Mr. BROOKS. Would you outline briefly and give us a status report on the efforts of your agency on the implementation of the program budgeting?

Mr. CROOKER. If I understand your question, Mr. Chairman, as far as management support is concerned, we have sought to reduce year by year, both in dollars and persons and man-hours or man-years the amount needed for support of specific programs hoping that through efficiencies and the use of ADP equipment and so on to cut down the cost of operation in the general management support area.

I could give figures percentagewise of the programs and management support, having been 10.5 percent of total in fiscal 1966 and probably being only 8.8 percent in total in fiscal 1969. If I have missed the specific question directed by the chairman, I will be happy to amplify if you will point out what your inquiry is to me, sir.

Mr. BROOKS. Actually, Mr. Chairman, what we are primarily concerned with is the status of your program budgeting; that is, the budgeting of your funds by function. This procedure is sometimes approved by the Bureau of the Budget; sometimes it is fully implemented within an agency; sometimes it is just a dream within an agency; sometimes the agencies are not for it; sometimes it is pretty well integrated with their entire budgetary process. That is what we are interested in. It may be that Mr. Kiefer is more familiar with this concept, and you might put him to work if you want to.

Mr. CROOKER. I understand that our program breakdown has been approved by the Bureau of the Budget and fiscal 1969 budget estimates submitted to the Bureau last fall were based on this program structure. The budget justification submitted to the Congress was also on this basis.

Now, if Mr. Kiefer would like to amplify on that, I would be happy to have him do so.

Mr. KIEFER. That is essentially correct, Mr. Chairman. The Civil Aeronautics Board has been excluded by the Bureau of the Budget from formal compliance with the rigors and the strictures of PPB. We on our side have not been unresponsive to the essential desires of the President and the Bureau of the Budget and indeed our colleagues elsewhere to modernize and adjust our own system, since as you have mentioned, sir, we are a small agency and what we have done is to recast our older financial process system into a program structure which you have before you today and which has been presented to the committees of the Congress and has been approved by the Budget Bureau. We think this represents for our small agency a modest participation in this effort.

Mrs. HECKLER. Mr. Chairman?

Mr. BROOKS. Yes, Mrs. Heckler.

Mrs. HECKLER. I just wondered, Mr. Kiefer, why it is your agency is not listed in this Bureau of the Budget Bulletin 68–9 which lists those agencies that have PPB systems. Do you happen to know?

Mr. KIEFER. I wish I could give you a specific answer. We have wondered about that ourselves. Some of our sister regulatory agencies have been included. I think the principal thrust has been to the larger departments of the Government and perhaps on a more restricted and