

How can the crossing of agency lines be made smoother? Our experience at ORNL suggests that though the initial stages are sometimes rough, smooth relations can be worked out. As to the question of when a laboratory ought to become involved in something outside its own agency, I think this is judged best from within the laboratory, particularly by the laboratory director, in cooperation with the laboratory's main supporting agency.

The redeployment can run into difficulty if there is no fiscal "flywheel" to smooth out fluctuations in funding. Our Laboratory is an arm of the AEC; we, therefore, have enough flexibility in shifting funds between AEC programs to shield our scientists from drastic fiscal fluctuations. Without such flexibility on how to use social scientists effectively, I think that we begin to see a pattern of mutual interaction at our institution that might eventually serve as a pattern for how National Socio-Technical Institutes of the future should operate.

Thank you, Mr. Daddario.

Mr. DADDARIO. Thank you, Dr. Weinberg.

When you talk about this fiscal flywheel as means of exploring new ideas, do you mean to put it all together? Wouldn't you run into a problem there of giving the other agencies who have assigned work to you an understanding that they need not be as efficient as they ought to be in paying and as a result you would not have sufficient funds?

Dr. WEINBERG. We would hope that the other agencies, if they are satisfied with what the Laboratory is doing, would deal with us in much the same way as our parent agency does.

The fiscal flywheel I have in mind here is partly to eliminate this redtape problem which has beset us and partly to take account of the fact that the fiscal year for some agencies seems to go a little differently than the fiscal year for other agencies; and perhaps most important is the matter of having the option of using this money to get completely new things started.

Mr. DADDARIO. That really is the point to which I am referring.

Dr. WEINBERG. Yes.

Mr. DADDARIO. If you could separate out this redtape situation from the good-idea area, how much or what percentage are you thinking about?

Dr. WEINBERG. This depends really on the size of the laboratory. A laboratory as large as the Oak Ridge National Laboratory would be in very good shape in this respect if the laboratory director had an overhead account of, say, 4 percent.

Now, the money presumably would be used when a real hot idea comes up. The director would not, of course, use very much of his "kitty" without informing his sponsoring agency, but I would think that there would be enough give and take in the situation so that the sponsoring agency, if it has confidence in the director, would give him some leeway in using these funds. As Dr. Hornig said, some of the best ideas are the bootlegged ideas.

The way Harvey Brooks puts it is very good. It should always be possible to bootleg work in one of these laboratories, but it shouldn't be too easy to bootleg; and having a 4-percent overhead which is part of the laboratory's property strikes me as being about the right sort of thing.

Mr. DADDARIO. How much would that all amount to, what you are bootlegging and the 4 percent you will get?