

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Dr. Lawrence Hafstad, Director, Reactor Development Program

DATE: October 13, 1949

FROM : Fletcher C. Waller, Director, Organization and Personnel

SUBJECT: DRAFT PAPER ON THE OPERATING PHILOSOPHY AND CHARTER FOR THE ARGONNE NATIONAL LABORATORY

Thank you for the opportunity to review the draft on the subject charter. You will see, from the sparseness of my comments, that in general we find it on the beam. The following specific comments, in my judgment, should receive further consideration.

1. Board of Governors

It occurs to me that the new charter should wrap up cleanly the question of the Board of Governors. Reference is made on Page 4 to two committees which seem to have functions originally contemplated for the Board of Governors. My suggestion is that you meet the issue head on and either abolish or re-constitute the existing apparatus.

2. Training

The draft needs to include direct reference to the training responsibilities of the Argonne National Laboratory. Although this training aspect is implicit to one who reads carefully, I believe that we should continue to be quite explicit both in the basic research field and in the programmatic and developmental work. Joe Boyce's recommendations are too specific probably to be included verbatim; but a sentence or two could and, in my opinion, should be worked into the charter to meet this issue. As an example, in your opening paragraph, reference is made to the slow-down in the bomb program caused by the lack of basic technical facts. This lack was matched only by the lack of highly skilled and trained people. In any future crises, the demands on the engineers and on physical scientists will be such that the lack of trained personnel probably will be the more restrictive bottleneck.

Consideration should be given to the relationship of such a training program, on the engineering side, to the proposals now being considered for the establishment of a training center at Oak Ridge. Since both the new charter for Argonne National Laboratory and the Oak Ridge Training Center appear

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to be coming to a head almost simultaneously, it would seem desirable to include in the charter appropriate references to the need for integration and coordination of the training done at Argonne with training being conducted at other locations. Although there may be some reaction to the contrary, it is my position that the Argonne can and should carry on specialized training efforts (perhaps along the line of the ASME proposal) even though the Training Center is established at Oak Ridge.

### 3. Organization and Coordination

The second paragraph on Page 6 refers to desirability of coordination among the several program directors in Washington. I believe your handling of this subject is over-seasoned with delicacy. I believe the charter should be quite clear and explicit in terms of the management responsibility for the Laboratory, which includes the integration and coordination of technical programs.

As a suggestion, I would insert the words "through the Director of Reactor Development" in paragraph two, Page 6, line 5, after the word "Washington" and would amend the last sentence of that paragraph to read "Potential conflicts between programs must be minimized. This can be done only if there is close coordination between program directors at the Washington level and a transmission of their coordinated views to the field through a single responsible line."

This thinking may run counter to your best judgment due to other considerations about which I am only remotely aware.

### 4. Knit-pick Department

The last paragraph of the charter would be less disturbing to the lay reader if the concept of war emergency expansion were introduced at the very early part of the paragraph. ↩

(There will be no charge for this gratuity.)

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