

tailed, requiring extensive administrative procedures, the initiative and motivation essential to the generation of new ideas will be missing."

4. *How many new laboratories are being planned by DOT for the next five years? For what purpose? What cost?*

OFFICE OF THE SECRETARY

This office and the operating administrations are currently reviewing the Department's needs for laboratories and are in the process of developing a facilities requirements plan. In this planning effort, the need to integrate the requirements of the several administrations, where practicable without compromise to the research function, is clearly recognized. In addition, serious consideration is being given to the utilization of research capabilities elsewhere in Government on a major scale.

5. *While the present Laboratories Committee of the Federal Council for Science and Technology is concerned with Government laboratories as such, with the exception of Dr. Astin, its members are not working laboratory directors. What advantages and disadvantages do you see for establishing a small Council of Federal Laboratory Directors that would represent the views of both directly- and Contractor-operated Federal laboratories at the Executive Office level?*

OFFICE OF THE SECRETARY

Although there might be certain merits to the establishment of a small Council of Federal Laboratory Directors, it might be difficult, if not impossible, to have such a small group set forth the views of a much larger group. As pointed out by the Federal Highway Administration, managerial problems could result.

FEDERAL HIGHWAY ADMINISTRATION

National Highway Safety Bureau

The primary advantage of the small Council of Federal Laboratory Directors would undoubtedly be the direct line of communication to the Executive Office regarding policy and procedural matters relative to the management and operation of Government laboratories. Disadvantages could be the bypassing of higher echelons within one's own Department, and the fact that laboratories of differing fields and different departments face different problems in their programming and execution. I would suggest the first consideration be given to Department-wide committees whereby laboratory directors could have a forum at the highest level where common problems could be examined and resolved."

FEDERAL AVIATION ADMINISTRATION

"There are more than 7,000 research and development industry and Government laboratories. The creation of a 'small' Council to represent the views of such a multitude would appear to be a complex project. On the other hand, if it was possible to establish a small Council which would be representative of these diverse laboratories, it would be advantageous to be able to deal with such an organization on many laboratory problems of national scope rather than trying to coordinate with individual interests."

6. *As a general policy, do you believe that discretionary funds should be made available to all laboratories or only those which have demonstrated quality work (a reward for competence)?*

OFFICE OF THE SECRETARY

Discretionary funds should be made available to all laboratories subject to the qualifications expressed in the answer to question 3b.

FEDERAL HIGHWAY ADMINISTRATION

Bureau of Public Roads

"As a matter of general policy, some discretionary funds might be made available to laboratory directors, perhaps at some initial minimal level, to encourage the development of innovative and creative research approaches to national problems. Some limitations may be advisable to restrain any tendency to merge specific program functions into an over-generalized composite structure such as might obscure significant aspects of specific researchable problems, per-