

FOR MR. SAUNDERS AND [REDACTED] ONLY

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PROBLEM: Development of a simplified program for obtaining the necessary information from operating units of the Agency for preparation of the Budget Estimate for FY 1951

GIVEN:

1. That the program should be planned with consideration given to the character and scope of the Analyst Program. Through preparation, operating activities will have the assistance of a Budget Division Analyst of close acquaintance with their problems. Moreover each Analyst will have a hand in the shaping up--tailored to the requirements of the activity of assignment--of the format estimate request for his activity.
2. That the current file and record resources of the Budget Branch should be used to the fullest extent possible before (in Analyst shaping up of formats); during (as the Analyst works along with his respective Administrative Officers); as well as subsequent to the receipt of internal agency estimates.
3. Close Analyst liaison during preparation of internal agency estimates should give the Budget Officer an opportunity to guide thinking and execution through this process, through weekly meetings with Analysts on progress.
4. That, given the process generally described in #2 above, through which the Analyst has prepared pertinent information for the use of the operators in preparing estimates, a few simple forms and instructions should satisfy requirements in lieu of the complexity of last year's preparation.

d. Following the
icer Analyst and Office Chief are scheduled, for assistance.

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STEPS INVOLVED IN PREPARATION OF THE ESTIMATES

- I. General format is prepared which articulates in item and form, the minimum requirements for all major operating units of the organization. More specifically these will consist of the broad requirements which are applicable to all, despite individual differences.
- II. Copies of format are given to each Analyst. The individual Analyst then perfects the format to relate to the specific character and requirements of his assigned responsibilities--including completion of personal service, budget and "other" objects information required.
- III. An Administrative Instruction or related directive from the Executive announces general scope of program and that Analyst representatives will deliver requirements to the several Administrative Officers. The memorandum can mention simplification over previous year methods and require the fullest cooperation of operating activities.
- IV. The Analysts with their prepared and standard material contact the respective Administrative Officers and:
 - a. Deliver copy of applicable portions Budget Estimate 1950
 - b. Discuss and explain format and connected forms
 - c. Work out and come to agreement with respect to requirements for the separate activities, and including method of approach. In some cases the Administrative Officer and Analyst may feel that supplementary meetings with Administrative Assistants may be desirable.
 - d. Following a, b, whatever meetings of the Administrative Officer, Analyst and Office Chief are scheduled, for his concurrence and assistance.
- V. Preparation begins in all activities concurrently with Analyst acting as technical assistant to the Administrative Officer on all problems, and lending direct assistance wherever it is required.
- VI. Upon return, the Analyst completes whatever additional information is required (e.g. computation PY, BY, and CY personal services information for which sufficient space is available on returned forms; preparation recapitulations, etc.,)
- VII. When this work is completed, only a minor review by the Budget Officer should be required before Agency hearings. He has kept apprised of all developments through preparation by weekly meetings with the Analyst group.
- VIII. Agency hearings.
- IX. Adjustments upon return and stenciling--preparation final summaries.

INFORMATION REQUIRED FOR FISCAL YEAR 1951 BUDGET ESTIMATE

1. **GENERAL:** This year the internal agency call for estimates has been planned with consideration given to the following points:
 - a. A revised format for the completion of the operator which greatly simplifies requirements over the previous year
 - b. The inclusion within the request to the operating activity, of considerable information to guide estimate preparation
 - c. Arrangement for a representative of the Budget Branch to be available to the operating activities through the preparation period. Operating units desiring the assistance of their Analyst as required, will make such arrangements through their appropriate Administrative Officer who will schedule such visits.

2. **MATERIAL DELIVERED TO ADMINISTRATIVE OFFICER FOR ESTIMATES:** Material required for the internal call for estimates will be delivered by a Budget Analyst to the respective Administrative Officers, and will consist of the following:
 - a. One copy of the operating activities' entire portion of the approved 1950 Budget Estimate for comparison purposes
 - b. Letter of instructions
 - c. Forms A (Personal Services) and Forms B ("Other" objects) with contained information for analysis and completion

The Administrative Officer is responsible, by and with the assistance of his Office head, for careful and efficient handling of the steps involved in completion and dispatch of the material required by deadline date.

3. **COPIES REQUIRED:** Four copies of forms containing the prepared information for each operating activity within the major divisions of the Agency will be delivered to the Administrative Officer. One carbon of these forms should be used by the preparing unit as a draft copy. Narrative information as required by SECTIONS I and III, will be prepared in four copies on standard bond. The original and one typed copy, is to be transmitted to the Budget Officer, whereas the other two copies are for use of the originating unit and Office head. In cases wherein additional copies are required for internal purposes, suitable arrangements will be made between the Analyst and the Administrative Officer.

4. **DEADLINE FOR COMPLETION:** Agency internal estimates are to be completed and in the hands of the Budget Officer by_____.

(Note: and with prepared information, together with simplified completion--the preparation period can be much shorter than last year.)

INSTRUCTIONS

SECTION I - LANGUAGE

The pages of your Budget Request for 1950 have been numbered in sequence. In preparing narrative data for (a) and (b) below, use these page numbers as citations to connect information required. This Section is all narrative and should be prepared on standard bond paper in four copies.

- a. Narrative explanation is to be found on the following pages of your section of the 1950 Budget Estimates:

Please review the written material found on the above page numbers against your plans for FY 1951 for clarity, completeness, content, etc., ~~Cite~~ your recommended changes under SECTION I-(a). If no revision is required, cite the 1950 Budget page number and indicate "no change."

- b. Under Section I - (b) and in similar manner as required above, please prepare a short paragraph explaining the nature of the functions performed for the following activities identified as follows:

(Note: This section is for completion of information covering activities which were not specifically explained in the 1950 Budget and covering which the Analyst requires, in his judgement, additional data.

- c. Prepare a paragraph citing any new activities existing in your operation which do not appear in the Budget for 1950, and are contemplated for FY 1951.

SECTION II - PERSONAL SERVICES

There are supplied to you in 4 copies "FORM A" covering requirements in personal service information for FY 1951, and which have been completed to the extent of columns (1) TABLE OF ORGANIZATION AS OF-----; ACTUAL POSITION OCCUPANCY AS OF-----;

- a. It is requested that you complete Column 3 RECOMMENDED PLUS OR MINUS OVER PRESENT T/O FOR FY 1951. The following items should be taken into consideration in connection with planning for this column:
1. Compare Column 1 with Column 2 in view of what you feel your requirements will be for FY 1951.
 2. Personnel actually assigned to a specific activity are in some cases working on a detail basis in other activities. In such cases if such details are likely to become permanent, appropriate adjustments under Column 3 should be made.
 3. Some personnel may be employed at a lower grade than enabled by the T/O. (e.g. CAF-5 occupying, or "encumbering" a CAF-9 position. If such cases are likely to remain permanent, appropriate adjustments should be made in Column 3.
 4. Comparison of numbers of personnel required for columns 1, 2, and 3. An increase for a new Budget Year considerably in excess to actual employment for either past year, or current year, is apt to appear unrealistic from the standpoint of potential recruitment.
- b. Column 4 is for explanation of adjustments made in column 3. Explanations will be in terms of within T/O adjustments, or for increases and decreases. Increases or decreases should be explained in terms of Work Load factors required in SECTION III.

SECTION III * WORK LOAD MEASUREMENT

In order that our request for appropriations to the Congress may be in order, it must be made reasonable by explanations measuring work load imposed on the various activities. A Budget Analyst, with your Administrative Officer, will review the activities which you plan for fiscal year 1951 against requirements in work load data, for the purpose of determining the character and scope of information which will be possible and appropriate for each of your several activities.

- a. In narrative, and as following the page citations in your 1950 Budget copy, complete under SECTION III-(a) the information which will be described by visit of the Administrative Officer or By the Budget Analyst.
- b. Under SECTION III-(b), similarly ~~present~~ information as requested by visit of the Administrative Officer or Budget Analyst for any new activities, in the same order as shown under SECTION I-(c).

SECTION IV - "OTHER" OBJECTS OF EXPENSE

Form B has been prepared for your use in estimating "Other" Objects of expense for FY 1951, and contains information which will assist you in compiling this information.

- a. Your recommendations for completion of Column 4 should take into consideration:
 1. Comparisons of Columns 1, 2, and 3 against your judgement as to requirements for FY 1951
 2. Consideration of increases or decreases in personnel for FY 1951
 3. Changes in program operations for FY 1951
- b. Column 5 is for insertion of justification statements for requirements shown in Column 4.

(NOTE: this paragraph can be elaborated to include examples of the manner in which such justifications can be expressed)

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ORGANIZATIONAL AND FUNCTIONAL CHARTS

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For the preparation of this material, I think that [REDACTED] should act in the capacity of his specialty on this subject and liaison with Management to the accomplishment of this work by deadline, and for these reasons:

1. The arrangement would serve as a constructive liaison from the relationships angle with Management through Budget Preparation period. In other words, would be good for us from the standpoint of public relations.
2. A good many activities are not in the position to do a good job of preparing their own charts.
3. In this manner only the charts which we would require would be completed, thus saving a terrific amount of time utilized by operations in completing such demonstrations which we did not need.
4. From the standpoint of good operation this would appear to be a reasonable approach from the standpoint of appropriateness of functions.
5. Through our Analyst Specialist we should be in perfect position to guide this work.

