

Dr. PICKERING. I disagree with him.

Mr. RUMSFELD. I was under the impression you agreed with him earlier, and I didn't see how you could agree.

Mr. DADDARIO. Let me add one provision here. If there happens to be, and I would expect that there is a laboratory hidden away here or there which ought to be put out of existence, would you give them 5 or 10 percent discretionary authority at this stage of the game? I am considering all laboratories.

Mr. RUMSFELD. As I recall, I have the floor. I would say that neither Dr. Pickering, nor I is suggesting that. If it should be out of business it should be out of business, but if it is in business the odds are it should be in business. What is good for the goose is good for the gander. You are talking about morale and the need for general competence. If discretionary funds have any merit then they have merit for those institutions which are in business if they should be in business.

Isn't this right?

Dr. PICKERING. I would suggest the following. If discretionary funds are provided for a laboratory, the sponsoring agency will not stand up and allow the laboratory to do whatever it wants to.

Mr. RUMSFELD. Then we shouldn't call them discretionary funds.

Dr. PICKERING. They are discretionary to the extent that the laboratory makes the initial decision, but after the laboratory has used these funds, it will be asked what it did with them and some sort of report will be expected.

I suggest that the way in which a laboratory uses its discretionary funds will be a good indication of whether or not the laboratory should continue in existence. I think if you gave discretionary funds to a laboratory which was in effect a dying laboratory, it would be pretty clear after a year or so that that, in fact, was the case.

Mr. RUMSFELD. This is one of the difficult problems the Bureau of the Budget has in evaluating such things.

Dr. PICKERING. If the laboratory is dying because of the quality of the staff, even with discretionary funds it will not produce anything very useful.

On the other hand, if it is dying because it has been under some sort of control and has been directed into areas which the staff hasn't been able to follow, by providing discretionary funds the laboratory may quickly revive.

Mr. DADDARIO. We are examining the situation as it pertains to all national laboratories. During the course of these discussions Dr. Horning spoke of the difficulty in really phasing out a laboratory which for a number or multitude of reasons could be made necessary.

I don't know that we could or should in an overall way say you should eliminate a laboratory because of such and such a reason or we should take this discretionary authority and apply it to all. We ought to separate them.

On the other hand, if this discretionary authority is as important as it would appear to be, then we ought to take a look at the laboratories, and to prove that it can work, pick those of the highest quality. I do not think it would be the toughest job in the world. If you reach the point where you could prove this out, you could expand or restrict this particular authority. All we are doing is exploring this and theorizing in a sense, because nobody at this stage of the game on this