

RESEARCH AND DEVELOPMENT BOARD
Washington 25, D. C.

RDB 200/26

14 July 1950

MEMORANDUM FOR CHAIRMEN, RDB COMMITTEES

SUBJECT: Instructions for Preparation of Program Guidance Report.

1. The schedule of Research and Development Board operations for fiscal 1951 requires that committees submit their program guidance reports to the Board by 15 December 1950. This memorandum contains instructions for the preparation of those reports.

Purpose.

2. The purpose of the forthcoming committee program guidance reports is to provide the research and development agencies of the Department of Defense the guidance of the Board with respect to the evolution of the research and development programs during a period extending to the end of fiscal 1953. It is intended that the military departments make use of such guidance wherever it is applicable, but particularly in the preparation of the information that is submitted to the Research and Development Board in April 1951 covering the obligation schedules for fiscal 1952 and the budget estimates for fiscal 1953.

Content.

3. It is assumed that changes in current programs are being effected by the departments whenever necessary, as a result of committee and panel meetings through the current fiscal year. Therefore, the basic requirement in the program guidance reports is that committees make such recommendations as they deem appropriate with respect to the direction the programs should take as they evolve during the next two fiscal years.

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4. Recommendations may bear on any pertinent point — for example, changes in the duration, size, content, or aim of programs or projects now in progress and expected to continue into the next fiscal year; or the establishment of new programs or projects as others terminate.

Coverage.

5. Although committee guidance will no doubt require consideration of the entire field of interest of a committee, the report for Board consideration and approval should treat only those programs in which the committee is making recommendations for changes. These may involve change in the level of support, reorientation of technical approach, or some other significant change. Recommendations for changes or reorientation should be made in whatever detail is considered necessary for proper implementation by the departments. The committees should indicate in their reports which Master Plan technical objectives or other subdivision is affected by each recommendation.

6. The committee report may contain three types of recommendations:
- a. Changes in the program for FY 1952 as now established.

The FY 1952 program is tentatively established by the departmental FY 1952 budget estimates and the RDB modifications thereto as set forth in RDB 258/16. Committees may desire to recommend modifications to this program (within the limitations outlined in paragraph 7 below) which can be reflected in the obligation schedules. If any additional FY 1952 research and development funds become available, there will be supplemental FY 1952 estimates. Committee recommendations relative to such departmental budgets will be treated in this part of the report.

b. ~~Changes in programs as they evolve from FY 1952 to FY 1953.~~

Some of the FY 1952 projects and programs will be continued through FY 1953. With respect to such programs and projects, the committee need comment only if it desires to recommend changes to become effective with the beginning of FY 1953 support.

c. New work to be initiated in FY 1953.

A committee recommendation for new work will probably be governed by the termination of present and proposed programs in the committee's field. In the over-all research and development program approximately one-fourth of the departmental projects are replaced by new ones each year, and unless individual committees have data to permit making a more accurate estimate of the extent of new work that can be anticipated in their field for FY 1953, a figure of one-fourth of their total effort can be used. Committee recommendations for new work should outline such information as: Department(s) involved; Master Plan objective or subdivision; and the aim, nature, and general content of the proposed work.

Monetary Limitations.

7. In the FY 1952 programs, each committee should consider that the total figure for its technical objectives and other Master Plan subdivisions, as contained in the latest budget approved by the Board or higher authority, is fixed, and furthermore that changes involving transfers of funds between

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appropriation titles cannot be made. These are limitations that will also govern the review next ~~spring of the~~ obligation schedules for FY 1952. Committees must recognize that recommendations will be very difficult to implement unless they are feasible under the limitations stated herein. Accordingly, recommended changes should include an estimate of the amounts involved.

8. In setting forth recommendations for changes effective in FY 1953 and for new work to be initiated in FY 1953, it is not necessary that an exact monetary balance be accomplished. However, recommendations for increases in budgetary support of existing work, or of new work, will be greatly strengthened if accompanied by recommendations for complementary decreases; or an indication that terminating programs will make support available. Guidance can be predicated on the assumption that the total for FY 1953 in any committee area will not be substantially different from that of FY 1952. In FY 1953 there is, however, no restriction on the balance of funds among departments. Committees are free to recommend program changes that involve a distribution of FY 1953 funds among departments that is different from the distribution of FY 1952 funds.

9. The possibility of changes requiring monetary shifts between committees constitutes an exception to the limitations stated in paragraphs 7 and 8. Committees can recommend such changes, following the provisions and procedures of paragraphs 11 and 12.

Committee Fields.

10. Each committee is required to provide program guidance covering all technical objectives and other Master Plan subdivisions currently assigned to it for budgetary review.

11. Each committee is urged to consider also areas in which it has an interest but which are not assigned to it for budgetary review. Any recommendations with respect to such areas should be submitted to the committee having the budgetary responsibility.

Format.

12. Reports should be limited to the subject matter outlined in paragraph 6. As pointed out in paragraphs 7 and 8, recommendations of outstanding importance, if for increases in support, should be complemented by an indication of the programs, which, if necessary, can be reduced.

13. In cases involving another committee, a statement of coordination should be included. This statement should clearly describe the views of the other committees concerned, and particularly the extent and significance of any divergencies of view.

14. Recommendations of a general or special nature, which have often been included in committee program guidance reports in the past, but which are not properly included under the provisions of paragraph 6 above, should be the subject of separate reports.

15. The committee Program Guidance reports for Board approval should not exceed 20 pages, double-spaced. The report can be of a summary nature, although it must be complete and intelligible by itself, and can be accompanied by more detailed supplemental reports if the committee so desires. Such additional reports will not in general be approved specifically by the Board.

Precautions.

16. Committee consideration of each recommendation must include careful scrutiny to make sure that the recommendation contains no "hidden contingencies"; that is, if adoption of the recommendation by the Board would require collateral commitments not contained in the recommendation, (example -- an additional facility) this should be clearly pointed out.

Program Guidance Report and Technical Estimates.

17. Preparation of the Program Guidance Report will require that committee panels and working groups assemble data, and carry on investigations that may also have application to the preparation of the technical estimates. Committees may find it advantageous to process some of the steps in the preparation of these two papers as parallel actions. Thus, the panel material of the technical estimates may be available to a committee and its secretariat at the time the Program Guidance Report is completed. The committee technical estimate, however, should be a separate and distinct document, prepared in accordance with instructions contained in RDB 162/23.


WILLIAM WEBSTER
Chairman

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