

in the cabinet, moving to the Department of the Interior. Confirmed by the Senate on February 6, Herrington pledged to continue vigorous management of the Department. A Californian and graduate from Stanford University and the University of California's Hastings College of Law, Herrington had served as assistant secretary of the navy for manpower and reserve affairs, special assistant to the White House chief of staff, and assistant to the president for presidential personnel. He brought expertise in personnel, administration, and organization to the Department, and, as the White House announced, "a combination of the knowledge of defense and civilian management and organization."¹¹⁰

Herrington's priorities were fundamentally congruent with Hodel's. Natural gas deregulation, nuclear licensing reform, energy tax policy, environment, and security were major issues requiring the Department's attention. His concern for security and environmental protection at the Department's weapons production and laboratory facilities reflected the administration's increased sensitivity to safety since the Bhopal chemical plant disaster in India.¹¹¹

One of Herrington's first actions was to order a special report assessing environmental, health, and safety activities within the Department. The report, by a former environmental official at the Department, termed these departmental activities a "disgrace." Environment, safety, and health, the report noted, are "widely perceived as having 'o clout,' and of being ignored by senior management unless a crisis develops. Morale is low, and as successive reports recommending action are followed by no action, it sinks further."¹¹²

Herrington moved quickly to resolve the problem. On September 18, 1985, he announced the restructuring of the Department's environmental, safety, and health program. Previously scattered responsibilities within the Department were consolidated under the direction of a newly created assistant secretary for environment, safety, and health. Herrington observed that the "environmental problems

we are finding now at DOE facilities are, for the most part, legacies from the past, from activities conducted in a different atmosphere and under different standards than today's. What was acceptable in 1945 is not acceptable in 1985." Herrington also ordered a thorough environmental survey of all departmental facilities to identify problem areas and technical safety appraisals of the Department's nuclear facilities.¹¹³

ENERGY STABILITY—ENERGY SECURITY—ENERGY STRENGTH

Secretary Herrington believed that America's energy policy through the end of the twentieth century should be directed toward achieving three objectives: energy stability, energy security, and energy strength. He noted that the first two goals, energy stability and security, had been the preoccupation of the government since the 1973 energy crisis. Conservation had become more than a slogan; it was now universally regarded as a permanent energy resource. American buildings had become 20 percent more energy efficient than they were in 1973, and American industry had cut energy use by 23 percent per unit of production. Overall, Americans burned 20 percent less oil than in 1978. Most dramatically, the United States had purchased a "National Insurance Policy," the Strategic Petroleum Reserve, which contained nearly 500 million barrels of oil, the equivalent to almost four months of import supply.¹¹⁴

Herrington looked to the future and building energy strength since energy stability and security appeared well in hand. Recent American energy history, Herrington recalled, had been primarily a history of "hydrocarbons and hydropower." While petroleum remained both the Nation's "lifeline and liability," the electric power industry had taken important steps to reduce its dependence on oil. Coal now stood preeminent in the production of electricity, with nuclear power ranking second and conservation and energy efficiency a giant only partially tapped. Each of these resources, which made up what Herrington called the