

lishment of a new laboratory if the equipment, facilities, and staff of an existing laboratory are not compatible with or capable of performing the new mission.

The degree to which a laboratory director is provided undirected funds to respond to new areas of opportunity is, I think, a strong indicator of the confidence senior managers have in the leadership and accomplishment capability of the laboratory. I think such funds are vital to instill the motivation and challenging attitude that are necessary for a successful and dynamic laboratory. I believe these funds should be provided with the broadest of guidelines consistent with the basic mission of the parent agency. If the guidelines are detailed, requiring extensive administrative procedures, the initiative and motivation essential to the generation of new ideas will be missing.

An important ingredient for success of a laboratory is the ability to react quickly to new and creative ideas, either by in-house effort or contract support. Unprogrammed funds available to the laboratory director will provide for this quick reaction capability. Close monitoring of the laboratory use of undirected funds will provide a basis for determining further allocations or possible changes in laboratory leadership.

Until the total R&D program for the Department has been developed this coming year, it would be premature for us to establish specific guidelines for the allocation of current missions to existing laboratories or to determine the need for new laboratories. I certainly plan to obtain information and guidance on this subject from other departments with whom we will be working and who have had extensive experience in the establishment of such guidelines.

The development of DOT's research and technology competence is expected to be accomplished in several steps or phases, indicative of the type of mission with which Congress has charged us—to facilitate the development and improvement of coordinated transportation service and to stimulate technological advances in transportation.

Looking toward the future of our new Department, our research and development plans are still in an evolving state. However, we do have many areas in which planning effort is underway, such as noise abatement, airport planning, auto safety, VTOL, and air traffic control.

In summary, there are several points I would like to leave with you:

(1) It is essential that we make the maximum utilization of the high technological capability developed by previously expended funds in DOD, NASA, and elsewhere.

We must assure that the state of the technical art in the "high technology" areas is available and utilized in solving the problems of transportation research and development. In order to achieve this, it is essential that we recognize and devise means to specifically deal with the functions I described earlier: Those of detailed and documented planning, key technical selection and decision, and positive program technical management control.

(2) The Department of Transportation relies heavily upon the research laboratories of other agencies, foundations, universities, and those of private industry for technical competence to effectively carry out its transportation R&D responsibilities.

(3) The Department of Transportation's laboratory capabilities are a limited resource that has directed its efforts in the past primarily to development problems; therefore, requiring research support from other sources.

(4) The Department of Transportation is in the process of establishing greater technical competence within each modal administration.

(5) The Department of Transportation is supporting other agencies in program needs within the overall area of transportation and the technical competence within the limits of its resources available for carrying out its own programs.

I would like to close by stating that we strongly endorse the concept of utilizing these laboratories which have been established over long periods at great expense to the Federal Government, and either presently have or can be expanded to provide the capability and competence to react to the important R&D requirements of our Department.