

DISCUSSION

(The following information was provided in response to questions)

Special Staff for Programme Analysis

The speaker said that he thought that specialized programme analysts and the staff of the organization were both needed for effective programme analysis. The agency staff is needed to define the objectives and help keep the study moving in the right direction. The specialized staff, whether private or government, should help the organization recruit, train and organize staff with a continuing capability for programme analysis work. There is a special technology and skill in this field and an advantage exists in having access to the general techniques.

State Department Attitude

By presidential directive, every department will submit in May a budget in programme form. A number of people in the U.S. State Department are working on this project.

Form of U.S. Budget

For reasons of law and congressional preference, the budget is presented in appropriation accounting form. However, a statement will accompany it in programme structure form and decisions are to be made in departments on a programme basis.

Realistic Objectives

The speaker said that it was useful to know the difference between what we say we want to do, and what we really want to do. We should be aware of this difference ourselves even if it is necessary to keep the statement Top Secret. In today's world, we don't necessarily print our real objectives in the newspapers, but we shouldn't mislead ourselves about what they are.

Involvement of Senior Management

The speaker said that there was a prime necessity for involvement of senior management of departments in implementing P.P.B.S. If a programme analysis study is to be undertaken, his organization won't sign the contract unless it obtains agreement ahead of time on the amount of time the senior management will spend on it.