



CHAIRMAN

UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
WASHINGTON, D. C. 20555

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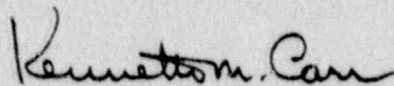
November 21, 1989

Dr. Cornelius M. Kerwin, Dean  
School of Public Affairs  
The American University  
Ward Circle Building, Room 1004  
4400 Massachusetts Avenue, N. W.  
Washington, D. C. 20016-8022

Dear Dr. Kerwin:

I am pleased to nominate James H. Sniezek, Deputy Director of the Nuclear Regulatory Commission's Office of Nuclear Reactor Regulation, for the Roger W. Jones Award for Executive Leadership. Throughout his Federal career, Mr. Sniezek has provided exceptional leadership in organizational activities and has demonstrated a strong commitment to the development of managers and executives. He has made far-reaching contributions to enhancing the safe operation of nuclear power plants throughout the Nation.

Sincerely,

  
Kenneth M. Carr

Enclosure:  
Supporting statement

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Statement Supporting the Nomination of  
James H. Sniezek  
For the Roger W. Jones Award for Executive Leadership

James H. Sniezek, Deputy Director of the U.S. Nuclear Regulatory Commission's (NRC) Office of Nuclear Reactor Regulation, has a distinguished 32-year Federal service career. His superior leadership has contributed substantially to effective and efficient Federal regulation of the commercial nuclear reactor industry in the interest of public and environmental safety and national security. Furthermore, Mr. Sniezek has demonstrated a strong commitment to the development of successful managers and executives to facilitate continuity in government.

Biographical Sketch:

After graduating as an officer from the U.S. Naval Academy Engineering Curriculum, Mr. Sniezek entered Naval service in the Navy Nuclear Power Training Program. Thereafter, he served in increasingly responsible officer positions aboard nuclear-powered submarines.

As a registered Professional Engineer, Mr. Sniezek began his Federal civilian career with the NRC (formerly Atomic Energy Commission, AEC) in 1968 as a Nuclear Reactor Inspector in the AEC's Regional Office in Glen Ellyn, Illinois. During the period 1972-1983, Mr. Sniezek held several important leadership positions, including that of Deputy Director in the NRC's office responsible for inspection and enforcement of Federal regulations applicable to the commercial nuclear industry.

During the period 1983-1987, Mr. Sniezek held various senior executive positions in the NRC's Office of the Executive Director for Operations, which supervises and coordinates policy development and operational activities of the NRC staff. As Deputy Executive Director for Regional Operations and Generic Requirements, Mr. Sniezek executed the Executive Director for Operation's responsibility to oversee NRC's regional operations and led the agency-wide effort to control new Federal regulatory requirements.

In 1987, Mr. Sniezek was appointed Deputy Director of the NRC office responsible for the regulation of nuclear reactors. He currently holds this position.

Mr. Sniezek has received numerous awards throughout his career, including the NRC Meritorious Service Award, the NRC Distinguished Service Award, and the Meritorious Executive Award in the Presidential Rank Award Program for members of the Senior Executive Service.

### Demonstrated Superior Leadership:

Mr. Sniezek's outstanding leadership has contributed substantially to the successful accomplishment of the NRC's mission. Under his leadership, various agency organizations have significantly enhanced the safety of the commercial nuclear industry. Some examples of Mr. Sniezek's superior leadership which resulted in outstanding organizational achievements are as follows:

- o Directed the inspection effort of nuclear power reactor facilities immediately following the accident at Three Mile Island to prevent the occurrence of a similar accident. Under Mr. Sniezek's leadership, a new NRC inspection and enforcement program was promptly created and was implemented successfully.
- o Directed agency-wide efforts to control new Federal regulatory requirements. As a result of Mr. Sniezek's work, proposed requirements were reviewed to ensure that they were necessary for the public health and safety, that they were likely to result in a net safety improvement, and that their impact on the public, government, and industry was justified by the safety improvement to be realized.
- o Led agency-wide efforts to ensure that regulatory requirements are implemented at nuclear reactor facilities. As a result of his leadership, new Federal regulatory requirements to enhance safety are being implemented in the nuclear reactor industry commensurate with their safety significance and with minimal regulatory burden.
- o Directed the agency's development of safety goals for commercial nuclear power reactors. This was successful due in large part to Mr. Sniezek's leadership. NRC's safety goals are particularly notable since they are the first of their kind in the area of Federal regulation.
- o Directed agency-wide efforts to improve the NRC's working relationship with nuclear industry groups. This resulted in improved safety while preserving the independent relationship between the regulator and the regulated.
- o Led a U.S. delegation in discussions of cooperation on nuclear safety with Soviet representatives following the accident at Chernobyl. This was highly successful and has facilitated the exchange of safety information between the United States and the U.S.S.R.

Mr. Sniezek also has been very active in important leadership roles outside the work environment. He was president of his condominium association and of his local parent-teacher association, is a cub scout master, and has led several charity drives for his church.

### Demonstration of Commitment to Continuity of Government:

Mr. Sniezek has contributed substantially to the development of executives and managers reporting to him. He is dedicated to the development of managers and staff and continually challenges them to grow and accept new and expanded

areas of responsibility. Furthermore, he has encouraged and facilitated the transition of exceptional workers into management. Under his leadership, managers and executives are required and afforded the opportunity to enhance their management capabilities for progression to higher management levels. In addition, he has provided strong support for agency efforts to broaden management capabilities through implementation of a program of planned rotational assignments for NRC managers at all levels. Examples of Mr. Sniezek's strong commitment to the development of managers and executives are:

- 0 A unique training/development plan has been mandated by Mr. Sniezek for the almost seven hundred people he supervises. The training concerns managerial as well as technical training.
- 0 Mr. Sniezek has delegated decision making to the lowest possible level in the office. This has successfully facilitated improvement of decision-making skills throughout various levels of management.
- 0 As a member of the NRC's Executive Development Committee and the Executive Resources Board, Mr. Sniezek provided strong management direction and support in agency planning for the development of managers to replace those leaving various agency organizations.
- 0 Under Mr. Sniezek's policy, managers are encouraged to take rotational assignments to broaden their managerial capabilities. This has been effectively utilized to the benefit of the agency, offices, and developing manager.
- 0 Mr. Sniezek encourages pursuit of advanced education at the undergraduate, graduate, and doctoral level.
- 0 With Mr. Sniezek's strong support, many of the agency's managers and staff are involved in long-term management development programs.
- 0 Mr. Sniezek has actively encouraged managers and staff to treat differing professional opinions as beneficial for professional growth rather than as a negative criticism of managerial performance. This has facilitated critical thinking and openness in decision making at the staff and various management levels.
- 0 Within his office, Mr. Sniezek has instituted a program of long-term planning which identifies the most talented employees early and ensures their development through diverse assignments. The long-term benefit of this planning is a reservoir of management talent continuously available to the agency.

In summary, James Sniezek's sustained superior leadership has resulted in significant contributions to the successful accomplishment of the NRC's health and safety mission as well as the effective development of numerous managers and executives at the NRC.