

pleasing anyone in particular but achieving national goals and, as such, I was forcefully drawn towards it.

But as I read your statement this morning—and if I put something that you have at the end before what you say at the beginning, it comes out this way—this is the spirit in which the Navy will pursue its activities and in which it will carry out the directive, but that if the directive did not result in the requirements of the Navy being met, then exceptions would be made and the directive altered.

If this is so, it is not a clear and concise document. It does not set forth the areas of responsibilities of each of the Services. It is loose and elastic, and as a management concept, it would, in my opinion, have great weaknesses as a result.

Are you saying here, this morning, that there will not be quick and clean and clear conclusions reached but that there will be a great deal of discussion and hassling before these decisions are reached and, in fact, that would not be good management but would lead to worse management than we now have?

Secretary CONNALLY. No, sir, I am not saying that at all. I am not saying that at all.

I think the directive is fairly precise in its applications. Now, it is not precise and can not be precise in the field of dealing with future scientific developments as ideas or concepts. And I don't know how anyone could be precise with respect to things which are not yet known. But insofar as the practical management of the program, I think it is specific, I think it is precise. And I think it does place responsibility in the hands of the Air Force. I think it does lend itself to a savings. I think it does lend itself—let me digress one moment here—in attempting to administer any of these programs the difficulty is the placing of responsibility as well as authority for something that was done.

There are many times when there are alternate sources of supply, there are areas of duplication, which this directive attempts to get at, and I think it will get at. Because they need to look to us, they need to look to the Army if there is some foul-up in a program. They know precisely where to go.

Mr. DADDARIO. What you are saying, Mr. Secretary, is the spirit in which you pursue it is not that the directive will be altered or changed but in order to achieve these ends which you have just set forth, that if a decision is made, that the Navy will not have a research program in one particular area; that it will take the scientists which are perhaps working on that and direct them to other achievements following what the order of this directive might be?

Secretary CONNALLY. No, what I am saying, Congressman, is simply that suppose we had a major breakthrough in the field of oceanography, I would assume that in the development, when we reached the point beyond preliminary basic research on it, I would assume that the development and the procurement and the operation of that program would be assigned to the Navy, because that is where the preliminary interest in this particular program is.

Now, I would assume if we reached that point, and the point where the preliminary and basic research has been done, if the matter was then turned over to the Air Force for additional research, for development, for procurement and for operation, and they did not do