

In the case of one big company, I know that one of their scientists had a good idea that went off at completely right angles, and by mutual consent he went somewhere else.

Mr. DADDARIO. What you have said is extremely helpful. If we could establish the guidelines so that within that framework there would be that type of latitude, we would improve the situation from what it presently is.

Dr. HORNIG. Yes. In the best cases, that is the way it is, but it isn't widespread enough. I would agree with you.

Almost all reports agree that there is generally excessive administrative control and not enough freedom given to the directors of the laboratories, due not only to civil service or other rules, but to practices and procedures which have evolved through the years in the various departments.

For example, in the military departments there has been a difficult problem in the relationship between military and civilian personnel in the direction of laboratories, which has been accentuated by the policy of rotation of technically qualified officers.

Everyone has observed that the average capability of the Government laboratories compares favorably to the average capability of industrial laboratories and most university laboratories.

Mr. DADDARIO. Has there developed a retraining program so that those employees who are not up to snuff because they have not been trained and whom you cannot get rid of because of civil service regulations could, in fact, be retrained in order to keep them up to the quality level you would like?

Dr. HORNIG. There is retraining authority. It is exercised in some laboratories and some organizations, but what is actually done is highly variable among the laboratories and agencies of the Government.

Mr. DADDARIO. Should there be a procedure or control of this, or is this one of the things that ought to be left to the discretion of the laboratory director?

Dr. HORNIG. Well, as a general principle there always ought to be some training and retraining activities. I think just how this is done, and the extent to which it is done, depends again on the nature of the laboratory, the nature of its personnel and the nature of its task, and I think considerable discretion should be left to the director.

When there is lack of performance it can usually be associated with lack of mission, lack of urgency, and lack of a reward system for performance and recognition.

I should like to underscore the importance of discretionary funds for the laboratory management. We just discussed that. The laboratory director ought to be able to seize initiatives without waiting for the 24-month cycle of budget requests by the laboratory, budget approval by the agency, budget requests by the agency to the Bureau of the Budget, approval by the President, appropriations requests to the Congress, and congressional appropriations action. But even if funds are available, there is a question of whether all ideas from a laboratory should be subjected to successive detailed reviews by deskbound administrators.

A laboratory needs to be able to generate its own ideas about what it should be doing. A significant number of major technical develop-