

I think you have heard about this office. It has been written up in the press and it has been brought to the attention of Congress in several ways. It is a small office created by Secretary McNamara within the Office of the General Counsel primarily to conduct research to provide timely and effective solutions to Defense management and organizational planning problems.

I might say its staff consists of 3 officers, one from the Army, one from the Navy, and one from the Air Force. It wasn't the intention that it should be necessarily a balanced group with equal representation, but we found that the three most qualified officers in the whole defense office in this area, Colonel Cushman from the Army, Commander Cook from the Navy, and Major Greenleaf from the Air Force, did have the best reservoir of knowledge and competence in this area so they were asked to be assigned by their Services to our office. They had previously been used to some extent by Secretary Gates on an ad hoc basis.

The staff of this office reviewed the entire current military space program with the Director and staff of the Office of the Director of Defense Research and Engineering.

They also reviewed the management of each of the current military space programs with personnel from the appropriate military departments having knowledge of management practices and procedures for space projects. As a result of their study, the staff advised Secretary McNamara that under existing assignments the Air Force was responsible for over 90 percent of space research and development and that with respect to projects not assigned to the Air Force for research and development, the Air Force was playing a considerable part in the development of those projects through provision of the boosters, launch facilities and services. The staff also analyzed the advantages and disadvantages of a number of proposed solutions for defense space research and development. The solutions considered included reaffirmation of the McElroy memorandum, the establishment of a Department of Defense agency to carry out space research and development, a possibility which Secretary McElroy had considered but rejected, assignment of all space research and development to the Air Force—without exception—and assignment of such responsibility to the Air Force unless an exception is made by the Secretary of Defense.

After careful consideration of the matter by both Secretary McNamara and myself, the Office of Organization and Management Planning Studies was directed to draft and circulate for concurrence and comment a proposed directive assigning responsibility for all space research and development projects after approval by the Secretary of Defense to the Department of the Air Force subject to exceptions which might be made by the Secretary of Defense under proper circumstances. The draft directive was accordingly submitted to the three military departments and other interested components of the Department of Defense, including the Chairman of the Joint Chiefs of Staff, and a week's time limit was fixed within which all comments were to be submitted.

During the period while the draft proposal was under consideration, Secretary McNamara discussed the matter with the Secretary of the Navy and I discussed the matter with the Secretary of the Army. Upon receipt of all the comments from the departments