

RESPONSE SHEET

TO: Annette Vietti-Cook, Secretary

FROM: CHAIRMAN SVINICKI

SUBJECT: COMSECY-17-0006: RE-EXAMINATION OF THE NEED FOR A U.S. NUCLEAR REGULATORY COMMISSION LEADERSHIP MODEL

Approved Disapproved Abstain Not Participating

COMMENTS: Below Attached None

I join my Commission colleagues in disapproving the staff's recommendation that the Commission endorse a particular leadership model for the agency and authorize its development and use by the staff. Although the staff's paper discussed notable research identifying the attributes of high-performing organizations – employee empowerment, innovation, and receptiveness to new ideas and views, among many – I do not conclude that such attributes necessarily arise from, or, indeed, are fostered by a singular leadership model being imposed throughout those organizations. Like my Commission colleagues, I observe that such attributes, and the high-performance they engender, align well with our existing agency values and the Principles of Good Regulation. Moreover, consistent with NRC's culture, which values diversity and inclusion, our agency recognizes that effective leadership is no more affiliated with any particular culture, gender, or set of life experiences than any other – allowing effective leadership to take many forms within the NRC community. For these reasons, I do not approve the imposition of a singular expectation of leadership traits.



SIGNATURE

06/12/17

DATE

Entered in "STARS" Yes No

RESPONSE SHEET

TO: Annette Vietti-Cook, Secretary

FROM: Commissioner Baran

SUBJECT: COMSECY-17-0006: Re-Examination of the need for a U.S. Nuclear Regulatory Commission Leadership Model


Approved Disapproved Abstain Not Participating

COMMENTS: Below Attached None

In June 2015, the Commission did not approve the Project Aim recommendation to develop an explicit NRC leadership model at that time. Instead, the Commission invited the staff to re-visit this issue later in the Project Aim process if the staff still believed that an explicit leadership model was needed. So I appreciate the staff coming back to the Commission with their current thinking.

I agree with Commissioner Burns that Commission-level endorsement of a particular leadership model is unnecessary. In my view, the Executive Director for Operations and his leadership team are empowered to adopt an explicit leadership model as a management tool if they believe it would benefit the agency. I see the development of a leadership model as analogous to the adoption of the agency's Organizational Values ("ISOCER"), which did not require Commission approval. As NRC's senior leadership changes over time, the leadership team should have the flexibility to modify such a leadership model to meet new challenges and opportunities. Widespread support among the agency's staff and managers would be vital for the successful implementation of an explicit leadership model.

Entered in "STARS"
Yes
No



SIGNATURE
6/5/17

DATE

RESPONSE SHEET

TO: Annette Vietti-Cook, Secretary
FROM: Commissioner Burns
SUBJECT: COMSECY-17-0006: Re-Examination of the Need for a U.S. Nuclear Regulatory Commission Leadership Model

Approved Disapproved Abstain Not Participating

COMMENTS: Below Attached None



SIGNATURE

31 May 2017

DATE

Entered in "STARS" Yes No

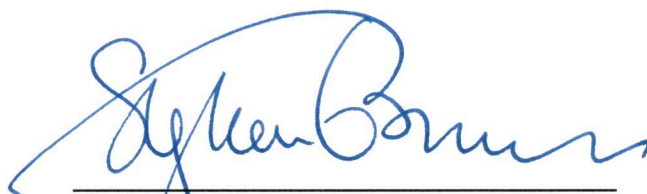
**Commissioner Burns's Comments on COMSECY-17-0006:
Re-Examination of the Need for a U.S. Nuclear Regulatory Commission Leadership Model**

I appreciate the staff revisiting this issue. Although I harbor some doubts about the necessity of deploying a new leadership model at this time, I do not consider staff's request a matter of Commission policy. Therefore, I take no position on this paper and would direct that the paper be returned to staff without further action by the Commission.

I recognize that the staff prudently submitted this voting paper given the context in which the issue was previously brought before the Commission (i.e., as part of our consideration of the Project Aim recommendations in SECY-15-0015) and the Commission's resulting instruction that such an effort not be pursued at the time. In voting on SECY-15-0015, part of my rationale for rejecting the pursuit of a leadership model at that time stemmed from the concern that the agency needed to achieve measurable results from the initiatives proposed through Project Aim to achieve improve efficiency and effectiveness and to heighten the focus on agency programs and regulatory responsibilities. In that context, focus at the time on developing a leadership model detracted from more compelling efforts to achieve substantive outcomes from our review efforts and would not appear to appreciably enhance them.

As I stated in my vote on this issue in SECY-15-0015, I continue to believe that effective decision-making can be achieved by focusing attention on our statutory mandates, the Principles of Good Regulation and the Organizational Values. I do not see the need for a Commission-level endorsement of the leadership model that current staff leadership might see as helpful in fulfilling their responsibilities. Nonetheless, I do not object to staff leadership pursuing this effort if the consensus is that it would provide benefits to achieving coherent management and leadership of the agency at the staff level.

If staff ultimately decides to proceed with a new leadership model, it should be developed with broader management and staff engagement and collaboration than that proposed in the paper. The model should be adaptive and should be adjusted to meet new challenges, a changed environment, and future leadership deliberation. The documentation to support the effort and its outcome should be in plain language so that people at all organizational levels share a common understanding of the terms and the expectations.



Stephen G. Burns
31 May 2017