

- (3) Consider alternate approaches for improving the effectiveness of the laboratories.
- (4) Formulate recommendations for future actions by the DDR&E.

The approach selected was to schedule a series of meetings to examine how the Military Departments consider the laboratories have contributed—or are expected to contribute—to important military programs. Three subsequent meetings were held to obtain an assessment of laboratory contributions to strategic systems (9 March 1966), weaponry for general-purpose forces (14 April 1966), and specific Vietnam warfare requirements (27 May 1966).

During the meetings, the Task Force was apprised of one very familiar problem, largely administrative, relating to personnel, facilities and financial management. Specifically, laboratory managers have considerable difficulty in planning and managing their laboratories because manpower, facilities and funding are handled by three separate OSD offices. In this regard, the Task Force observed that the DDR&E has inadequate authority over all the resources required for efficient laboratory planning and management. As a result, the Task Force concluded that the assigned authorities and responsibilities of the DDR&E need further examination. A separate pertinent recommendation has therefore been included in this report.

2. BACKGROUND

The basic policies on research and development (R&D) activities were established by a memorandum from the Secretary of Defense dated 14 October 1961 and by the Bell Report¹ of April 1962. Both policy statements reaffirmed the need for stronger in-house organizations to spearhead the Defense research, development, test and evaluation (RDT&E) programs, and established both broad and specific objectives to be met. All three Military Departments subsequently issued implementing policies concerned with strengthening their in-house activities.

The DDR&E continued to maintain surveillance over the program structure of the in-house laboratories during the period 1961-1966. In 1964, a study group in the Office of the DDR&E was established to

¹ Bureau of the Budget (David E. Bell, Director), Report to the President on Government Contracting for Research and Development, 30 April 1962, Document No. 94, 87th Congress, 2d Session.