

ATTITUDES TOWARD R&D:

- ① IS A COST OR INVESTMENT
- ① DOES NOT GUARANTEE RESULTS
- ① HIGHLY SPECULATIVE/UNCERTAIN
- ① INCREASINGLY COSTLY
- ① REQUIRES GREATEST MANAGERIAL COMPETENCE  
TO PRODUCE RESULTS

COMMON YARDSTICKS FOR EVALUATION OF R&D:

- ① DETERMINE R&D CONTRIBUTION TO EARNINGS/PROFITS
- ① DETERMINE R&D CONTRIBUTIONS TO IMPROVEMENTS IN
  - QUALITY OF AGENCY PRODUCT
  - TIMELINESS OF PRODUCT
  - UTILIZATION OF RESOURCES
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UNREASONABLE BECAUSE:

- ① FINAL INTELLIGENCE PRODUCT REFLECTS THE PERFORMANCE OF AN ENTIRE ORGANIZATION
  
- ② MAKES ORD "HOSTAGE" TO OTHER COMPONENTS OF AGENCY

WHAT IS NEEDED:

- ① A SYSTEM THAT MEASURES THE PERFORMANCE OF ORD AS INDEPENDENTLY AS POSSIBLE FROM THE REST OF THE AGENCY.
- ① PROVIDES FOR SHORT & LONG TERM EVALUATIONS OF PERFORMANCE
  - IDENTIFY PITFALLS
  - DEMONSTRATE PRODUCTIVITY
  - SHOW VALUE OF PREDICTIVE EVALUATIONS

OVERVIEW:

INTELLIGENCE  
REQUIREMENT



R&D  
PROGRAMS



TECHNOLOGY  
UTILIZATION



AGENCY  
PRODUCT

INTELLIGENCE REQUIREMENTS:

① IDENTIFICATION

② VERIFICATION

- WHAT ARE THE TECHNICAL CONSTRAINTS IMPOSED  
BY THE CUSTOMER/USER

③ PRIORITIZATION

④ TRANSLATION

-TO PLAUSIBLE RESEARCH INITIATIVES



PROGRAM/PROJECT APPRAISAL

PROGRAM/PROJECT APPRAISAL:

- ① IDENTIFICATION
  - EVALUATION OF CURRENT CAPABILITIES/LIMITATIONS
  
- ② VALIDATION
  - IDENTIFY CLEARLY TECHNICAL CONSTRAINTS IMPOSED BY CUSTOMER/USER ON REQUIRED TECHNOLOGY
  - ASSESS "OFF-THE-SHELF" CAPABILITY
  
- ③ TRANSLATION
  - IDENTIFY RESEARCH ALTERNATIVES
  - DETERMINE GAP BETWEEN CURRENT STATUS OF TECHNOLOGY AND GOAL
  - ASSESS TECHNOLOGICAL DRIVING/RESTRAINING FORCES; TECHNOLOGY FORECASTING
  - PINPOINT TECHNOLOGICAL/UTILIZATION "PRESSURE-POINTS" AND MULTIPLE SCENARIOS
  - DETERMINE TIME-FRAME REQUIREMENTS
  - ESTIMATE POTENTIAL VALUE-IN-USE TO AGENCY OF ORD PRODUCT
  - IDENTIFY OPTIMUM INITIATIVE(S)
  - SPECIFY TECHNICAL OBJECTIVES TO BE ACHIEVED
  - IDENTIFY REQUIRED RESOURCES

① STRATEGIC PLANNING

- WHAT SHOULD BE REQUIRED OF CUSTOMER/USER TO PROVIDE SUCCESSFUL EXPLOITATION OF ORD PRODUCT?
- WHAT ARE/COULD BE BOTTLENECKS TO SUCCESSFUL TECHNICAL ACCOMPLISHMENT/AGENCY UTILIZATION?
- WOULD A DIFFERENT ALLOCATION OF RESOURCES PROVIDE A MORE SUCCESSFUL THRUST?
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R&D PROGRAMS:

- ① DETERMINE OPTIMAL RESEARCH INITIATIVES
- ① ACQUIRE RESOURCES
- ① GENERATE/IMPLEMENT RESEARCH/MANAGEMENT PLAN
- ① EVALUATE RESULTS



POST-AUDIT

POST-AUDIT OF R&D PROGRAMS:

- ① EVALUATE ACCOMPLISHMENTS IN THE CONTEXT OF SPECIFIC TECHNICAL OBJECTIVES PREVIOUSLY ESTABLISHED.
- ① REASSESS POTENTIAL VALUE-IN-USE TO AGENCY
  - CURRENT EXTERNAL/INTERNAL DRIVING/ RESTRAINING FORCES
  - DEMONSTRATED TECHNICAL ACCOMPLISHMENT
  - SPIN-OFF
- ① REVIEW PRODUCTIVITY
  - EFFICIENCY
  - QUALITY
- ① REAL-WORLD RISKS WHICH MITIGATE AGAINST SELECTION OF SIMILAR PROJECTS IN THE FUTURE
- ① DEMONSTRATE R&D PRODUCTIVITY
- ① DEVELOP CONFIDENCE IN PREDICTIVE APPRAISALS

TECHNOLOGY UTILIZATION/EXPLOITATION:

- ① DISSEMINATION TO AGENCY COMPONENTS
  - TECHNICAL RESULTS
  - POTENTIAL VALUE-IN-USE
  
- ② ASSIST IN IMPLEMENTATION
  - D/E
  - ANALYST/USER EXPLOITATION
  
- ③ IDENTIFICATION OF "NEXT-GENERATION" R&D

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