

of laboratories to attract and retain superior scientific and engineering people, and thus maintain their competence and ability. Two reports were published in 1962 under the title, "The Competition for Quality." More recently, the views of laboratory personnel were comprehensively polled on how they weigh the relative importance of various factors in sustaining laboratory excellence. The results were published in 1966 under the title "The Environment for Quality." What emerged was that the single most important factor in laboratory morale was a sense of purpose on the part of each scientist and a sense that the results mattered to someone.

The broadest single study made to date of Federal R. & D. activities, the "Report to the President on Government Contracting for Research and Development" was prepared by a committee of Federal department and agency heads, chaired by David Bell, then Director of the Bureau of the Budget, and including the Special Assistant for Science and Technology. The Bell report was chiefly concerned with questions related to the Government's use of private institutions and enterprises to obtain scientific and technical work needed for public purposes. It exploded the conditions under which contractor operations are effective and the limitations which make Federal laboratory operations difficult. As regards Federal laboratories, it emphasized the importance of the relationship between the laboratory and the agency it serves, as follows:

Director Federal operations, such as the governmental laboratory, enjoy a close and continuing relationship to the agency they serve which permits maximum responsiveness to the needs of that agency and a maximum sense of sharing the mission of the agency. Such operations accordingly have a natural advantage in conducting research, feasibility studies, developmental and analytical work, user tests and evaluations which directly support the management functions of the agency. Furthermore, an agency-operated research and development installation may provide a useful source of technical management personnel for its sponsor.

Mr. DADDARIO. At that point, Dr. Hornig, I would like to quote again from the Bell report and ask you a question. The Bell report recommended, and I quote:

It would seem, based on the results of this review, that it would be possible and desirable to make more use of existing government facilities and avoid the completion of duplicate facilities. This is not as easy as it might seem. Nevertheless, in some cases, and to some extent, it is clearly possible to do this and a continuing scrutiny is necessary in order to make sure that the facilities which the government has are used to their fullest extent.

No, the first question is, Who do you see is providing the continuing security factor?

Dr. HORNIG. Well, in a very general sense, I suppose this is to some extent my responsibility. These questions of mating facilities to agencies involve matters of considerable detail, both in the management and functions of the agency and the capabilities of the laboratory, and so the hard questions really relate, I think, to the technical managers in the individual agencies and to the laboratory directors.

Mr. DADDARIO. I agree wholeheartedly with the idea that men do their best work and morale is highest when they relate their work to a specific mission of the agency. Yet, somewhere along the line, doesn't this begin to fall apart if the mission objectives of the agency have been pretty much completed?