

The management associates do a variety of things, but they are expected to spend about a third of their time working with other agencies on so-called "MBO's." The Ash-Malek formula for achieving better management features the concept of "Management by Objectives (MBO)." Malek calls MBO "a tool for the President [to use in managing government], a way to delegate responsibility to the Cabinet without abdicating responsibility." Each agency submits objectives each year. These are carefully reviewed in OMB, discussed with the agency, and submitted to the President. If he decides they are acceptable, the agency is held accountable for achieving the objectives. Progress is to be monitored at monthly meetings at which Ash and Malek are expected to be present. Most issues that arise, however, are supposed to be settled at

the staff level rather than at the meetings.

How is MBO going so far? "Objectives link up with the budget, but not to the degree they should," says Malek. "We're not satisfied yet." Pressure on the agencies in behalf of MBO continues to be applied. Each agency was asked to submit its objectives for fiscal 1975 along with its budget requests. A task force has been commissioned to determine how the linkup between objectives and the budget process can be made more effective. "If [MBO] is going to endure, we think it is necessary to link it to something as old and established as the budget process."

In the case of research and development Malek concedes that it is difficult to set objectives. He thinks that the National Science Foundation (NSF) "has done a very good job in this area"

in trying "to get something quantifiable or at least measurable."

It is true, says Malek, that with basic research you can't measure too well, but that, "given [good] information, you can set priorities. The cancer program is a good example," he says. "HEW has an objective related to the effectiveness of implementation of the cancer program and subobjectives related to the direction research on cancer is to take. Cancer has a little higher priority than other types of research."

"NSF is in the process of identifying all areas of research it could enter into—for example, how to contribute to the assessment of ocean resources. Objectives should have real influence—provide a solid foundation on which to base budget decisions." When will this happen? "Remember, this has only

Energy R & D: Weinberg Moves to the White House

Barely a week out of his job as director of the Oak Ridge National Laboratory, Alvin M. Weinberg has been appointed director of R & D policy under federal energy administrator William E. Simon. One of Weinberg's main duties, according to a 7 January news release from the Federal Energy Office, will be to "formulate energy research and development policies and plans to implement them."

Weinberg retired from Oak Ridge on 1 January with the announced intention of setting up a small think tank

called the Institute of Energy Analysis. The institute will still be set up, but with its leading light on an indefinite leave of absence.



Alvin M. Weinberg

Two days into his new job, Weinberg was cautiously modest about the scope of his authority and his prospects for success. In an interview, he said he was gathering a small, select staff of about ten persons. Together, he said, they would "try to visualize the entire energy R & D strategy of the

country," give it coherence, and fit it into the larger structure of national energy policy. "It's an immensely tall order," Weinberg said, adding that "it's not clear that it's possible."

In recent months R & D strategies and advice have

emanated from all over the Executive branch—most notably from the Atomic Energy Commission and its chairman, Dixy Lee Ray; from the National Science Foundation; and from White House energy aides. One responsibility of Weinberg's group, apparently working as a coequal center of influence, will be to coordinate these activities. (During the last 3 months of 1973, Ray led a crash effort to produce a preliminary R & D plan for the President. That job is finished now, and Weinberg intends to carry on with policy analysis where Ray left off, though at a less frenzied pace. Even so, Weinberg said he expected Ray to remain "an extremely important actor" in energy affairs.)

When, or if, the Congress formally sanctions the creation of a new Federal Energy Administration, Weinberg's group would be left behind in the White House executive machinery to form the nucleus of a new advisory staff to President Nixon.

Facing Weinberg is the immediate challenge of persuading the powers that be that stringent energy conservation and other "social fixes" will contribute more than technological gimmicks to solving near-term fuel shortages. Significantly, Ray's \$11 billion plan* asserts that petroleum self-sufficiency (defined as freedom from the need for imports) "may be attained by 1985," or 5 years after the Nixon deadline. Even then, it is presumed that suppression of demand through conservation and higher prices will make a major contribution to self-sufficiency.

Such news may not be entirely welcome, and the ghosts of messengers bearing similarly ill tidings hover close by. Last week, Weinberg moved into the same ornate, colonnaded office (complete with fireplace) next door to the White House that once belonged to energy adviser John Love.—R.G.

* *The Nation's Energy Future* (WASH-1281) (Government Printing Office, Washington, D.C., 1973), Stock No. 5210-00363, \$1.95.