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DD/S&T 1819-66

31 March 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Comments on Draft of Notice [REDACTED]
(Coordination Responsibility for Research,
Development, and Engineering (RD&E))

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1. The current draft, which we have jointly developed, is satisfactory to me with one exception which is more procedural than substantive in nature. In paragraphs 2b and 2e specific provision is made for the submission of the Agency R&D plan and any disputed project proposals to the Director through the Office of Programming, Planning, and Budgeting. While it is recognized that O/PPB will provide its usual staff support to you and the DDCI in matters such as these, I feel that the inclusion of this specific procedural detail contributes very little to the objectives of the Notice, and may result in definition of other peripheral staff action and thereby unnecessarily encumber the RD&E mechanism. The relationship of the O/PPB to the functions of the Office of the Director are presently recognized and established, and the proposed RD&E process introduces no new or novel tasks as far as that Office is concerned. I feel it is highly desirable to delineate in this Notice only the responsibilities and tasks of officers having an executive relationship to the DCI with the full understanding that each will use his staffs to aid him in carrying out these responsibilities in whatever manner he may deem necessary.

2. If there are important reasons as to why this provision should be made, I would be very happy to reconsider my objection.

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[REDACTED]

ALBERT D. WHEELON
Deputy Director
for
Science and Technology

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4 APR 1966

MEMORANDUM FOR: Col. White

SUBJECT : RD&E

1. I have carefully reviewed the proposed notice on RD&E in the context of what I believe to be your objectives. I find no problem with the principle spelled out in the proposal, but there are some matters that should, in my view, specifically be spelled out. These affect the responsibilities of DD/S&T and procedures for implementing them and a tie-in with the role of PPB as currently contained in regulations.

2. You will note that I have separated DD/S&T responsibilities and the procedure for implementing them. Under Responsibilities, my draft clearly assigns a coordinative and integrative function to DD/S&T for an Agency RD&E program plan while preserving the line responsibilities of the Directorates to consider their RD&E in the context of their total mission and competition for resources. Likewise, the Agency RD&E plan must be reviewed by PPB and approved by the DCI within the context of all Agency activity. Therefore, it must be developed in response to the Planning, Programming, and Budgeting system of the Agency. I have prepared wording under Responsibilities which should accomplish the foregoing.

3. At the same time, DD/S&T should be held responsible for taking the initiative with the individual offices in maximizing RD&E to accomplish the Agency mission. In doing so he should be held responsible for providing to you, Mr. Helms, and the DCI a recommendation on the relative priorities of the parts of the RD&E plan he prepares with alternatives. This is fundamental to the concept of planning, programming, and budgeting as defined by Presidential papers. He should also be held responsible for providing total systems implications on all proposed RD&E in the plan so that approvals will be based upon the best possible understanding of the options including the long range commitment involved. In this context, there must be milestones where the Directorates, and DD/S&T, can report progress. On the basis of this, determinations to continue or cut off resources in the program can be made.

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4. Lastly, and in the context of this office, DD/S&T should understand his support role in the Agency Planning, Programming, and Budgeting system. This point is made under Responsibilities in setting forth requirements to support the Executive Director.

5. I have attempted to incorporate these views into the notice in a less wordy form. It is prepared in recognition that the DD/S&T is a Directorate subordinate to the Executive Director, DDCI, and DCI, and in this role is advisory, with all authority emanating from these three sources.

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John M. Clarke
Director/PPB

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