



Openness initiative graphic illustrating the enormity of the declassification task facing the Department.

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earned top billing in both national and international newspapers and broadcasts, the Department instructed its offices to search files for anything related to human experimentation. O'Leary appeared on television's "McNeill-Lehrer News Hour," the "Today Show," and "Larry King Live." Growing public interest convinced the Department to set up an "800" telephone number.²⁹⁵

O'Leary was not hesitant in pointing out government responsibilities in the matter. "My view is that we must proceed with disclosing these facts and information regardless of whether it opens the door for a lawsuit against the Government," she noted. "And many have suggested, and I tend to agree personally, that those people who were wronged need to be compensated." Hints of compensation brought a vacationing President Clinton into the picture. The President defended O'Leary's handling of the situation, calling her release of the information "the appropriate thing to do." Shortly

thereafter, the administration announced that the search for information on human experiments would be extended to all federal agencies. On January 3, 1994, an interagency task force coordinating the search for records held its first meeting at the White House. The Human Radiation Interagency Working Group included the secretaries of energy, defense, health and human services, and veterans affairs. Directors of the Central Intelligence Agency and the Office of Management and Budget were also included. Clinton established the Advisory Committee on Human Radiation Experiments on January 18, 1994, to provide advice and recommendations to the interagency group. The fifteen-member advisory group was to consist of experts in medicine, science, and ethics.²⁹⁶

O'LEARY'S FIRST YEAR: DRAMATIC CHANGE

DOE This Month, the Department of Energy's newsletter, in its January 1994 issue declared that Secretary O'Leary and the Department had "seized President Clinton's inaugural challenge to 'make change our friend' by taking bold action" and making 1993 "a year of dramatic change." This change included "significant progress" toward achieving the key goals of improving the Nation's industrial competitiveness, reducing the nuclear danger, enhancing energy security, protecting global environmental quality, improving the Department managerially, and increasing public trust in government.²⁹⁷ Perhaps the single most significant event in O'Leary's first year in office was her "openness initiative," but this was only part of her larger effort to reorient the Department and overturn the "old culture" that had been entrenched for fifty years.

In an end-of-year interview with *Inside Energy*, O'Leary stated that she was satisfied that the Department, after years of concentrating on building bombs, had finally begun to adapt to its post-Cold War role as a major contributor to the Nation's economic competitiveness. "When I came, the universe and certainly the people I'd been running with on the outside in the energy biz felt there was no strategic focus in the department," she noted. "It occurred