

Similarly, the Army and the Navy have regrouped their technical resources during the past two years. General Besson, Commander, Army Materiel Command (AMC), recently appointed a Director of Laboratories, Dr. Jay Tol Thomas, who has line authority over the central AMC laboratories. The Navy established a new position, Director of Navy Laboratories, reporting to the Assistant Secretary of the Navy (R&D), to which Dr. Gerald Johnson was appointed. In the last few months, the Assistant Secretary of the Air Force (R&D) created a new position in his office, Special Assistant for Laboratories, and appointed Dr. William Lehman to serve in that capacity.

The Task Force observed that the status and reporting position of the ranking technical managers in each Military Department have been increased substantially during the past few months. This step alone should have a beneficial effect on the morale and contribution of the in-house laboratories' personnel, since it is clear evidence that the laboratories are sufficiently important to warrant high-ranking positions. Each of these directors now has an opportunity to provide the important interaction between high-level decision-makers and the technical specialists in the laboratories.

Every effort must now be made to give the three Departmental Directors of Laboratories the support necessary for better utilization of the laboratories' resources. With the direct assistance of the DDR&E, the Directors of Laboratories should concentrate on using in-house technical specialists to—

- (1) understand and define overall systems problems, particularly in tactical-warfare areas;
- (2) work jointly with military planners to define crucial military requirements, based upon a critical assessment of existing and predicted technology;
- (3) provide, within the assigned mission area, military and technical concepts that could serve as justification for the Departments' long-range programs in research and exploratory development;
- (4) conduct sufficient technical work in-house to ensure that specifications for weapon systems can be developed with confidence; and
- (5) provide a limited amount of consulting support to special project offices when a commitment is made to undertake a major program development.