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00/S 66-5212

30 SEP 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposal by [ ] for Production of a Course on Planning, Programming, and Budgeting

25X1

1. This memorandum contains a recommendation for your approval; this recommendation is contained in paragraph 10.

2. As a result of the meeting with you on 5 August, [ ] has submitted a proposal to create a five-day package of instructional material to increase general understanding of planning and programming responsibilities and methods. His proposal, which is attached, spells out the objectives, the content, the methods and costs of his program.

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3. I like [ ] proposal for the following reasons:

a. It not only provides for teaching theory and methods of planning in general but it puts heavy emphasis on getting students to examine their attitudes toward planning and should promote better understanding and more favorable attitudes.

b. It will mesh in with this background a good grounding in PPB as it is intended to be practiced in the Agency.

c. The training design provides for active learning (similar to that of the Managerial Grid) rather than consisting solely of a series of lectures, and should generate lively enthusiasm or at least a sympathetic understanding of planning as a tool of management and of PPB as the management tool of CIA.

4. We do not have the capability to work out as effective a program as [ ] who has an experienced staff and a program which has already been tested in several industrial and financial organizations. [ ] also has acquired a certain insight into Agency management problems and has personally achieved a high degree of acceptance from the group which has taken the Grid.

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5. [ ] alternative proposal which is to provide an outline which the Agency would then develop into a course does not appear to me to be

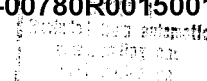
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feasible or attractive. Even using his outline OTR would have to work much more slowly, and the result would be less professional than what [ ] and his group could provide if given the entire responsibility.

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6. The cost quoted by [ ] does not appear to be excessive for this kind of proposal. In our original discussions with him it was thought that a two-day seminar (developed at a cost of \$3,000 or \$4,000) would be sufficient for our purposes, but the conference with [ ] on 5 August seemed to establish the need for a bigger effort in order to get the desired results.

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7. If we assume that 1,000 students (GS-13 and above) will take this course in a two-year period, the cost per student for having the entire package provided by [ ] works out to \$68 per student (\$30,000 initial cost plus 950 students at \$40 each) which is less than we pay for most one-week external programs. It is also less than the cost of the Managerial Grid per student. Note that after the initial running the cost would be solely for training materials; OTR would conduct the seminar.

8. The proposed course probably could be ready in early 1967, if [ ] started work now. Assuming five runnings of 50 students each for the remainder of FY 67, costs would be \$30,000 for development, \$10,000 for student training materials or a total FY 67 cost of \$40,000.

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9. Funds for PPB training were disallowed in the FY 67 Program Call. We cannot at this time project savings which could be made available to finance this project. Therefore, if the contract for this training is approved, the required funds will have to come from other sources.

10. In view of the importance of the subject I recommend:

a. Approval of the attached proposal by [ ] to develop the total program for an Agency course in PPB.

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b. Allocation of \$40,000 to OTR to cover the development of the program (\$30,000) and to pay for training materials for 250 students (\$10,000).

/s/  
John Richardson  
John Richardson  
Director of Training

Att

The recommendation contained in paragraph 10 is approved.

14 OCT 1966

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Approved  
for Support

Date

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