010.

¹ The data on non-career employment do not include persons carrying out postal-related functions outsourced to private firms. For example, USPS no longer has a fleet of cargo aircraft. Today, the Postal Service contracts with private firms for the transportation of mail by air. The persons who fly and maintain these planes are not included in the data on non-career employees.

² U.S. Postal Service, *Annual Report of the Postmaster General* (Washington: USPS, 1985-1995); and U.S. Postal Service, *Annual Report of the U.S. Postal Service* (Washington: USPS, 1996-2010).

³ Two career employment positions, regional office employees and special delivery messengers, were eliminated.

Employment Categories

Although the size of each employment category has shifted over the past 20 years, three trends are apparent. First, “rural” employment categories grew significantly. Full-time rural delivery carriers rose 58.2%, from 42,252 in FY1990 to 66,845 in FY2010, and other rural carriers (rural subs/RCA/RCR/AUX) increased 19.4%, from 43,373 to 51,801. In contrast, the number of city delivery carriers has dropped 18.6%, from 236,081 to 192,180, between FY1990 and FY2010. USPS has indicated that 60% to 70% of population growth occurred in rural areas for much of the 20-year period. In addition, total USPS mail volume increased in these areas through 2005, leading to a greater need for delivery carriers in those areas.⁴

Second, three categories of USPS employees involved in the transportation of mail prior to its delivery grew through the 1990s and early 2000s, and have returned to their FY1990 levels in FY2010. The number of mail handlers, for example, was 51,123 in FY1990, 60,851 in FY2000 and 48,850 in FY2010. Motor vehicle operators numbered 7,308 in FY1990, 9,347 in FY2000, and 7,413 in FY2010. Vehicle maintenance personnel, who play a supporting role in mail transportation, totaled 4,874 in FY1990, 5,546 in FY2000, and 4,985 in FY2010.

Third, clerks, who staff the retail counters at post offices and manually sort mail, decreased 45.9% in the past two decades, from 290,380 to 157,168.⁵

Table I. Number of USPS Employees by Employment Category, FY1990-2010
(five-year intervals)

Employment Category	FY1990	FY1995	FY2000	FY2005	FY2010	Change FY1990-2010	Change (%) FY1990-2010
<i>Career Employees</i>							
Headquarters	2,291	1,825	2,279	2,654	2,937	646	28.2%
Headquarters— Related Field Units	5,691	4,186	5,566	4,333	4,876	-815	-14.3%
Inspection Service— Field	4,259	4,298	4,190	3,443	2,435	-1,824	-42.8%
Inspector General	0	0	664	843	1,108	1,108	N/A
Area Offices Personnel	0	1,235	1,597	1,420	1,079	1,079	N/A
Regional Offices	542	0	0	0	0	-542	-100.0%
Postmasters/ Installation Heads	26,995	26,564	26,121	25,322	23,111	-3,884	-14.4%
Supervisors/Managers	43,458	34,732	38,797	33,234	27,792	-15,666	-36.0%
Prof. Admin. and Tech. Personnel	9,793	10,987	9,959	8,945	5,926	-3,867	-39.5%
Clerks	290,380	273,526	281,956	221,644	157,168	-133,212	-45.9%
Nurses	286	188	191	167	0	-286	-100.0%

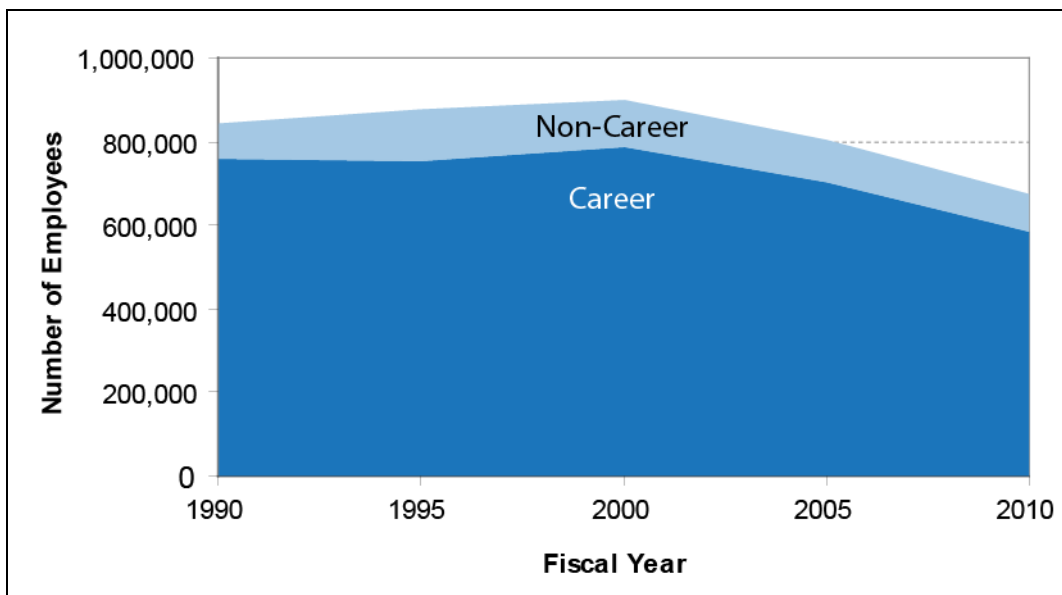
⁴ Information provided electronically to the author from USPS on August 3, 2009.

⁵ Postmasters and postmaster replacements also perform retail activities in some instances.

Employment Category	FY1990	FY1995	FY2000	FY2005	FY2010	Change FY1990-2010	Change (%) FY1990-2010
Mail Handlers	51,123	57,352	60,851	56,028	48,650	-2,473	-4.8%
City Delivery Carriers	236,081	239,877	241,079	228,278	192,180	-43,901	-18.6%
Motor Vehicle Operators	7,308	8,029	9,347	8,689	7,413	105	1.4%
Rural Delivery Carriers—Full-time	42,252	46,113	57,111	64,335	66,845	24,593	58.2%
Special Delivery Messengers	2,012	1,517	0	0	0	-2,012	-100.0%
Bldg. and Equip. Maint. Personnel	33,323	38,161	42,284	39,893	37,403	4,080	12.2%
Vehicle Maintenance Personnel	4,874	4,794	5,546	5,488	4,985	111	2.3%
Subtotal	760,668	753,384	787,538	704,716	583,908	-176,760	-23.2%
<i>Non-Career Employees</i>							
Casuals	26,829	26,401	29,572	19,182	6,503	-20,326	-75.8%
Non-bargaining Temporary	414	596	712	1,185	1,910	1,496	361.4%
Rural Subs/RCA/RCR/AUX	43,373	50,269	57,532	57,411	51,801	8,428	19.4%
Postmaster Relief/Leave Replacements	11,979	12,774	12,423	12,046	11,350	-629	-5.3%
Transitional Employees	0	31,548	13,461	8,460	16,215	16,215	N/A
Subtotal	82,595	121,588	113,700	98,284	87,779	5,184	6.3%
Total Employees	843,263	874,972	901,238	803,000	671,687	-171,576	-20.3%

Source: CRS analysis of data provided by USPS.

Figure 1. Total, Career, and Non-Career USPS Employees
FY1990 to FY2020



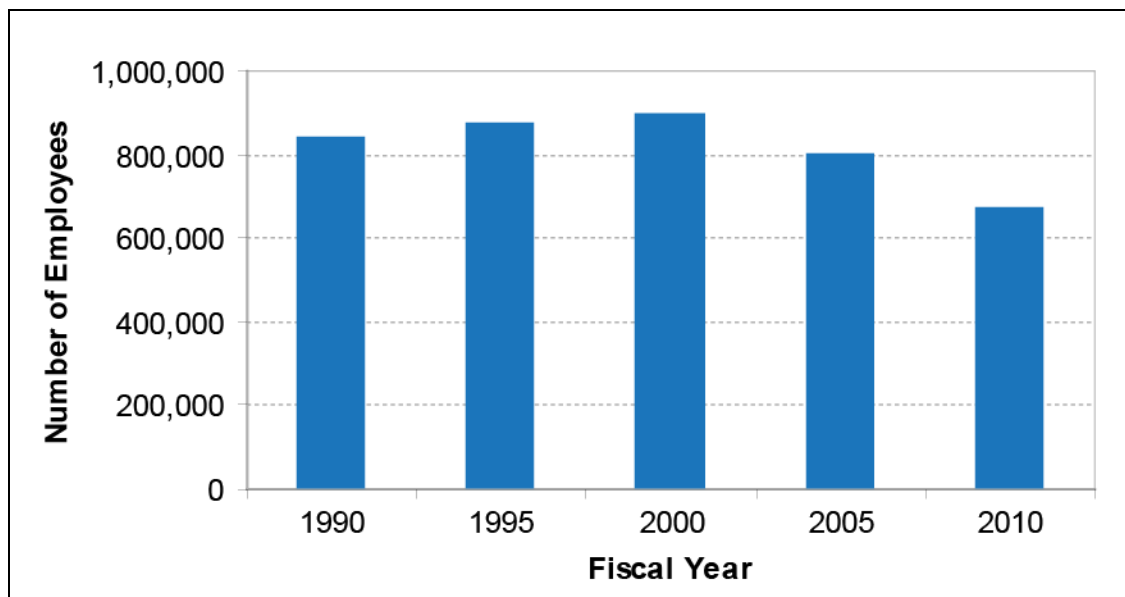
Source: CRS analysis of data provided by USPS.

Table 2. Career and Non-Career Employees as Percentage of USPS Workforce
(five-year intervals)

Employees	FY1990	FY1995	FY2000	FY2005	FY2010
Career Employees	90.2%	86.1%	87.4%	87.8%	86.9%
Non-career Employees	9.8%	13.9%	12.6%	12.2%	13.1%
Total:	100.0%	100.0%	100.0%	100.0%	100.0%

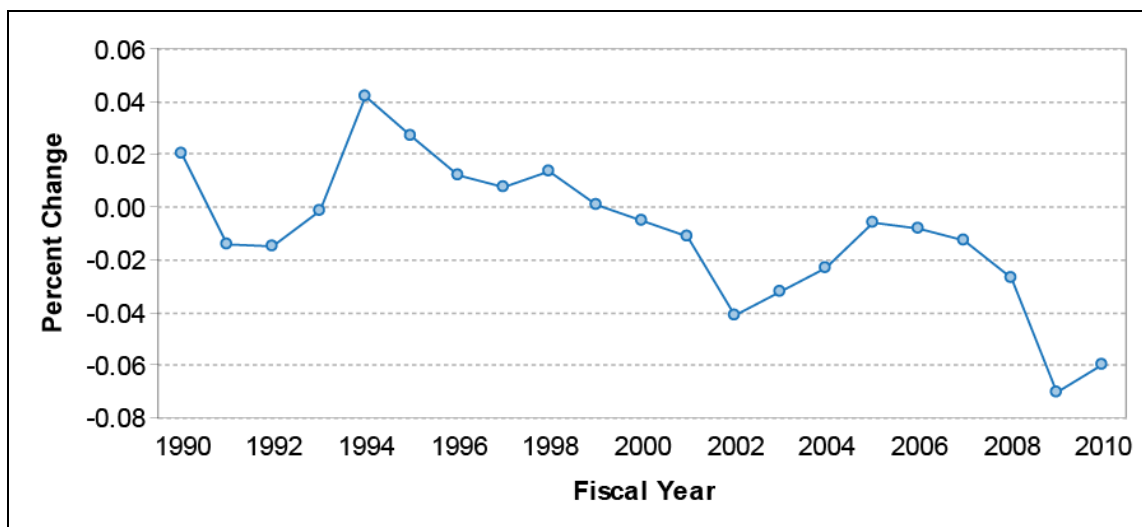
Source: CRS analysis of data provided by USPS.

Figure 2. Total USPS Employees
FY1990 through FY2010



Source: CRS analysis of data provided by USPS.

Figure 3. Percentage Change in the Size of USPS's Workforce (from year to year)
FY1990 through FY2010

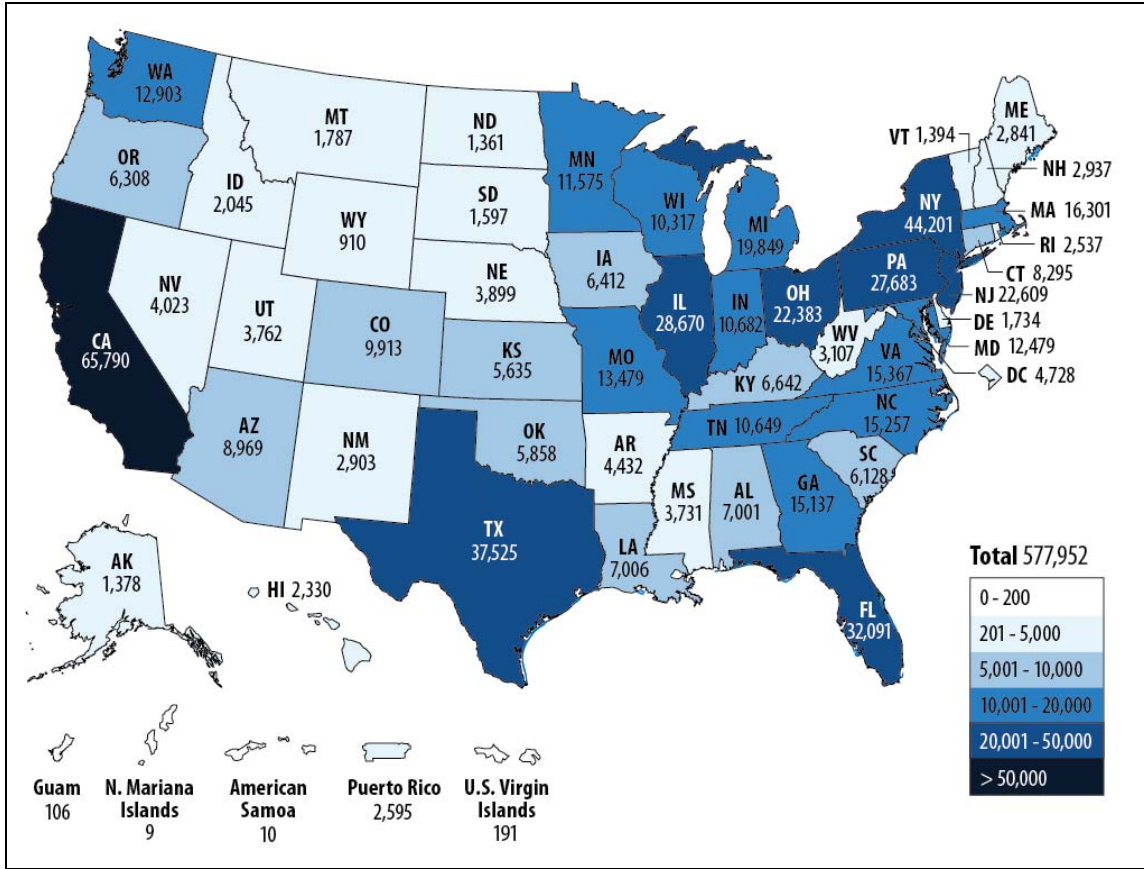


Source: CRS analysis of data provided by USPS.

Figure 2 shows that in FY2010, USPS operated with its smallest workforce in at least 20 years. **Figure 3** indicates that the steepest decline in workforce size occurred between FY2008 and FY2009.

Figure 4 breaks down the USPS workforce by state.

Figure 4. U.S. Postal Service Workforce by State
As of February 2011



Source: CRS analysis of data provided by the U.S. Postal Service.

The USPS workforce had 40,395 fewer employees at the end of FY2010 (671,687 employees) than it did at the end of FY2009 (712,082 employees).

Table 3 shows USPS employee counts by state and territory and the percentage change in USPS employees from March 2010 to February 2011.

Table 3. USPS Employee Counts by State and Territory for March 2010 and February 2011, Including the Percentage Change

Location	March 2010	February 2011	Percentage Change
Northern Mariana Islands	9	9	0.0%
American Samoa	14	10	-28.6%
Guam	102	106	3.9%
U.S. Virgin Islands	191	191	0.0%
Wyoming	1,196	910	-23.9%
Alaska	1,446	1,378	-4.7%
Vermont	1,867	1,394	-25.3%

U.S. Postal Service Workforce Size and Employment Categories, 1990-2010

Location	March 2010	February 2011	Percentage Change
North Dakota	1,921	1,361	-29.2%
Delaware	1,962	1,734	-11.6%
South Dakota	2,215	1,597	-27.9%
Montana	2,358	1,787	-24.2%
Hawaii	2,498	2,330	-6.7%
Idaho	2,695	2,045	-24.1%
Rhode Island	2,849	2,537	-11.0%
Puerto Rico	2,905	2,595	-10.7%
New Hampshire	3,511	2,937	-16.3%
New Mexico	3,514	2,903	-17.4%
Maine	3,718	2,841	-23.6%
West Virginia	4,220	3,107	-26.4%
Nevada	4,474	4,023	-10.1%
Nebraska	4,916	3,899	-20.7%
Mississippi	5,161	3,731	-27.7%
District of Columbia	5,374	4,728	-12.0%
Utah	5,595	3,762	-32.8%
Arkansas	5,609	4,432	-21.0%
Oregon	7,229	6,308	-12.7%
Oklahoma	7,567	5,858	-22.6%
South Carolina	7,751	6,128	-20.9%
Kansas	8,120	5,635	-30.6%
Iowa	8,173	6,412	-21.5%
Louisiana	8,605	7,006	-18.6%
Kentucky	8,748	6,642	-24.1%
Alabama	8,964	7,001	-21.9%
Connecticut	9,357	8,295	-11.3%
Arizona	10,569	8,969	-15.1%
Colorado	11,298	9,913	-12.3%
Wisconsin	12,957	10,317	-20.4%
Tennessee	13,121	10,649	-18.8%
Indiana	13,360	10,682	-20.0%
Minnesota	13,905	11,575	-16.8%
Maryland	14,069	12,479	-11.3%
Missouri	16,369	13,479	-17.7%
Massachusetts	18,217	16,301	-10.5%
Virginia	18,781	15,367	-18.2%

Location	March 2010	February 2011	Percentage Change
Georgia	18,839	15,137	-19.7%
North Carolina	19,564	15,257	-22.0%
Michigan	23,736	19,849	-16.4%
New Jersey	25,162	22,609	-10.1%
Ohio	26,546	22,383	-15.7%
Pennsylvania	32,893	27,683	-15.8%
Illinois	33,377	28,670	-14.1%
Florida	36,801	32,091	-12.8%
Texas	44,245	37,525	-15.2%
New York	49,498	44,201	-10.7%
California	71,692	65,790	-8.2%
Total	682,736	577,952	-15.3%

Source: Information provided to the author electronically from USPS. Percentage change is calculated by CRS.

Note: Employee count does not include non-career employees.

Executive Compensation

Pursuant to 39 U.S.C. §1003(a), USPS has the authority to “maintain compensation and benefits for all officers and employees on a standard of comparability to the compensation and benefits paid for *comparable* levels of work in the *private sector* of the economy (emphasis in original).” Concurrently, 39 U.S.C. §1003(a) caps USPS pay at the rate for level I of the Executive Schedule, a pay level that dictates pay for high-ranking federal employees, including most cabinet secretaries. Level I of the Executive Schedule was \$199,700 in 2010 and is frozen at the same rate in 2011.

Postal executives, however, are eligible for annual one-time bonuses that can push their total compensation levels above the Executive Schedule cap.⁶ Pursuant to 39 U.S.C. §3686(a)-(b), the executives may receive bonuses provided the employee’s total compensation for the year does not “exceed the total annual compensation payable to the Vice President ... as of the end of the calendar year in which bonus or award is paid.” The Vice President’s pay was \$230,700 in 2010, and is frozen at the same rate in 2011. To qualify for a bonus, the Postal Service Board of Governors must verify that the performance appraisal system used to determine if the award is warranted “makes meaningful distinctions based on relative performance.”⁷

Moreover, 39 U.S.C. §3686(c) gives the Postal Service Board of Governors authority to select up to 12 USPS officers “in critical senior executive or equivalent positions to receive total compensation ... not to exceed 120 percent of the total annual compensation payable to the Vice

⁶ Title 5 of the U.S. Code prohibits individuals serving in positions appointed by the President by and with the advice and consent of the Senate from receiving cash awards at any time. This prohibition on bonuses would apply to cabinet secretaries who receive Executive Level I pay. See, for example, 5 U.S.C. §5754. Such Executive Schedule appointees also may not receive recruitment, relocation, and retention incentives by law (5 U.S.C. §§10104-10105).

⁷ 39 U.S.C. §3686(b).

President.” As noted above, this rate was \$230,700 in 2010, and is frozen at the same rate in 2011. The cap on positions selected to receive this level of compensation, therefore, was \$276,840 in 2010, and would be the same in 2011. Within 30 days of making these salary payments, the Postal Board of Governors is required to provide written notification to Congress and the Director of the Office of Personnel Management of whom they selected to receive this level of compensation.

According to the USPS, its Board of Governors has annually contracted a private consulting firm to assist in setting compensation levels for postal executives.⁸ The firm attempts to compare USPS executive pay levels to “market pay and compensation design practices for executive officers in other companies.”⁹ According to USPS, finding private-sector executives with identical duties “was challenging because no other organization shares the same mission, scope of operations, and legislative oversight as the Postal Service.”¹⁰ Despite these concerns, the private consulting firm found that in 2010, “USPS executive base salaries are significantly below market when compared against published survey data or comparable jobs in the private sector.”¹¹

Table 4 shows the FY2010 pay levels for selected federal executive officers within USPS. All of the employees in this table are among the 12 selected by the Board of Governors to receive compensation capped at 120% of the Vice President’s total annual compensation.

Table 4. FY2010 Pay Levels for Certain Executive Officers Within the U.S. Postal Service

Name and Position	Salary	Non-equity Incentive Plan Compensation^a	Total
John E. Potter, Postmaster General ^b	\$273,296	\$228,088	\$501,384 ^d
Partick R. Donahoe, Deputy Postmaster General ^c	\$247,615	\$31,100	\$278,715 ^e
Joseph Corbett, Chief Financial Officer and Executive Vice President	\$236,231	\$58,600	\$294,831 ^f
Anthony J. Vegliante, Chief Human Resources Office and Executive Vice President	\$236,923	\$37,800	\$274,723
Stephen M. Kearney, Senior Vice President, Consumer Relations	\$196,538	\$31,300	\$227,838

Source: U.S. Postal Service, *2010 Report on Form 10-K*, Washington, DC, p. 46, unless otherwise noted.

Notes: Table does not include changes in the value of each executive’s pension, nor does it include non-qualified deferred compensation earnings. These executive employees receive addition compensation that may include financial planning services, Thrift Savings Plan employer matching contributions, non-cash awards, parking, physical examinations, life insurance premiums paid for by USPS, airline clubs, spousal travel, and relocation costs. Additionally, security costs for the Postmaster General, were \$70,485 in FY2010.

⁸ U.S. Postal Service, 10-K, September, 30, 2010, p. 41.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

- a. Postal executives may be eligible for deferred annual incentive bonuses, pursuant to an employment agreement maintained between USPS and the eligible employees. If these bonuses would push an employee's pay higher than existing statutory caps, the executive may defer payment until after he or she leaves USPS employment. Postmaster General Potter has deferred such bonuses in FY2008 and FY2010.
- b. John E. Potter officially resigned his post as Postmaster General effective December 3, 2010.
- c. Patrick R. Donahoe was sworn in as Postmaster General on January 14, 2011. On March 28, 2011, USPS announced that Ronald A. Strohman, former chief of staff for the House Committee on Oversight and Government Reform, will serve as Deputy Postmaster General, effective April 4, 2011. See U.S. Postal Service, "Deputy Postmaster General Named," March 28, 2011, press release, http://www.usps.com/communications/newsroom/2011/pr11_028.htm.
- d. As noted earlier in the report, the Postmaster General's pay is capped at \$276,804 in 2010. Any compensation earned above that pay cap will be deferred and paid out in ten annual installments that began upon Mr. Potter's December 2011 retirement from the Postal Service.
- e. Mr. Donahoe's total pay in FY2010 exceeded the pay cap of \$276,840. Some of his compensation, therefore, has been deferred. This information was provided to the author by telephone from USPS on April 4, 2011.
- f. Mr. Corbett's total pay in FY2010 exceeded the pay cap of \$276,840. Some of his compensation, therefore, has been deferred.

On March 28, 2011, Senator John McCain introduced an amendment to S. 493 that would cap the pay of all USPS executives at the level of pay given to the Vice President (\$230,700 in 2011) until the Postal Service repaid any outstanding debt to the Department of Treasury.¹² On March 29, 2011, S. 493, a bill that would affect various aspects of small business oversight and operations, was considered by the Senate. No further action has been taken on S. 493.

USPS Workforce Size: Recent Developments

After running modest profits from FY2004 through FY2006, the USPS lost \$20.4 billion between FY2007 and FY2010.¹³ Were it not for congressional action to reduce a statutorily required payment to the benefits fund for retired postal workers, the USPS would have lost an additional \$4 billion in FY2009.¹⁴

As the USPS's finances have deteriorated, its ability to absorb operating losses has been diminished. Between FY2005 and FY2010, the USPS's debt rose from \$0 to \$12 billion.¹⁵ (The agency's statutory debt limit is \$15 billion (39 U.S.C. 2005(a)(2)(C)).) On July 28, 2009, the Government Accountability Office (GAO) placed the U.S. Postal Service's financial stability on its list of high-risk areas needing congressional attention.¹⁶ When announcing the Postal Service's

¹² USPS may bolster its current weak cash position by borrowing from the Federal Financing Bank (FFB). By law, the USPS may increase its debt each year by a maximum of \$3 billion, and its total debt may not exceed \$15 billion. The USPS ended FY2010 with \$12.0 billion in debt; so it is permitted to end FY2011 with up to \$15.0 billion in debt. Hence, the USPS may borrow \$3.0 billion more from the FFB in FY2011, and it has forecast that it will do so. U.S. Postal Service, "Form 10-Q," February 9, 2011, p.8, http://www.usps.com/financials/_pdf/Quarter_I_FY11_10Q_Final.pdf.

¹³ U.S. Postal Service, *2010 Annual Report* (Washington: USPS, 2010), p. 2; and U.S. Postal Service, *2009 Annual Report* (Washington: USPS, 2009), p. 2.

¹⁴ For more information on the financial health of the U.S. Postal Service, see CRS Report R41024, *The U.S. Postal Service's Financial Condition: Overview and Issues for Congress*, by Kevin R. Kosar.

¹⁵ U.S. Postal Service, *2010 Annual Report*, p. 2; and U.S. Postal Service, *2007 Annual Report* (Washington: USPS, 2007), p. 3.

¹⁶ U.S. Government Accountability Office, *Highlights: Restructuring the U.S. Postal Service to Achieve Sustainable* (continued...)

inclusion, GAO noted that 150,000 USPS employees have been offered voluntary early retirement, but fewer than 3% of those employees accepted the offer.

Mail volume fell 3.4%, from 176.7 billion mail pieces in FY2009 to 170.6 billion mail pieces in FY2010, and operating revenues declined \$1 billion, from \$68.1 billion in FY2009 to \$67.1 billion in FY2010.¹⁷

The challenging financial circumstances of the USPS has prompted it to undertake cost-cutting measures, including workforce reductions and retail postal facility closures.¹⁸ Among these actions was a hiring freeze and the implementation of a program encouraging voluntary early retirement.¹⁹

At a May 20, 2009, hearing before the House Committee on Oversight and Government Reform, Subcommittee on Federal Workforce, Postal Service, and the District of Columbia, William Galligan, senior vice president of USPS operations, said the combination of employee attrition and the hiring freeze had reduced the number of employees at USPS.

This year, with volume falling more sharply and quickly than at any other time since the Great Depression, we increased our efforts. We have imposed a hiring freeze. More than 9,000 employees have recently taken voluntary early retirement opportunities, an offer that is being extended to 150,000 eligible employees. Through attrition, we have experienced a reduction of five percent of our career workforce—more than 34,000 employees—in the last year alone. We expect that figure to grow to 43,000 by the end of this year.²⁰

From the end of FY2008 through FY2009, the size of USPS's workforce declined 7% (53,006 employees), the largest decline in more than 20 years.²¹ As noted earlier in the report, USPS's workforce declined an additional 40,395 employees between the end of FY2009 and the end of FY2010. Since FY2005, the workforce declined 16.4% (131,313 employees).

On March 2, 2010, USPS announced, as part of its Envisioning America's Future Postal Service initiative, that it would seek to create a "smaller, leaner workforce, better aligned with changing

(...continued)

Financial Viability, GAO-09-937SP, July 28, 2009, p. 2, <http://www.gao.gov/new.items/d09937sp.pdf>.

¹⁷ For more information on the financial condition of USPS, see CRS Report R41024, *The U.S. Postal Service's Financial Condition: Overview and Issues for Congress*, by Kevin R. Kosar.

¹⁸ For information on other actions USPS is taking to cut costs, see U.S. Government Accountability Office, *U.S. Postal Service: Deteriorating Postal Finances Require Aggressive Actions to Reduce Costs*, GAO-09-332T, January 28, 2009, at <http://www.gao.gov/new.items/d09332t.pdf>.

¹⁹ U.S. Congress, House Committee on Oversight and Government Reform, Subcommittee on Federal Workforce, Post Office, and the District of Columbia, *Impact of the Economic Crisis on the U.S. Postal Service*, 111th Cong., 1st sess., May 20, 2009, at http://www.usps.com/communications/newsroom/testimony/2009/pr09_galligan0520.htm. For more information about USPS's federal appropriation, current economic condition, and some of the proposed remedies, see CRS Report R40626, *The U.S. Postal Service and Six-Day Delivery: Issues for Congress*, by Wendy R. Ginsberg; CRS Report RL34523, *Financial Services and General Government (FSGG): FY2009 Appropriations*, coordinated by Garrett Hatch; and CRS Report R40719, *Post Office and Retail Postal Facility Closures: Overview and Issues for Congress*, by Kevin R. Kosar.

²⁰ U.S. Congress, House Committee on Oversight and Government Reform, Subcommittee on Federal Workforce, Post Office, and the District of Columbia, *Impact of the Economic Crisis on the U.S. Postal Service*, 111th Cong., 1st sess., May 20, 2009.

²¹ CRS analysis of the USPS workforce dates back to FY1986. There is no fiscal year in that time with a workforce decline that is more than 4% until FY2009's 7% decline.

customer needs ... through attrition and working with labor unions and management associations to optimize the workforce.”²²

On March 24, 2011, Postmaster General Patrick R. Donahoe announced plans to eliminate an estimated 7,500 USPS positions “through the redesign that also includes the closing of seven district offices.”²³ According to USPS, closing those locations would “not affect customer service, mail delivery, Post Office operations, or ZIP codes” and nearby offices would assume the duties formerly performed by any shuttered locations. In addition to the closings, USPS announced a new voluntary retirement program in which employees who are at least 50 years old and have 20 years of service with USPS—or employees of any age with at least 25 years of service with USPS—would qualify for a “retirement incentive” of \$20,000 that would be paid by USPS over two fiscal years.²⁴ USPS anticipates \$750 million in annual cost savings from these actions.²⁵ As noted earlier, GAO found only 3% of USPS employees accepted earlier retirement incentives.

²² U.S. Postal Service, March 2, 2010, “Envisioning America’s Future Postal Service, Fact Sheet: Workforce,” http://www.usps.com/strategicplanning/_pdf/Workforce.pdf.

²³ The seven offices that are scheduled to close are located in Columbus, Ohio; South East Michigan; Northern Illinois, South East New England; South Georgia; Big Sky, Montana; and Albuquerque, New Mexico. U.S. Postal Service, “Postmaster General Continues Efficiency Improvements,” press release, March 24, 2011, http://www.usps.com/communications/newsroom/2011/pr11_026.htm.

²⁴ Ibid.

²⁵ Ibid.

Appendix. Brief Descriptions of USPS Employment Categories²⁶

Career Employees

Headquarters: Includes persons who work in a variety of capacities at the two central offices of the U.S. Postal Service, which are located in Washington, DC, and Rosslyn, VA.

Headquarters—Related Field Units: Includes persons in offices administered from USPS's headquarters, but who are located elsewhere.

Inspection Service—Field: Includes persons who work for the Postal Inspection Service, which protects USPS property and employees and investigates alleged misuse of the mails for criminal purposes.

Inspector General: Includes persons who work for the USPS Office of Inspector General, which audits and investigates USPS activities.

Area Offices Personnel: Includes persons who work in the USPS administrative units that oversee postal operations in USPS's nine geographic areas throughout the United States.

Regional Offices: Included persons in the administrative unit that oversaw USPS operations within geographic regions. Regional offices were replaced with area offices.

Postmasters/Installation Heads: Includes persons who serve as managers of retail postal facilities.

Supervisors/Managers: Includes persons who supervise other persons or who manage programs or processes.

Professional Administrative and Technical Personnel: Includes persons performing administrative assistance and technical support duties.

Clerks: Includes persons who work directly with the public in USPS retail facilities and who manually sort mail.

Nurses: Includes persons who work in USPS medical units and attend to injured employees.

Mail Handlers: Includes persons who move mail containers in mail processing centers.

City Delivery Carriers: Includes persons who deliver mail in urban and non-rural areas.

Motor Vehicle Operators: Includes persons who drive mail trucks.

²⁶ These employment categories are those used by USPS in its *Annual Report*. The definitions were composed by the author of this report in consultation with USPS.

Rural Delivery Carriers - Full-time: Includes persons who deliver mail in non-urban areas.

Special Delivery Messengers: Discontinued position that employed persons to make deliveries that required expedited delivery.

Building and Equipment Maintenance Personnel: Includes persons who maintain and repair USPS facilities.

Vehicle Maintenance Personnel: Includes persons who perform preventive maintenance and repair of USPS vehicles.

Non-Career Employees

Casuals: Includes persons hired temporarily to assist USPS career employees in mail processing facilities.

Non-bargaining Temporary: Includes persons hired temporarily to perform administrative duties in USPS offices.

Rural Subs/RCA/RCR/AUX: Includes rural substitute carriers, rural carrier associates, rural carrier relief carriers, and auxiliary carriers, all of whom provide temporary assistance to USPS in the delivery of mail in non-urban areas.

Postmaster Relief/Leave Replacements: Includes persons who serve temporarily as managers of retail postal facilities.

Transitional Employees: Includes persons who staff USPS's Remote Encoding Centers (RECs), which provide assistance concerning mail processing machines.²⁷

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²⁷ If a mail processing machine cannot read an address, it makes an electronic image of the mail piece and transmits the image to a computer at an REC. There an employee attempts to determine the correct address for the mail piece so that it may be reentered into the mail processing stream.