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Governance for Trust and Confidence

Blue Ribbon Commission on America's Nuclear Future
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1. It's essential to restore trust, but the program is broken
   a. Trust is the product of relationships shaped by past behavior
   b. Nuclear waste and storage issues are rife with the grist of distrust: begin with an inherently scary substance, add enormous technical uncertainty about the best options, stir in the fact that the solution has to last longer than recorded history of humankind
   c. Nuclear waste and storage issues are plagued by distrust shaped by decades of broken promises, mistakes in communication
   d. New organizations cannot wipe away deep distrust: new mechanisms cannot replace old , damaged relationships

2. Organizational structures, funding can help create the preconditions for trust
   a. Effective structures provide: strong leaders, clear and honest communication, recognition of scientific uncertainties, engagement with citizens' concerns, consistent messages that don't change with administrations or Congresses
   b. Predictable funding streams increase citizens' confidence that promises will be met

3. No organizational form is ideal
   a. Government corporations can insulate process from politics
      i. FannieMae and FreddieMac, however, proved expensively unaccountable
   b. Some organizations have long histories of high performance and high trust
      i. Coast Guard (Katrina, BP spill)
      ii. Navy Nuclear Power Program (long, distinguished history)
      iii. Nuclear Regulatory Commission ("best places to work in the federal government")
      iv. Federal Deposit Insurance Corporation (stood fast as other regulators stumbled)
   c. No one organizational form is a model
      i. These cases present: Traditional bureaucracy, independent regulatory commission, quasi-governmental corporation

4. Trust
   a. Comes to those who behave in trustworthy ways
   b. Is the product of strong leaders who build a top-to-bottom culture of consistent behavior and high performance
   c. Is supported by stable resources to ensure long-term results