

I not that most industrial laboratory directors report directly to the top management. Similarly, a wide array of administrative rules imposes a deadening effect upon the operation of laboratories in many agencies.

Mr. DADDARIO. Do you have any recommendations about salary scales, how to overcome what is obviously an inhibiting factor here?

Dr. HORNIG. The main recommendation is that in the first place we ought to keep comparability more current. One of the problems with comparability at present is it lags several years behind.

Secondly, as compared to industrial salary scales, not only for the technical people, but generally in the Federal Government, our distribution is cut off at the top. Therefore, I would say more attention to the salary scale for the key people who guide the ventures is a particularly acute problem.

These are the people who really determine whether this flexibility we want to give the laboratories and the laboratory directors can be wisely exercised. These are the people who guide the work.

Mr. DADDARIO. Recognizing that this is a problem, and considering the opposition that you get regarding the supergrade level, which is really not so super, would an institute such as that mentioned in the Bell report be the answer? The Bell report recommended an institute which would have its own merit system, its own salary scales, and this type of thing.

How do you justify your opposition to the creation of such an institute? It seems to me you were going counter to the recommendation of the Bell report. Although I have not come to any conclusion about the need to establish such an institute, it seems to me that it does offer the capability, at least, of establishing control over this salary problem.

Dr. HORNIG. If it is basically a housekeeping device, and if it gave one the handle to solve the salary problem, I think this might be a good argument for it. I would hope, however, that we could approach the salary problem more directly.

Mr. DADDARIO. Do you consider it a serious enough problem so that if you are not able to do it considering civil service rules and regulations, congressional opposition, that this would be something we ought to consider? Is the salary situation that serious?

Dr. HORNIG. No. We have taken enough steps to improve the salary situation that I think all of the groups that have looked at it agree that the salary situation is a serious problem, but not the most serious one. In the poll that Dr. Astin's committee took of Federal personnel in Federal laboratories, this was not considered to be the most central question as regards their staying, their leaving, or their happiness in the job.

The most central one to them was the question of whether they thought they were doing a useful job and their ability to get on with the things that they thought were important. The internal management of the laboratories is still a more critical problem than the problem of salaries.

Mr. DADDARIO. You think it would be a mistake for this committee to isolate it, but rather to take it into consideration with these other problems?