

**POLICY ISSUE**  
**NOTATION VOTE**

**RESPONSE SHEET**

**TO:** Carrie M. Safford, Secretary  
**FROM:** Commissioner Crowell  
**SUBJECT:** SECY-24-0083: Mission Statement Update Options  
Pursuant to Subsection 501(a) of the Advance Act of  
2024

Approved  X  Disapproved  X  Abstain \_\_\_\_\_ Not Participating \_\_\_\_\_

COMMENTS: Below \_\_\_\_\_ Attached  X  None \_\_\_\_\_

**Entered in STAR**

Yes  X

No \_\_\_\_\_

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**Signature**

## **Commissioner Crowell’s Comments on SECY-24-0083, “Mission Statement Update Options Pursuant to Subsection 501(a) of the Advance Act of 2024”**

An organizational mission statement is more than just words. It is the foremost opportunity to articulate to employees, stakeholders, and the public what an organization does. This is especially important for federal agencies that serve the American people. An effective mission statement can help set the overall tone for an agency, reflecting its foundational purpose clearly and concisely. Agency leadership is responsible for setting direction and fostering an organizational culture that embodies the agency’s core purpose, including crafting a mission statement from which every agency employee can readily identify how their individual roles contribute to the agency fulfilling its mission on behalf of the American people.

Likewise, an effective, durable mission statement should speak clearly to both internal and external audiences. For an agency such as the NRC, this means there should be no confusion among agency employees, stakeholders, or the public as to the primary, high-level goals and functions of the agency. This benchmark applies equally to the NRC, as an independent federal agency, as it does to any other duly established federal agency.

At the NRC, I believe every employee should draw inspiration and a sense of purpose from our mission statement. Similarly, stakeholders and the public should find confidence in a mission statement that plainly states the NRC’s *raison d’être*. Put simply, any member of the public should be able to easily understand how the NRC meets our statutory obligation to protect public health and safety.

As the Commission works to implement the direction Congress set forth in Sec. 501 of the ADVANCE Act to revise the NRC’s mission statement, I appreciate the history, insights, and guidance offered by the Office of General Counsel (OGC) in its paper submitted for our consideration. As the paper notes, a mission statement should be both memorable and easy to understand.<sup>1</sup> I fully agree with this notion. A well-crafted mission statement can, and should, embody today’s challenges and opportunities while also establishing an enduring sense of purpose guiding the agency’s actions both today and into the future. By doing so, the Commission can have confidence in meeting the expectation of Congress to update and revise the NRC’s mission statement in a manner that upholds our founding principles while serving as a guide to the agency for years to come.

Indeed, the timing of this undertaking is apt as the NRC approaches its 50<sup>th</sup> anniversary since our establishment by the Energy Reorganization Act of 1974. The Reorganization Act set forth the enduring context for safely regulating civilian nuclear technologies by appropriately decoupling the regulatory and promotional functions for nuclear energy.<sup>2</sup> While the Department of Energy was ultimately tasked to carry out the promotional elements of developing nuclear energy technologies, Congress established the NRC to safely license and regulate the civilian use of such nuclear energy technologies and radioactive materials. In January 1975, the NRC opened its doors.

Since the agency’s inception, our regulatory framework has developed into the “gold standard” for nuclear energy regulation worldwide. Now, as the NRC enters our next 50 years of service to the American people, our charge to protect public health and safety through regulation, licensing, and oversight remains foundational to the agency. Notably, neither the text nor

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<sup>1</sup> SECY-24-0083 at 10, 13.

<sup>2</sup> See Energy Reorganization Act of 1974, Pub. L. No. 93-438, § 2(c); see *also* S. REP No. 93-980, 93rd Cong., 2d Sess. (1974), at 19 (explaining the separation of regulatory and promotional functions).

underlying history of the ADVANCE Act disturbs or weakens this fundamental tenet.<sup>3</sup> What has changed is our nation's increasing energy and security needs, presenting the NRC with a dynamic landscape for the foreseeable future. The NRC is facing an increasing and varied workload not seen since the inception of the agency, and which will likely persist decades into the future. As a result, I believe our immensely talented and dedicated staff will have opportunities to be part of something generational. With this landscape in mind, we must approach updating the NRC's mission statement with utmost clarity and intentionality so that the staff sees themselves and their work in the mission, and so that the public and all NRC stakeholders understand the agency's vision moving forward.

The recent direction from Congress is clear—we must augment our agency's mission statement to guide the NRC into its next 50 years. Specifically, Congress directed the NRC in the ADVANCE Act to update our mission statement:

to include that licensing and regulation of the civilian use of radioactive materials and nuclear energy be conducted in a manner that is efficient and does not unnecessarily limit—

- (1) the civilian use of radioactive materials and deployment of nuclear energy; or
- (2) the benefits of civilian use of radioactive materials and nuclear energy technology to society.<sup>4</sup>

Importantly, these updates can be incorporated and made actionable while continuing to reflect the agency's bedrock substantive authorities, standards, and major functions that remain unchanged and central to our purpose and work on behalf of the nation.<sup>5</sup> I see common ground among all these facets resulting in a shared vision for our work that can, and should, be reflected in a revised mission statement.

Given these key factors and all others that we now face, I join my colleague, Commission Wright, in support of the following mission statement for the Nuclear Regulatory Commission:

**The NRC protects public health and safety and advances the nation's common defense and security by enabling the safe and secure use and deployment of civilian nuclear energy technologies and radioactive materials through efficient and reliable licensing, oversight, and regulation for the benefit of society and the environment.**

Again, I appreciate the significant work of the OGC and staff in preparing this important paper setting the stage for the Commission's consideration of a new NRC mission statement and associated guidance necessary for incorporating this spirit and intent of the mission statement into all facets of our agency's daily actions. Therefore, I also agree with my colleague, Commissioner Caputo, that updating the NRC mission statement is just the first step in implementing the change sought by Congress, and I support her proposal for staff to submit an

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<sup>3</sup> ADVANCE Act of 2024, Pub. L. No. 118-67, tit. V, § 501; see SECY-24-0083 at 4-7 (explaining the ADVANCE Act does not change the NRC's core role as a non-promotional, independent regulator), 6-7 (comparing draft versus final legislative text of the ADVANCE Act); see also S. REP. NO. 93-980, 93rd Cong., 2d Sess. (1974), at 83 (stating, "all references to encouraging, promoting, utilizing, developing and participating in atomic energy or the atomic industry" in Chapter 1 of the Atomic Energy Act of 1954, as amended, do not apply to the NRC).

<sup>4</sup> ADVANCE Act of 2024, Pub. L. No. 118-67, tit. V., § 501(a).

<sup>5</sup> See *id.*, ("while remaining consistent with the policies of the Atomic Energy Act of 1954...and the Energy Reorganization Act of 1974"); SECY-24-0083 at 4 ("The NRC engaging in promotional activities would be contrary to this fundamental purpose of the ERA.").

information paper to the Commission providing guidance to ensure effective performance of the mission as required under section 501(b) of the ADVANCE Act. I also thank my colleagues for their collegial and collaborative conversations this year as this very important task came into focus. I look forward to continuing to work together to finalize and implement the NRC's revised mission statement.