

allocation problems, both increases and decreases. Has the system been substantially helpful to you as yet?

Mr. ZWICK. Yes, I think it is an important step in the right direction.

Chairman PROXMIRE. Will you briefly describe how?

Mr. ZWICK. Yes. I think when we went to make cuts in the situation we are in right now, we had analyses and data and backup information which made it easier to reflect the priorities that the President has placed all throughout his administration on key social programs. However, I think there is a confusion in some of the discussion about PPB, a belief that somehow or other a decision comes about through an elaborate analysis with everybody waiting for the computer to drop out the last budget number and final decision.

To a large extent the virtue of the PPB system is to push the discussion and the whole preparation for discussion into a more explicit more analytical, and more quantitative presentation, so that we have a better idea of what we are doing.

Chairman PROXMIRE. That is fine.

Mr. ZWICK. And therefore we are in far better shape today than we were only 3 years ago. To be completely candid, we are not doing as well as we hoped at this point in time in many program areas, but we are doing better than we expected in others. It must be understood that PPB is a major long-term reform, and it is going to take time.

Chairman PROXMIRE. But it has been helpful?

Mr. ZWICK. Yes.

Chairman PROXMIRE. In enabling you to analyze?

Mr. ZWICK. That is right.

Chairman PROXMIRE. With more objectivity?

Mr. ZWICK. Yes.

Chairman PROXMIRE. There are many more areas in which you have a cost-benefit analysis under PPB than you had before?

Mr. ZWICK. That is correct.

Chairman PROXMIRE. Especially on your investment programs?

Mr. ZWICK. That is correct.

Chairman PROXMIRE. Is this really being made available to Congress as comprehensively as it could be? It seems to me that we aren't getting this discussion on the appropriations level, on the committee, the PPB element involved here, in trying to reduce this as much as possible to priorities.

Mr. ZWICK. That is correct.

Chairman PROXMIRE. And to figures and to an objective analysis. It rarely enters into a discussion in the Appropriations Committee. It is a shame that it doesn't because I think it will make it much more efficient up here on the Hill as well as downtown. What can you do to make us more aware of this?

Mr. ZWICK. One of the things we are now doing is trying to understand that phenomenon better ourselves. As we started the PPB system, we spent more of our energy worrying about the relationship of the agencies to the Bureau of the Budget and how we could get things straightened out in the executive, and not enough about how to dovetail this process to congressional actions. I would be happy to accept responsibility for some deficiency on the part of the executive here.