

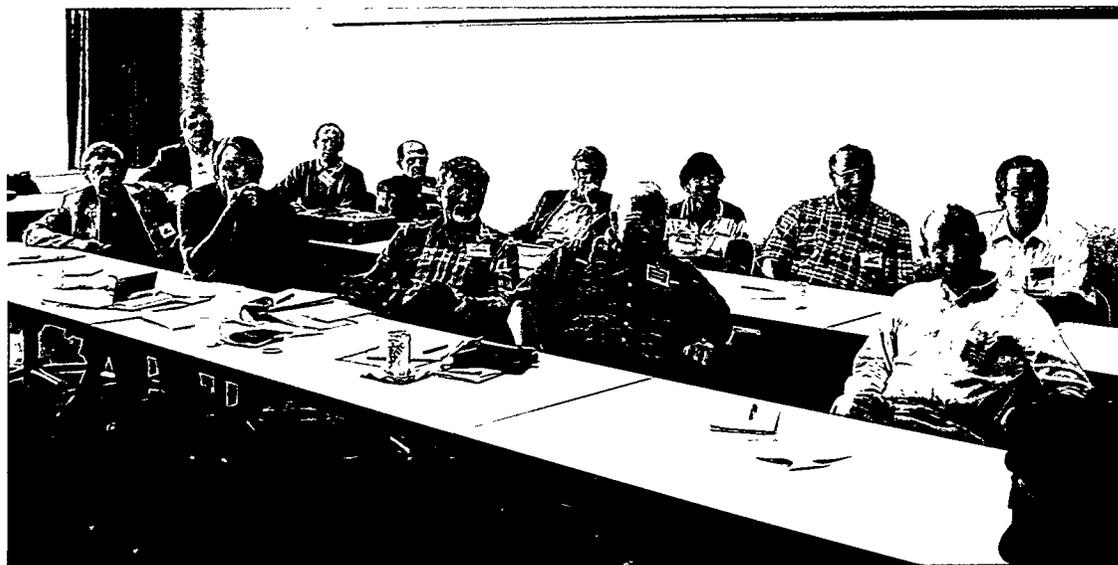
dynamics and quality management” to bear in managing the Department and changing its “work culture.” She arrived hoping to create “a new spirit of inclusiveness, communication, and openness” in an effort to “reinvent government” at the Department. Her first one hundred days in office witnessed a whirlwind of activity. In her attempt to “fundamentally change the way the Department functioned,” she initiated a cabinet-level “Breakfast Club,” including the secretaries of interior and agriculture and the head of the Environmental Protection Agency, to “foster team spirit and communication.” She emphasized reaching out to “customers” and “stakeholders.” She initiated “the Green Team,” bringing together public affairs representatives from agencies involved with natural resource and environmental issues to “coordinate the administration’s public outreach efforts.” She brought a new openness in the relationship between departmental employees and the Office of the Secretary, holding question-and-answer discussions and giving in-house speeches in an attempt to give employees “a sense of mission, inclusion, and pride.” She established satellite “link-ups” with the Department’s field offices to “bring them closer to the decision-making process at headquarters.” Gore acknowledged these efforts in his July visit to the Department. “Since the earliest days of this administration,” he noted, “the Department of Energy has been

helping to lead the way in identifying new ideas and new approaches and efforts to bring what the private sector has called the quality revolution into the federal government.”²⁸⁴

MOTOROLA UNIVERSITY AND STRATEGIC PLANNING

By summer 1993, O’Leary’s efforts to remake the Department hit full stride. O’Leary chartered a “Leadership Group”, with herself as chair, to operate as a “Board of Directors” overseeing the Department’s quality initiatives. She established a “Quality Council,” a diverse group consisting of both management and employees and headed by Archer Durham, assistant secretary for human resources and administration, to set the direction and approach for the quality initiatives. In July and August, the secretary and sixty of the Department’s top executives, including laboratory directors, field managers, and key program managers, attended six days of quality improvement training at the Motorola-Milliken Quality Institute in Schaumburg, Illinois. The purpose of the sessions was to begin building a management cadre dedicated to meeting customer expectations by providing quality products and services.²⁸⁵

Preceding the July quality training, Department and laboratory executives held a strategic



Headquarters, field, and laboratory leaders attend August 1993 work session at Motorola University. Deputy Secretary William H. White is at the far right, front row.

Source: U.S. Department of Energy