

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

OMB-NSC RELATIONSHIP

PARTICIPANTS: Brent Scowcroft, Deputy Assistant to the
President for National Security Affairs
Roy Ash, Director, OMB
Fred Malek, Deputy Director, OMB

DATE AND TIME: Friday, March 23, 1973
3:00 p. m.

SUBJECT: "Plans for OMB -- Their Management
Objectives Program"

Roy Ash: Management emphasis rather than money.

- Policy Development
- Operational Accomplishment

Customers are NSC, Ehrlichman, Shultz, the President.

Fred Malek: Force each agency to set Presidential level objectives for each year. Go over those objectives with us.

Example: What are the ten things which DOD should do which would really make a difference. E. g., base closings.

- Develop a plan to implement those objectives.
 - Milestones, completion dates.
 - Bi-monthly meetings to monitor progress. People working with you.
 - This can also be used to track objectives which are important to us.
 - Key point of contact will be Associate Director of OMB (Dolph Bridgewater for NSC).



- Associate Director now has both budget and management responsibilities.
- There will be a management team available to work with the Departments and take on special tasks.

Example: If DDR&E should get out of control, we could use these people to assist them get back on track.

- This group will not have day-to-day responsibilities except as above.

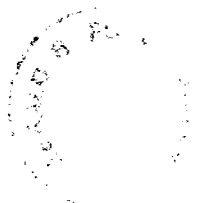
Example: Force reductions overseas -- OMB would make sure it would be carried out.

In the process of helping, they might turn up recommendations for Departmental organizational changes to improve management.

OMB objective is to develop better government -- not to do things for the departments, but force them to do it better themselves.

What is expected of NSC?

- Help to develop objectives for the Departments.
- Reinforce need to achieve the objectives.
- Use OMB as an operating deputy.
- The Departments report through the Assistant to the President. OMB will be an operating deputy if we use him as such.



OMB - ISC Relationship

7:30 PM
Tue, 23 Mar 13
Ray took a
final meeting

Ray

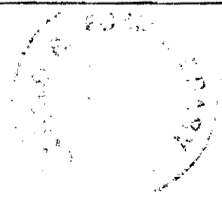
- Management emphasis rather than
- Policy Development
- Operational accomplishment

"Plans for OMB -
their mgt objectives
Programs"
and file. N/W.

Customers are us, Eisenhower, Shultz, Puro

Fred

- Presidential level
- Force each agency to set objectives for each year.
- Go over these objectives w/ us
- Ex: What are 10 things which DOD should do which would really make a difference (Base change)
- Develop a plan to implement these objectives
 - Milestones, completion dates
 - Bi monthly reports to monitor progress ^{people coming up}
 - This can also be used to track objectives which are important to us.
- Key point of contact will be Assoc Secy of OMB (Dolph Brudgerman for us)
 - Assoc Secy now has both budget + mgmt.
 - There will be a mgt team available to work w/c Depts + take on special tasks
 - Ex: If OORE should get out of control, we could use these people to assist them get back on track.
 - This group will not have day to day responsibilities except as above.



Ex: Force restrictions ~~in~~ ⁱⁿ ~~business~~ - OMB would
make sure it would be carried out.

In process of helping, they might ~~give~~ ^{turn up}
recommendation for ^{digital} ~~potential~~ changes to improve
ingout.

OMB objective is to help better govt - not do things for
~~govt~~ ^{dept}, but force them to do it better themselves

What is expected of us?

- Help to help objectives for depts
- Reinforce need to achieve objectives.
- use OMB as an operating deputy
 - Depts report to us & Dept to Pres. OMB ~~not~~
will be an operating deputy if we will
use him as such.