

experimental way to some of the smaller agencies to get, frankly, an experience in the smaller agency of the requirements of this system.

In our own case, Mrs. Heckler, we have not found it necessary to add any additional people. We have adjusted internally the operations and the processes of our budget formulation within this new revised structure which I like to think we would have done whether we had PPB or not.

Mr. BROOKS. I would add at this point that this committee about a year ago, when it was obvious that some agencies were not included under the PPB programing concept—were not mandatorily included—we wrote all those agencies and suggested that they consider the utilization of this concept in their budgeting. The CAB has done so and a good many of the other agencies not mandatorily under this system have tried to adapt this concept to upgrade their own budget processes.

Mrs. HECKLER. You think it is more or less an oversight?

Mr. KIEFER. No, I don't believe it is an oversight. I believe it is a deliberate decision in the Bureau of the Budget to give us the benefit perhaps of the experience that may be gathered in other smaller agencies before the mandatory aspect really falls on us.

Mrs. HECKLER. I see.

Mr. BROOKS. I think that the problem that the Bureau of the Budget was concerned about was getting some kind of a handle on the bigger, larger, more massive agencies. BOB felt that the smaller agencies with more specialized responsibilities and fewer personnel were able individually, through their personnel offices or through their Chairman or Board members, to keep a pretty good grasp of the entire operation.

I think that was their basis for excluding some agencies, not that they didn't think the application of it could not be utilized in smaller agencies.

Any further questions, Mrs. Heckler?

Mrs. HECKLER. Not at this time, Mr. Chairman.

C. ACCOUNTING SYSTEM DEVELOPMENT

Mr. BROOKS. Mr. Chairman, would you outline the work that your agency is doing regarding your accounting system development?

Mr. CROOKER. First I might comment, Chairman Brooks, that the GAO has given its approval to our accounting system. This was approved by the Comptroller General by letter of January 18, 1968, which I believe your committee has. The accounting system is basically established in terms of accrual costs, as the GAO and this subcommittee have recommended. They are maintained in accordance with the Budget and Accounting Procedures Act of 1950 and the standards and principles prescribed by the Comptroller General.

D. MANAGEMENT INFORMATION SYSTEM

Mr. BROOKS. There are some other questions on that which I am sure you can answer when submitted in detail.

What is the status of your management information system, Mr. Chairman.

Mr. CROOKER. The Board's management information system comprises both formal and informal procedures. It is composed of three