

the culture of our national bureaucracy away from complacency and entitlement toward initiative and empowerment. We intend to redesign, to reinvent, to reinvigorate the entire national government.”<sup>280</sup>

Gore and his team approached “reinventing government,” as it was popularly known, with alacrity. Subteams examined cross-cutting systems and individual agencies. Departments and agencies created “Reinvention Teams” to lead internal transformations and “Reinvention Laboratories” to experiment with new ways of doing business. (By fall, the entire Hanford reservation and five other Department of Energy organizations had been designated Reinvention Laboratories.) Gore spoke with federal employees at every major agency, including those at the Department of Energy on July 13. Citizens were invited to comment. A summit conference gathered the “best minds” from business, government, and academia.<sup>281</sup>

The result was a “vision of a government that works for people, cleared of useless bureaucracy and waste and freed from red tape and senseless rules.” Encapsulated in a report released on September 7 and entitled *From Red Tape to Results: Creating a Government that Works Better and Costs Less*, the review highlighted four key principles: 1) cutting red tape by streamlining budgets and bureaucracies and stripping away unnecessary regulations and paperwork; 2) putting customers, whether they be citizens, businesses, organizations, or whatever, first; 3) empowering employees by giving them more responsibility and a greater role in decisionmaking; and 4) producing better government for less by eliminating duplication and ending special interest privilege. The review delineated roughly one hundred of the “most important” steps and actions deemed necessary to begin reinventing government. Quantitatively, the review estimated that if the steps and actions were implemented, \$108 billion could be saved through fiscal year 1999.<sup>282</sup>

## TOTAL QUALITY MANAGEMENT

The managerial approach of the National Performance Review closely resembled that of Total Quality Management (TQM), the



Vice President Gore addresses Department of Energy employees at interactive “Town Hall Meeting” on July 13, 1993.

Source: U.S. Department of Energy

management philosophy founded by W. Edwards Deming and credited with transforming Japanese industry following the Second World War. Heartily embraced by America’s private sector in the late 1980s and early 1990s, TQM advocated “Putting Customers First” and stressed the pursuit of quality above all. Practitioners of TQM theorized that most problems were built into the system, frustrating workers, yielding poor products, and enraging customers. The TQM philosophy focused on workers, who knew better than anyone what the problems were. The National Performance Review paid tribute to TQM, noting the commonalities of approach. But the Gore team also pointed out that conditions in government were quite different from the private sector. Market incentives operative in the private sector did not exist in government. Lacking a bottom line and obsessed with process rather than results, government required a management approach that went beyond private sector methods.<sup>283</sup>

Secretary O’Leary was on the forefront of the administration’s reinventing government/quality management effort. Gore described her as “one of the leaders of [the] whole process.” Trained in TQM while an executive for Northern States Power Company, O’Leary quickly brought her extensive experience in “market