

SHIPS R&D CENTER

The David Taylor Model Basin Marine Engineering Laboratory and the Mine Defense Laboratory have been combined organizationally to create a ships' R&D center. It is responsible for advanced ships concepts, high speed ships, deep ocean vehicles from research to project formulation.

A number of fragmented activities involved in similar technologies have been combined into more viable arrangements. For example, an Army Materials and Mechanics Research Center is being created from elements of eight RDT&E activities. The Secretary has approved a long-range program to consolidate ten of the Army's medical laboratories into three major medical centers.

There are always difficult administrative problems in any large organization. We believed, however, that we had more than our fair share of them. I have always felt that if we could provide the management of our Defense laboratories with the same degree of flexibility as is possible in the high technology organizations in the private sector, we could achieve an immediate and substantial improvement in effectiveness and output. With this model as our goal, we have identified a number of administrative problems and have worked hard to develop solutions for them. A large number of the problems have either been solved or we have implemented a time-phased solution for them. We have also made a major dent in the unsolved ones. The problems run the entire spectrum from recruitment, career development and training, personnel mobility, compensation, to dealing with the marginal employee. We have had a great deal of excellent assistance from the Civil Service Commission in coming to grips with these problems.

In addition, we have been concerned with such non-personnel problems as facility modification, support services, procurement, supply and laboratory maintenance. For example, greater authority has been given to Laboratory Directors in the reprogramming of funds and personnel to adjust to changing work situations. Techniques have been developed to foster greater mobility of people among technical organizations to bring the best talent to the problems as they arise. Career development programs have been tailored to meet the specific needs of scientists and engineers.

TAB B: SOME EXAMPLES OF INTER-AGENCY COOPERATION

Army

NIH and the Walter Reed Army Institute of Research jointly staff in Panama the Middle American Research Activity and carry on joint programs in indigenious diseases. The Postal Department uniforms are designed by Natick together with the research work in the textiles used in these uniforms. The Army has joint programs with the Department of Agriculture on insecticides and also joint programs between Civil Defense and Agriculture in fires and control of fires. There are also programs between AEC, Commerce and DoD in the area of irradiation of food. There are many, many civil work programs conducted by the Army Corps of Engineers for other agencies.

Navy

A number of surveys are conducted at Point Barrow by the Navy for other agencies. This is part of an Office of Naval Research (ONR) program:

<i>Agency</i>	<i>Project</i>
U.S. Geological Survey.	Gravity Studies.
National Science Foundation.	Snow Studies.
U.S. Geological Survey.	Oil Shale.
National Institute of Health.	Arctic Biology.
Federal Aviation Agency.	Flight Service.
Interior Department.	Polar Bear Survey.
National Institute of Health.	Marine Biological Chemistry.
Department of Agriculture.	Diseases of the Caribou.
Public Health Service.	Zoonotic Diseases.
Bureau of Standards.	Ionospheric Studies.
Coast and Geodetic Survey.	Geodetic Management Surveys.

Other examples of inter-agency cooperation are listed below:

National Health Institute—Pays ONR to operate the Tissue Culture at Naval Biological Lab at Okland, Calif.

Interior contributes to an Oceanographic Project of the Navy.