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[REDACTED]

1 March 1966

DCI EXECUTIVE ORDER DESIGNATING A SINGLE
MANAGER FOR RESEARCH, DEVELOPMENT AND
ENGINEERING (RD&E)

Objective

1. The research, development and engineering effort of the Agency is now fragmented and is not closely coordinated on a technical program level in either planning or execution. The obvious advantages such as the reduction of duplication of effort and cost savings which can be achieved through appropriate coordination are well known; but an equally important benefit can be obtained through a more effective and efficient use of the limited manpower which is available.

2. Problems of communication and understanding are inherent when the technological effort includes research as well as engineering tasks which are closely aligned to day to day needs, and a particular objective of this Order is to improve communications between those elements of the Agency which are especially engaged in research and exploratory development, and those elements who are primarily concerned with development and engineering work in support of the operational units of the Agency. The broad spectrum

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of applicable technology and the great diversity of the operational functions of the Agency will necessitate a particular effort on the part of all concerned, to assure that those engaged in research are aware of the operational needs, and that those engaged in our operations ~~develop~~ understanding of the technology which is available to support their work.

3. In many areas in which significant improvements can be made in our work, a very significant investment is required in terms of sophisticated devices, and in many cases these improvements are too expensive unless they are useful in efforts common to more than one particular group or organization. Because of the great potential benefit which can be derived, it is important that the need and use for such equipment be identified, and this can only be done through an examination of the total needs of the Agency.

4. Through the establishment of a single manager for research, development and engineering, centrally coordinated planning ~~and development~~ for research and development, together with review and monitoring of all RD&E programs, can be achieved, ^{with} ~~while~~ decentralized execution of research, development, and engineering projects ~~can be continued so that~~ ^{tive} We may group Agency talent to exploit discipline oriented expertise in research, and at the same time

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provide the broad engineering support groups which are desirable to the operational elements.

Procedure

1. A Director for Research, Development and Engineering will be responsible for the complete research, development and engineering program. This officer will function in a staff capacity to the several Deputy Directors and will organizationally report as a Special Assistant on the staff of the DD/S&T.

2. Directorate plans and programs, including costs for RD&E, will be prepared by the Offices engaged in RD&E activities in accordance with the schedule established by the O/PPB. Prior to inclusion in Directorate plans, the office proposals will be coordinated and consolidated by the Director for ~~Research and Development~~ RD&E into a single comprehensive plan. The Director for ~~Research and Development~~ Research and Development will resolve areas of duplication among the Offices, and ~~and also may~~ identify RD&E needs which may not be recognized by the Offices. Success in this complex task will require the full cooperation and assistance of all elements of the Agency, and necessitate full access of the Director for ~~Research and Development~~ RD&E to complete program needs and details.

3. The completed ^{consolidated} RD&E plan will be submitted by the Director

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of RD&E to O/PPB. The Directorate's plans submitted to O/PPB will include those parts of the Agency RD&E program for which they are responsible. The Deputy Directors will resolve any inter-Directorate problems, and any problems which are not resolved will be noted in the Directorate plans, and include recommendations of the Directorate and the Director of RD&E.

4. The Director of RD&E will participate in reprogramming as may be required by budget actions, shifts in program emphasis, and other such changes.

5. The Director of RD&E will review all proposed Office RD&E procurement and expenditures as a staff function to all Deputy Directors. All Office proposals will be reviewed prior to submission to the Deputy Director for his approval. The review will consider technical feasibility, completeness, compatibility with the Agency plan and other pertinent program particulars. Proposed actions which are satisfactory will be approved by the Director, RD&E and forwarded to the appropriate Deputy Director. Inadequate or unsatisfactory proposals will be discussed with the office involved and appropriate changes or modifications incorporated as may be mutually agreed between the office and the Director, RD&E. In those instances where satisfactory resolution cannot be achieved,

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the Director, RD&E, at the request of the office, will forward the proposal and his recommendations to the appropriate Deputy Director. The Director, RD&E will work with the various research, development and engineering organizations to improve the overall quality of technical effort, and in cooperation with Logistics, O/PPB, and other interested elements promote the use of common administrative procedures and practices among the RD&E elements.

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