

Dr. HORNIG. I think all of the advice that I have had is that it is one of a complex of problems.

Mr. MOSHER. You just went back to a sentence on page 11 in Dr. Hornig's testimony that interested me. It says,

Such considerations lead me to the conclusion that it would be a mistake to establish general Federal policies at this time. . . .

Are you emphasizing that phrase "at this time"? Are you implying the time may come when, for some reason of greater experience or something like that, the Congress might then attempt to establish general Federal policies?

Dr. HORNIG. Yes. I was emphasizing two things. The word "general" because there is such a wide variety of institutions and tasks, and I was emphasizing somewhat "at this time" because I think as we get more experience with the transfer of tasks from one laboratory to another that we might want to reconsider that.

Mr. MOSHER. You aren't going to mention any specific time such as 2 years from now or 10 years from now?

Dr. HORNIG. I think it is extremely unlikely, considering our efforts over the last 4 years, that the time is anything like 2 years.

Clearly there is work to be done. My Office and its associated mechanisms—the President's Science Advisory Committee and the Federal Council for Science and Technology—have played an active role throughout their existence in trying to improve the administration of Federal laboratories.

I consider the most important job to encourage the departments to strengthen their own internal management structure for scientific and technical activities. This has resulted in the past in the establishment of positions such as the Director of Research and Engineering in the Defense Department, the Assistant Secretary for Science and Technology in the Commerce Department, and recently, for example, a Director of Laboratories in the Navy.

Fundamentally, I see the problems I have discussed as questions of effective management and effective managers. This emphatically includes the whole complex of questions relating to effective use of existing laboratories, including how to cope with obsolescent missions, use by one agency of the laboratories of another, and when to start new facilities to meet newly emphasized problems such as transportation, pollution, housing, and crime.

The problem for the Federal Government is that it has no models. The successful management of R. & D. is one of the most elusive problems of industrial management. But the range of problems and the size of the R. & D. establishment in several agencies is greater than in the largest industrial corporations.

Therefore, for the present I see the best room for progress in encouraging effective management within the Federal agencies. Beyond this, my Office and all its associated mechanisms will continue to advise and assist the President and work with the Bureau of the Budget and the executive agencies to continually seek improvements in the system as a whole.

Thank you.

Mr. ROUSH. Mr. Chairman.

Mr. DADDARIO. Mr. Roush.