

# New ERDA manager contemplates changes

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Dr. Charles E. Williams, the new manager for the Idaho Operations Office of Energy Research and Development Administration, acknowledged in a Post-Register interview he contemplates changes.

Already, he said, some 40 positions in the Reactor Division has been shifted around and have resulted in what he calls abolishing two positions. These two have been given 60 days to find other jobs.

Another executive has been asked to take early retirement. There likely will be other changes but this is nothing unusual when a new boss takes over.

Williams directs operations over some 6,600 at the Idaho National Engineering Laboratory, including some 370 on the Idaho ERDA staff.

"I came here to establish a project organization for several programs that are in progress here at the site," he said. "As you are aware, reactor safety programs are foremost in most peoples' minds now. Those programs are very important to the country, and they (ERDA) wish to emphasize those programs along project lines.

## Project organization

"One of the things that I have done for years in other programs of ERDA are to run project organizations, help to set them up, get them functioning, and then follow them through to their logical conclusions. That's why I'm here."

He noted that "programs move at the pace that Congress so ordains by their financial

plans and as submitted by their executive branch."

"Normally," he added, "this office had the appearance of what it appears to others, not what the real facts are.

"If you feel I came here to make changes, as far as you're concerned, that's a fact.

## Notes appearance

"It appeared to people from what they could observe of this office that the type of management was a level effort type management where you manage your program by controlling the number of people and the number of dollars you could spend for capital. This I don't see.

"Another form of management is along project lines where an individual is directly responsible for a project and that's what we have done with ourselves and our contractor. We have organized these reactor programs along project lines and we have had the contractor do the same thing."

He explained this means "setting up an organization that has total responsibility, schedule, spending the money for the program, seeing that the people work on those items that are directly affected by the project, setting up priorities, and making decisions along priorities.

## Make changes

He acknowledged to a question that it "was a save assumption" to say he had to make quite a few changes.

"When you rearrange some people," he said, "some people are not needed in the organization.

"I'm the manager here and



Dr. Charles E. Williams

I'm held responsible by the community, bosses, and people who control all the dollars, by my actions."

He acknowledged that he had not wanted to come here from his position as deputy manager at the Las Vegas, Nev. ERDA Office but that was because of personal reasons, such as his son would be a senior in high school next year.

"It was very disruptive for him, adding it was not easy for him to come home one day and tell his son that he would not be able to finish his senior year at Las Vegas, even though he had a good chance to make the first string football team and that he was an honor student.

"You can see why I wanted to stay there," he said.

He added that he loved his job and that he would take any assignment anywhere the govern-

ment asked him to.

## To build home

He pointed out he had just bought a lot at Holiday Estates (near the Country Club) to indicate that his stay is not as temporary as many may believe. He said he is making arrangements to build his own home.

He added that although he was a weapons man that the weapons programs have always been operated along project lines, such as in Idaho.

"Any federal official who is in charge of an office is responsible to see that that operation office operates as effectively as possible, focus on their mission, and looking at the mission the way I see it.

"I see a few changes I think that will bring the operations around to where it looks like more effective in my own eyes. Now, other eyes may see it different, but since I am the person who is responsible I have to be comfortable with the type of organization we have and how I see it operate."

He said he has not catalogued the changes, adding "I may not make another one. I intend to look at lots of them but to tell you how many changes I will make I couldn't tell you.

He pointed out he was only in

his fourth week here.

## Reactor division

He noted "the Reactor Division is the one carrying the main mission. The other divisions are administrative and of the housekeeping services, he explained.

He said he did not know at this time the exact schedule of the critical Loss-of-Fluid. Test (LOFT) facility. He said a "few additional people have been assigned to the project," adding there are some non nuclear testing underway.

He acknowledged it is one of his primary aims, however, to speed up the project.

He added the target for announcement of the prime contractor is July 1 but this is up to Washington.

Aerojet Nuclear Co. is the present prime operating contractor and it has bid to continue, along with five other firms.

"I'm moving my family, buying a lot and building a house," he concluded.

He said one of his gripes is that he is beginning to pay taxes but like Nevada, Idaho requires six months residency before he is eligible for a state fishing license.

"I don't think that's fair," he commented.