



# Department of Defense INSTRUCTION

NUMBER 3201.01  
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USD(AT&L)

SUBJECT: Management of DoD Research and Development Laboratories

References: (a) DoD Directive 3201.1, "Management of DoD Research and Development Laboratories," March 9, 1981 (canceled)  
(b) Deputy Secretary of Defense Memorandum, "DoD Directives Review - Phase II," July 13, 2005

## 1. REISSUANCE AND PURPOSE

This Instruction:

- 1.1. Reissues reference (a) as a DoD Instruction according to the guidance in reference (b).
- 1.2. Establishes policy and assigns responsibilities for the management of DoD research and development (R&D) laboratories.

## 2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components").

## 3. DEFINITION

DoD Laboratories. Laboratories operated and managed by the Military Departments to conduct R&D and support acquisition. These DoD activities perform one or more of the following functions: science and technology, engineering development, engineering support of deployed materiel and its modernization. Each Military Department is organized differently but the term embraces the Army's laboratories, research institutes, and research, development and

engineering centers; Navy laboratories, research institutes and centers, and warfare centers; and Air Force laboratories, and engineering and technical support activities.

#### 4. POLICY

It is DoD policy:

4.1. To maintain technological excellence in its DoD laboratories, to provide leadership in the development and acquisition of needed military capabilities, and to ensure that DoD laboratories are properly supported and utilized.

4.2. To provide R&D in-house laboratory management with the responsibility, authority, and flexibility to manage DoD laboratories and technical programs within available resources to:

4.2.1. Build and maintain the technical vitality of the laboratories.

4.2.2. Stabilize laboratory personnel resources at levels adequate to handle assigned missions.

4.2.3. Provide modern facilities and equipment as appropriate to the laboratory missions.

4.2.4. Lessen unnecessary delays and restrictions in the acquisition process.

4.3. To maintain the high standards of DoD laboratory personnel by:

4.3.1. Recognizing that the most valuable resources of DoD laboratories are the capability, skill, and creativity of their personnel.

4.3.2. Reducing disruptive fluctuations in personnel requirements and grade-level distribution, providing challenging work, and offering meaningful incentives.

4.3.3. Providing for equal opportunity for development, training, promotion, recognition, and reward on the basis of performance and ability.

4.4. To support the upgrading of the facilities and equipment of DoD laboratories by:

4.4.1. Removing, to the maximum extent practicable, limitations of fiscal and accounting practice that constrain DoD laboratory modernization.

4.4.2. Promoting productivity, energy efficiency, and cost avoidance through policies that provide for modern facilities and equipment.

4.4.3. Basing equipment replacement on practices that recognize the rapid advances of technology and the facilities-limited nature of many areas of science and technology. Replacement practices shall recognize the business-venture nature of R&D activities.

## 5. RESPONSIBILITIES

5.1. The Director of Defense Research and Engineering, under the Under Secretary of Defense for Acquisition, Technology, and Logistics, shall:

5.1.1. Develop policy and provide guidance for the management of the DoD laboratories.

5.1.2. Be the focal point in the OSD for the coordination of the actions, decisions, guidance, planning, and resource allocations of the various offices in the OSD that impact the operations, conditions, and capabilities of DoD laboratories.

5.1.3. Take action necessary to ensure the implementation of DoD recommendations to improve R&D programs and the management of DoD laboratories.

5.1.4. Ensure the various OSD offices, in establishing policies and procedures, recognize the special roles, needs, and problems of DoD laboratories.

5.1.5. Undertake management initiatives to remove institutional barriers that impede the mission performance of the laboratories.

5.2. The Secretaries of the Military Departments shall:

5.2.1. Manage and oversee the programs of their respective R&D laboratories.

5.2.2. Maintain a long-term management plan for their laboratories that:

5.2.2.1. Is in accordance with the DoD Strategic Plan (as outlined in the Quadrennial Defense Review Report) and is directly linked to the Military Department requirements, research, development, test, and evaluation programs, and resource plans.

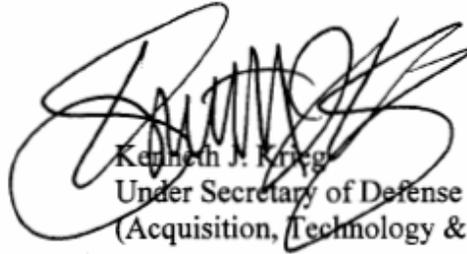
5.2.2.2. Ensures the laboratories develop and maintain a level of technological expertise and leadership that meets military requirements essential for national security.

5.2.3. Implement procedures to provide DoD laboratories with the authority and capability to make timely and efficient acquisitions.

5.2.4. Conduct periodic reviews and evaluations of the laboratories with the objectives of identifying constraints and impediments that hamper operations; promoting professionalism; improving the quality and efficiency of their operations; and improving their utilization.

6. EFFECTIVE DATE

This Instruction is effective immediately.



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