

Dr. McLEAN. The reason if you don't have the manpower ceilings you need a very good accounting system which relates money to manpower.

Mr. DADDARIO. What you mean is you establish your own ceiling.

Dr. McLEAN. And it is controlled by funds and you have to use the funds to force out the low interest, low payoff problems.

Mr. DADDARIO. What do you do by forcing them out anyway?

Dr. McLEAN. Generally that is a problem of—actually, they get forced out just by the fact that nobody works on them if they have other work to do.

Mr. DADDARIO. You say that you have to force them out and I agree with you. You are not just raising it for the first time. One of the objectives ought to be to come to some determination about how to prevent this from coming about in the first instance.

On the other hand, we have had some recommendations covering retraining and giving the directors more authority.

Dr. McLEAN. The most effective method, I believed, for forcing out programs of low payoff is to give the men something more interesting and something more valuable to do.

Mr. DADDARIO. The low payoff comes not because the director has been negligent, but rather some of the guesswork is bad. You get things going—

Dr. McLEAN. And he has been working on the job for a long time and he has reached the area of marginal return for effort in that particular area. He has discovered all the things that are really important, but if he doesn't have any new job to go to, the pressures to keep going on the old job are very strong.

Mr. DADDARIO. So we have to follow your suggestion to develop better capabilities in the first instance to keep it narrowed down.

The other is to come to the earliest assessment possible about what ought to be eliminated.

Dr. McLEAN. It isn't so important to assess what ought to be eliminated. The problem is to give them new work that is better, that they will recognize as being better.

Mr. DADDARIO. Then you know what is better and what should be eliminated. I recognize it is not an easy decision.

Dr. McLEAN. No, it is not easy, but I think the more we can push people into new fields the easier it is to get them to transfer from work that they have been with for a long time, but should be dropped.

Mr. DADDARIO. Please continue, Doctor.

Dr. McLEAN. When doing work for agencies other than the parent activity the balance between work for the parents and others is important. In the laboratories where I have worked, the ratio was about 90 percent for the Navy and 10 percent for other activities. I think this is a reasonable split to provide outside contacts and exchange of information. In military laboratories it might be desirable to have as much as 5 percent of the effort supported by nonmilitary agencies. We have performed work supported by other agencies or of direct benefit to them, such as warhead and missile tests for the AEC and Army, provision of ocean range facilities for NASA and major industrial firms such as Lockheed, North American, General Atomics, and Westinghouse. Other effort includes undersea geologic maps used by the Geological Survey, assistance to the Air Force and AEC in recovering