

NOTATION VOTE

RELEASED TO THE PDR

RESPONSE SHEET

11/16/90

date

*J*  
initials

TO: SAMUEL J. CHILK, SECRETARY OF THE COMMISSION

FROM: COMMISSIONER ROGERS

SUBJECT: SECY-90-287 - DISTINGUISHED ENGINEERS AND DISTINGUISHED SCIENTISTS

APPROVED <sup>WITH</sup> COMMENTS <sub>KCK</sub> DISAPPROVED \_\_\_\_\_ ABSTAIN \_\_\_\_\_

NOT PARTICIPATING \_\_\_\_\_ REQUEST DISCUSSION \_\_\_\_\_

COMMENTS: SEE ATTACHMENT.  
KCK

Kenneth C. Rogers  
SIGNATURE

September 19, 1990  
DATE

Revised from August 30, 1990

RELEASE VOTE

WITHHOLD VOTE

ENTERED ON "AS" YES \_\_\_\_\_ NO \_\_\_\_\_

*JK02*  
*0/1*

Additional Comments on SECY 90-287  
Kenneth C. Rogers  
September 19, 1990

To help provide some additional guidance for the implementation of this program, I would like to add my own comments to those of Chairman Carr. I strongly support the EDO's initiative in proposing it, but also believe the Commission should see more details on how the program will function before its implementation begins.

As with most new departures from tradition, this program offers new opportunities for either strengthening the agency or weakening it through ineffective use of critical human resources. In my opinion the potential benefits far outweigh the possible risks, but we should not be blind to the risks, and should seek to identify and avoid them at the outset.

As the Chairman has pointed out, these new positions do not obviously fit into a traditional line organizational structure. Therefore, considerable care will be required to avoid inadvertently creating conflicts or misunderstandings which could detract from the usefulness of the initiative or even doom its success from the outset. The managers of the line organizations in which these individuals will serve must understand and support the new concept that is being tested in this program. One way to do this is to insist on a clear consensus among the members of the NRC Executive Resources Board as to: how the individuals are to be best used to serve the needs of the line organizations, and how the projects on which they will work will be determined, including how much freedom they will have to select the problems they are most interested in working on. I think that the program should be regarded as on trial until it clearly has demonstrated its success.

In my opinion, one of the great values to the agency and one of the features of these new positions that would make them attractive to "world class" experts would be the opportunity to apply their expertise to the solution of challenging and important technical problems that cut across line organizational boundaries. Most of the more difficult problems cannot be easily segmented according to organizational authority boundaries. Since we are interested in most effectively bringing the expertise of these experts to bear on all such problems, we must be prepared to circumvent any organizational impediments that might interfere with the full exploitation of the power of this professional cadre of experts. Clearly this will require innovative and creative thinking on the management issues that are involved. The time to do that is now, before the program gets started, as the Chairman has suggested. I suspect that a matrix arrangement may be the way to resolve these questions on an ongoing basis, but other approaches may work equally well.

In my view, to attract "world class" individuals from outside the Commission, it will first be necessary to demonstrate the viability of these new positions. Therefore, the first appointments may have to come from within the NRC with later appointments from both outside and inside the agency. This suggests to me that the priority technical disciplines to be filled first should be ones for which there already are qualified individuals within the agency. Great care must be taken to appoint only individuals to these positions who are generally regarded as "world class". This must be verified by strong peer support for such an appraisal by experts outside of the NRC. Of course, appropriate competitive procedures must be followed. However, I anticipate it unlikely to find much interest of "world class" individuals outside of the agency until the program is well established and successful. Later, disciplines perhaps such as digital control and automation systems would be addressed by attracting individuals from outside the NRC. I do not think that at the present time NRC can attract "world class" people for slots in disciplines not already strong within the agency. However, by identifying a few top-notch people within the agency and conferring on them the status of Distinguished Engineer or Distinguished Scientist, I believe the chances of attracting equally capable persons from outside the agency will be much improved. This will result in improved morale among the better technical people at NRC. Good technical people, in general, want to be as closely associated as possible with the best people in their field. This program offers one possible way to satisfy that desire into the indefinite future.

Finally, I would like to have the EDO describe to the Commission, for its comment, his plans for implementing this program including how the management issues will be addressed, before finalizing the plan but after he has explored in a preliminary way the views of the members of the Executive Resources Board.

Kek