

In addition to evaluating laboratory workload, the laboratory director has complete control of the line items in the budget allocated to independent research and independent exploratory development. I believe that one of his most important functions is to apply these resources in such a way as to investigate new ideas of the laboratory personnel. The ability to act quickly on new suggestions is very important in maintaining the morale of scientific people.

In selecting from ideas, which are always more numerous than the funds available, the director must have clearly in mind the needs of his parent organization and the state of technology. He should give highest priority to suggestions that will provide developments which the organization will need in the next 5 years and to experiments which attack critical questions on the forefronts of technology.

Mr. DADDARIO. You are talking about areas which he feels fall within the province of his agency's jurisdiction or mission. How far would you allow him to vary that in the achievement of national goals?

Dr. McLEAN. I think that this is a very complicated question to answer because there are two forces working. One is that he has to have things which will show a need by the organization in the immediate future, and at the same time he needs to know that things are likely to have the biggest payoff, so he needs to look to things that are quite far out and haven't really ever previously been associated with his organizational needs, but in the future might very well have advantages to the organization.

Mr. DADDARIO. Would your recommendation be that he be given, if guidelines were to be established, the widest possible latitude or would you narrow it down?

Dr. McLEAN. I believe he needs the widest possible latitude in the choice of problems and at the same time the greatest amount of information on what the organization needs and how it is likely to be going in the next period. In other words, he needs both information and latitude in selection.

Mr. DADDARIO. A laboratory council would be helpful in this regard.

Dr. McLEAN. Yes.

Mr. DADDARIO. Would you agree with Dr. Astin that laboratory directors ought to meet and tell each other what they are doing, and that if they are given wide latitude they could come to a judgment about their problems?

Dr. McLEAN. Yes. The Navy has had such a council working for the last 8 years between the laboratory directors and this has been very helpful.

Mr. DADDARIO. You suggest it be expanded?

Dr. McLEAN. I suggest it is needed very much. The only problem is size, that you will have to limit the size of the groups because all the laboratory directors of the Federal Government in one organization or one meeting would be unmanageable.

Mr. DADDARIO. Please continue.

Dr. McLEAN. The independent programs are reviewed after the fact and future allocation of new funds made on the basis of judgments on the success of each laboratory's past programs.

The most unbiased judgment of a director's use of independent funds is the degree to which the laboratory secures development projects from the parent organization based on information and demonstrations made possible by independent work.