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25 July 1968

MEMORANDUM OF AGREEMENT

SUBJECT: Realignment of Functions, Responsibilities and Personnel Between
PPBS and PSG/AID

The following details relative to the above have been agreed to by
the Chief, PSG, the Chief, AID, and the Chief, PPBS:

I. Functions and Responsibilities

1. The following functions and responsibilities presently performed
by MSD will be transferred to PSG/AID:

a. The collection and verification of manhour data (recorded
on time sheets) and submission of these data to the Operations
Branch, AID for input to the computer based Management Information
System.

b. The collection and verification of project data (e.g., project
information work phase notices, products, etc.) and submission of these
data to the Operations Branch, AID for inclusion in the MIS.

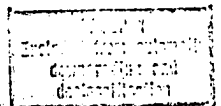
c. The maintenance (e.g., updating and purging) of data contained
in the MIS.

d. The preparation of algorithms for the retrieval of information
from the MIS and the collation and presentation of this information
in a format mutually agreed to by AID and PPBS. This will, however,
be limited to those services amenable to existing MIS software and/or
which require minimum manual extraction and formatting operations.

e. The continuing review and redesign of system components of
the MIS in an effort to improve MIS products and meet the changing
demands of MIS customers as determined by PPBS, in consultation with
AID.

f. Serve as the interface between operational and developmental
components of AID and MIS customers in all matters pertaining to the
MIS.

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2. The following functions currently performed to some degree by
MSD will be retained by PPBS:

a. A determination of management data elements which should
be recorded in the MIS.

b. The determination of the information elements which should
be extracted from the MIS.

c. The analysis of data extracted from the MIS.

d. The preparation of management analysis reports based in
whole or in part on information extracted from the MIS.

II. Positions

1. The following positions will be transferred to PSG/AID:

Management Officer, Chief	GS-14
Management Officer	GS-11
Statistical Assistant	GS-09
Statistical Assistant	GS-07
Clerk-Typist	GS-05

In addition, AID will be given one grade point from the remaining total grade
points in PPBS.

2. The following positions will be retained by PPBS:

Management Officer, Dep Ch	GS-13
Management Officer	GS-12
Management Officer	GS-11
Secretary-Steno	GS-06

In addition, PPBS will give to PSG/AID one grade point from the remaining total
grade points in PPBS.

III. Personnel

1. The following MSD personnel will be transferred to PSG/AID:



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2. The following MSD personnel will be retained by PPBS:



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IV. Space

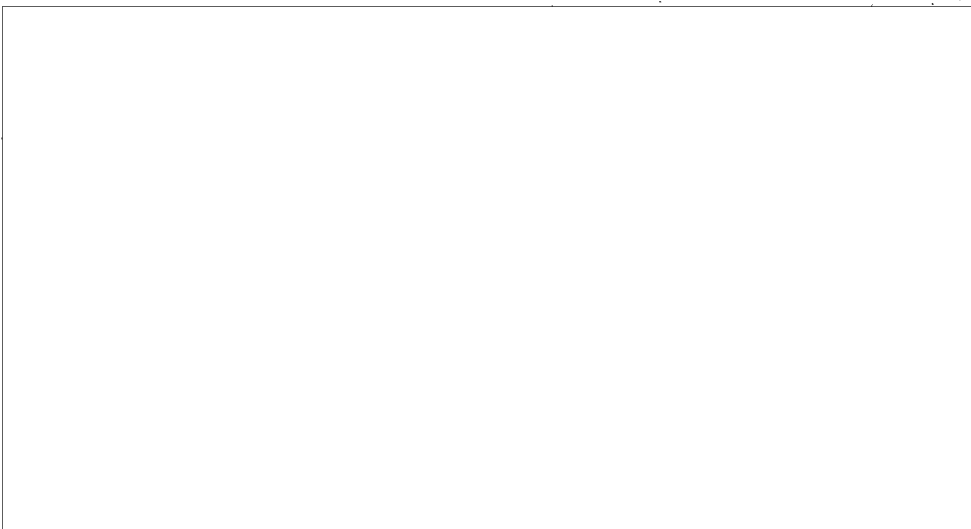
1. PPBS did not and neither did PSG consider the disposition of MSD personnel during the recently-completed space survey. A review by PPBS indicates that the three persons who would be retained can be accommodated within the confines of the proposed space plan for PPBS. However, a review by PSG/AID indicates that additional space would be required by AID to accommodate the MSD personnel who would be transferred.

2. Since much of AID will be moved to the fifth floor under the proposed space plan, it would seem appropriate to satisfy AID's needs by the assignment to AID of space on the fifth floor presently occupied by elements of TSSG. Such space should be available in view of the proposed movement of some TSSG elements to the sixth floor.

3. The Chief, PPBS and Chief, PSG will arrange with the Chief, TSSG for the transfer to AID of the needed space.

V. Effective Date

Subject to the approval of the Executive Director, NPIC, the above will take effect on 5 August 1968.



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Distribution:

Original & 1 - NPIC/ODIR
1 - NPIC/PSG

1 - NPIC/PSG/AID
2 - NPIC/PPBS

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Excluded from automatic
downgrading and
declassification

18 April 1968

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Proposed Realignment of Functions Between PPBS and PSG

1. Pursuant to my conversation with you regarding my concern over the functions assigned to PPBS, I have formalized my own thinking on the subject, as stated below. I have also incorporated a recommendation to you, which is presented in paragraph 12.

2. The basic reason for the existence of the PPBS is to act as a staff arm for the Office of the Director to ensure the optimum allocation and utilization of Center resources in the performance of its assigned tasks under the NTP. In a gross sense, the three functions to be performed by PPBS are FORECAST, CONTROL and REVIEW. The primary ingredient in each of these functions is ANALYSIS.

3. The above terminology is used with malice aforethought in a deliberate effort to avoid the jargon which has infested the world of Planning, Programming, and Budgeting. To place the terminology in proper context, the following simple definitions have been extracted from Merriam-Webster's New Collegiate Dictionary, 1953 edition (which, incidentally, defines jargon as "confused, unintelligible language; gibberish; hence a language, speech, or dialect regarded as barbarous or outlandish."):

- a. FORECAST - "to plan ahead."
- b. CONTROL - "to check or regulate...to keep within limits... to exercise guiding or restraining power... anything affording a standard of comparison or means of verification...the apparatus used to control a mechanism in operation."
- c. REVIEW - "to view or see again...to look back on...to go over or examine deliberately."
- d. ANALYSIS - "to separate mentally the parts of "a whole" so as to reveal their relation to it and to one another...to study the factors of "a situation, problem, or the like" in detail, in order to determine the solution or outcome."

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4. Forecasting requires the development of long-, mid-, and short-range plans consistent with Center goals and objectives, with anticipated demands from the environment (i.e., projected requirements), and anticipated constraints (e.g., monetary and personnel limitations).

5. Control is concerned with the execution of a previously conceived plan. In our context it is concerned with the receipt and validation of demands from the environment, an assessment of the cost of these demands, the scheduling of work against these demands, the maintenance of production balance in accordance with Center policy, and the monitoring to ensure that schedules are met and demands are adequately satisfied.

6. Review is concerned with the formal (periodic) and ad hoc examination and reporting on the Center's posture (e.g., how well are we doing, what have we accomplished, what problems are foreseen, what is the correlation between our forecasts and actual experience, etc.).

7. Obviously, analysis is at the heart of all of these functions. And one of the prime requisites of analysis is information; information about projected inputs, information about projected requirements, information regarding the status of production, information on current and anticipated constraints, information on past experience, etc. With the exception of information on past experience, as embodied in the Management Information System (MIS), none of the above information is maintained by PPBS. And rightly so, since PPBS, which is essentially an analytical staff arm, requires that such information be available, but does not need to maintain it. In fact, any attempt by PPBS to maintain the broad range of information needed to forecast, control and review would seriously dissipate the staff's analytical capability.

8. Since the PPBS is concerned with the functions of forecast, control and review, and since the key ingredient in these functions is analysis, there is no sound reason for the staff to maintain (i.e., provide the verification, data reduction, input, output, and collation) the MIS. The maintenance of the system is inconsistent with the role of PPBS, and could more effectively be performed elsewhere in the Center.

9. The current role of PPBS/MSD regarding the MIS is essentially one of data input and information output. More specifically, MSD is responsible for the collection of MIS data (in the form of individual time sheets, project and work phase notices, etc.), the verification of the data, the reduction

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of the data, the input of the data into the computer-driven MIS file, the extraction of information from the MIS file in response to periodic and ad hoc requests, and the collation of this information to meet specific needs (format, arrangement, etc.) of the requester.

10. The above description of MSD functions is analogous to the functions performed by the Data Analysis Section and the Targets and Products Data Branch in PSG/AID. In all three instances the accuracy of the substance of the data is beyond the purview of the organizations which must process it. All three organizations are responsible for the reduction of the data and for the input of the data into computer-driven files within AID. Two of the three are responsible for the extraction of information from the AID files in response to requests from outside AID. In all three instances, AID maintains the files, but does not control the substance (content) of the files.

11. In summary, in two of the three instances AID currently fulfills the vital functions of interface, both between the producer of data and the computer and between the computer and the user of information. The transfer of MSD from PPBS to PSG/AID would appear to be consistent with the logic of the above interface function.

12. Recommend that the Management Services Division, its functions and its personnel, be transferred from PPBS to PSG/AID, with the details of the transfer to be worked out between myself and the Chief, PSG.*

[Redacted Signature]

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Chief
Planning, Programming & Budgeting Staff

[Redacted Signature]

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CONCUR: [Redacted Signature]
Chief, Production Services Group

25 July 1968
Date

[Redacted Signature]
Chief, Automated Information Division

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25 July 68
Date

*Details of the transfer are contained in the attached Memorandum of Agreement.

[Redacted Signature]
Executive Director, NPIC

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7/31/68
Date