EVALUATION REPORT

Office of the Inspector General
NRC Safety Culture and Climate Survey
Executive Summary

OIG-06-A-08 February 10, 2006

February 10, 2006

MEMORANDUM TO: Luis A. Reyes
                 Executive Director for Operations

                 Jesse L. Funches
                 Chief Financial Officer

FROM: Stephen D. Dingbaum**/RA/**
                 Assistant Inspector General for Audits

SUBJECT: 2005 NRC SAFETY CULTURE AND CLIMATE
                 SURVEY (OIG-06-A-08)

The attached report presents the results of the *2005 NRC Safety Culture and Climate Survey*. Briefings were held in November and December of 2005 on the survey results. Additionally, survey results were presented to all employees at a briefing held January 11, 2006.

We appreciate the courtesies and cooperation extended to us by members of your staff during the survey. If you have any questions or comments about this report, please feel free to contact me at 301-415-5915, or Steven Zane at 301-415-5912.

Attachment As stated.

Office of the Inspector General
NRC Safety Culture and Climate Survey
Executive Summary

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SURVEY DESIGN

The Nuclear Regulatory Commission (NRC), Office of the Inspector General (OIG) engaged International Survey Research LLC (ISR) to conduct a 2005 Safety Culture and Climate Survey of all Agency employees. The study consisted of four distinct areas: a review of the existing research on safety culture and climate, evaluation of the 2002 Safety Culture and Climate Survey results, a qualitative design phase where a random sample of NRC employees and managers were interviewed, and a quantitative component consisting of a survey administered to all NRC employees. The interviews and ISR's review of the 2002 Safety Culture and Climate Survey results served as the basis for designing the 2005 questionnaire. The questions that comprised the 2005 survey included selected items from ISR's normative database as well as tailored items to address the unique topic of NRC's safety culture and climate. The 2005 study, as a third iteration survey, provides the NRC with a distinct advantage: a comparison of the 2005 results with historical items (both ISR norm-based and tailored) used in 1998 and 2002 survey administrations.

After a brief review of the survey results and interview findings, this executive summary will highlight the quantitative findings of NRC's survey results. First, the findings will emphasize the overall results, looking at specific areas of strength and opportunities for improvement for NRC. Category-level results will be compared with ISR's U.S. Research and Development Norm, U.S. National Norm, and the 1998 and 2002 NRC Safety Culture and Climate Survey Results. The summary will then report internal comparisons for office and regions, job functions, job categories, job grades and years of service. Finally, a summary is provided that highlights the key findings of the Safety Culture and Climate Survey.

SURVEY RESULTS IN BRIEF

The OIG's NRC Safety Culture and Climate Survey was administered from September 12 through October 7, 2005. All NRC employees and managers were eligible to participate. Of the 3,206 employees asked to participate, 2,269 completed valid surveys, for an overall return rate of 70%. This return is significantly higher than previous survey administrations and is more than sufficient to provide a reliable and valid measure of the current attitudes and perceptions of NRC employees and managers.

When compared to the U.S. National Norm, the overall category profile for the NRC is statistically more favorable in 12 of the 16 categories. Similarly, when comparing the NRC survey scores with the U. S. Research and Development Norm, 14 categories score significantly above the norm. The most favorable difference is NRC Mission and Strategic Plan, which is 28* points above the norm. As the score demonstrates in this comparison, NRC employees' opinions are generally more favorable than what would typically be observed among U.S. R& D populations.

Where indicated, an asterisk (*) indicates a Statistically Significant Difference

The historical comparison of results from 2002 to 2005 looks quite positive, with 16 of 18 categories statistically more favorable than the 2002 NRC results. Communication, which was a high priority for the NRC since the last survey in 2002, is now the highest scoring category in this comparison, by 13* points. The NRC Mission and Strategic Plan also experienced a double-digit improvement of 11* points. This score suggest that the new NRC Strategic Plan initiative was well received.

It is rare in ISR's experience that scores improve to this degree between survey iterations. Efforts to follow-up on the survey results from 2002 appear to be successful and should be implemented once again in 2005.

Compared to 1998, the NRC has improved in 17 categories, from Organizational Change which is statistically more favorable in 2005 vs. 1998 by 21* points, to Differing Professional Opinions (DPO) Program, which has improved by 4* points.

Examining the NRC data in terms of office distinctions allows an interesting picture to emerge. In the comparison of category scores by Office/Division, Region I, Region II and Region IV are statistically more favorable than the NRC overall in several categories, including Clarity of Responsibilities, Management Leadership and Regulatory Effectiveness Process and Initiatives. In contrast, the Office of Nuclear Regulatory Research (RES), Office of Information Services (OIS), Office of the Chief Financial Officer (OCFO) and the Office of Nuclear Security and Incident Response (NSIR) have a number of categories that are statistically less favorable than the NRC overall, with Research statistically lower in 14 of the 19 categories. While these offices are less favorable than the NRC overall scores, keep in mind that NRC's overall scores were higher than the U.S. National and U.S Research and Development Norms in most categories.

Employees were also requested to identify their Job Category in the survey. Respondents could choose from senior management, middle management, line management, and non-supervisory classifications. Differences exist between how higher levels of management responded to the survey questions versus responses from line management and non-supervisory levels. This pattern is particularly common among government and private sector organizations alike. The senior management and middle management deviate by double-digit differences to the NRC Overall scores. While it is expected to see single-digit differences for executives and high levels of management, it is unusual to see this large a significant difference to the remaining employee population.

When comparing Job Function categories, there is very little difference. However, when responding to questions regarding sacrificing the quality of their work to cut cost, meet budget constraints or achieve a schedule or deadline, Administrative Support staff responded unfavorably to these questions. These unfavorable responses highlight conditions that impact a quality focus for this population.

In summary, the 2005 NRC Safety Culture and Climate Survey results are statistically more favorable in 12 of 16 categories compared to the U.S. National Norm and in 14 of 16 categories compared to the U.S. Research and Development Norm. No categories in the 2005 NRC Survey results compared to either of the norms are statistically less favorable.

Comparing the 2005 to the 2002 NRC results, 16 of 18 categories have statistically improved, from 13* points in Communication to 3* points in Clarity of Responsibilities. The remaining two of 18 categories have not experienced a statistically significant change from the 2002 results.

Should the NRC decide to conduct another Safety Culture and Climate Survey in the future, it is ISR's recommendation they include a comparison to the U.S. High Performance Norm. This norm is comprised of organizations that have exceptional financial and employee opinion survey results. While it is understood the NRC is a "not for profit" government organization, the companies in the norm are often cited for being extremely well managed. This comparison would provide the NRC with a continuous development opportunity as the scores in the norm are significantly higher than both the U.S. National and Research and Development Norms.

The following pages in the Executive Summary will further explain the results in more detail.

INTERVIEW FINDINGS

The qualitative design component of the OIG's NRC Safety Culture and Climate survey included group and one-on-one interviews with a cross-section of Nuclear Regulatory Commission employees and managers. ISR conducted these interviews on May 23, 2005 and June 9, 2005. A sample of Administrative/Clericals, Non-Engineering Specialists, Engineers, Inspectors, Managers, Branch Chiefs, Directors and Executive Directors, and Commissioners were interviewed onsite and by telephone as part of the qualitative assessment. In total, 166 employees and managers participated in the interview phase of the project.

Interviewees were selected at random from Headquarters - Rockville, MD (98), Region II – Atlanta, GA (35) and, Region I – King of Prussia, PA (33). The following illustrates the composition of the onsite and telephone interviews. To ensure Senior Resident and Resident Inspectors were represented in the interviews, ISR conducted telephone interviews with inspectors assigned to commercial nuclear sites in Region 1 and Region II.

REGIONS	NUMBER OF EMPLOYEES
Region I employees interviewed	4
Region I employees in focus groups	29
Region II employees interviewed	5
Region II employees in focus groups	30
Total - Regions	*68*

HEADQUARTERS	NUMBER OF EMPLOYEES
Total employees interviewed	21
Total employees—focus groups	77
Total - Headquarters	*98*
Total - NRC	*166*

Employee focus groups and one-on-one interviews address a number of topics including supervision, leadership, the NRC Strategic Plan, sufficient staffing, tools that individuals use to complete their jobs, intern and rotational programs for employee career development, etc. Major themes that emerged from the interviews follow on the next page.

Strengths of NRC's Safety Culture

1. The NRC is viewed by the employees interviewed and in focus groups as an Agency that is vital to our country's safety and security. Its image, while not understood or appreciated by all the American public, is very good when compared with other US Government agencies.

2. Many employees interviewed described their supervisors as being very communicative, exceptionally interested in their employees' well-being, supportive of training, and modeling the behaviors of effective leaders at the NRC. However, as evidenced in the "Opportunities for Improvement" section below, this is not true for all supervisors.

Opportunities for Improvement for NRC's Safety Culture

1. While communication efforts have improved since the 2002 survey, significant effort is still needed to ensure that employees are informed about areas that are critical from an NRC perspective. Employees feel that there is more content available now than in 2002 to keep them informed of NRC-wide issues. However, employees feel that more communication vehicles do not necessarily translate into better Agency-wide communication.

2. Employees see a need for better communication at the local level, stressing the need for Branches and Sections to be kept well-informed about Office or Region issues. Often, employees feel they are not kept up to speed on initiatives between Offices or within an Office that could impact the efficiency with which they accomplish their work.

3. Significant reservations still exist about the Differing Professional Opinions (DPO) program. Some employees feel comfortable raising an issue and going through the DPO process. However, a number of employees do not feel comfortable doing so, out of fear of retaliation.

4. The quality of supervisors across the NRC varies widely. The more ineffective supervisors across the NRC are poor communicators, rarely keeping their employees informed about matters affecting them. In addition, employees with poor supervisors do not receive the training or career development opportunities they desire. (The qualities of effective supervisors are addressed in Point 2 of the Strengths of the NRC's Safety Culture above.)

5. While employees feel they have a number of training opportunities available to them, they are often not able to take advantage of them. In some cases, this is due to a reduced travel budget, which limits the possibilities of receiving quality training at an offsite location. In other cases, workload prohibits employees from engaging in training.

6. Management of the NRC is visible to some employees, but not to most. Throughout our discussions—especially the focus groups—employees expressed a desire to have more contact with the senior leaders of the NRC.

7. Staffing levels and the resulting workload issues are a significant cause for concern among employees. Part of this appears to be a lack of prioritization, while some of it appears to be a lack of transferring knowledge when key employees retire.

SURVEY DEVELOPMENT

Based on ISR's research into safety culture, factor analysis and qualitative review of the 2002 and 1998 survey questionnaire, the qualitative interview findings, and ISR's experience in other government and private sector organizations, a pretest version of the survey instrument was developed and tested with a broad cross-section of NRC employees. The pretest survey contained both ISR normed and NRC tailored questions. Survey pretest sessions were conducted at the NRC Headquarters - Rockville, MD, with additional input from NRC employees across regions via teleconference.

The survey questions were grouped into 19 categories representing the major topics of the NRC's Safety Culture and Climate. A list of the categories, along with a brief description of the items each category contains, is provided on the following pages. For each category, the average favorable response (percentage of employees responding favorably to a given set of questions) was calculated. Please refer to page 13 of this report for the percent favorable response for each of the survey categories. Comparisons of the 2005 survey results to the 1998 and 2002 NRC historical results, ISR's U.S. Research and Development Norm and U.S. National Norm, begin on page 14.

SURVEY CATEGORIES

1. **Clarity of Responsibilities:** Assesses clarity of job responsibilities, duplication across work units, and task prioritization.

2. **Management Leadership:** Probes employees' views of the various management levels within the NRC including management style, management direction, confidence in management decisions, and the amount of effort by management to implement "risk-informed methodologies." For further details on risk-informed regulation, please see Appendix A for a detailed definition.

3. **Supervision:** Examines employee perceptions of their immediate supervisor's technical competency, level of authority, availability, communication skills, people management and team-building skills, attention to staffing needs, and competency for understanding future needs.

4. **Working Relationships:** Measures the level of cooperation, respect, and teamwork among employees, work units, divisions, office/regions, and headquarters.

5. **Empowerment:** Assesses the amount of authority employees have to do their job, the trust they receive from management, openness to discuss differing opinions, ability to openly and confidently raise issues, and whether NRC's climate allows one to be innovative.

6. **Communication:** Evaluates the availability of information about matters affecting the agency, and information employees need to do their job. It also assesses the degree of openness that employees have with speaking up in the NRC. Measures employees' understanding of the goals and objectives of their work unit, division, office/region, and NRC as a whole and the NRC Strategic Plan. In addition, employees' awareness of NRC's plans, performance, and mission are evaluated. This category also measures the effectiveness of various internal communication vehicles.

7. **Workload and Support:** Evaluates the amount of staff to handle the workload, the amount of stress employees experience on the job, the prioritization, and resource allocation to improve efficiency of work such as the dissemination of information.

8. **Training and Development:** Assesses availability and quality of training, knowledge of safety concepts, recruitment and retention of talented employees, the development of employees to their full potential, and perceptions of career progression within the NRC. Also provides employees the opportunity to identify barriers to attending NRC sponsored and other public/privately offered training courses.

9. **Performance Management:** Explores NRC's recognition for quality of performance and leniency for poor performance. Additionally, the breadth, utility, and understanding of performance reviews are investigated.

10. **Job Satisfaction:** Examines employees' satisfaction with their job being worthwhile, important to the NRC, providing a sense of accomplishment, and allowing adequate use of their abilities.

11. **Employee Engagement:** Probes employees' willingness to recommend the NRC as a good place to work, whether they feel they are a part of the agency, their pride in working for the NRC and their belief in NRC goals, objectives and values. Measures employee intent to leave for both retirement and non-retirement related reasons.

12. **NRC Mission and Strategic Plan:** Assesses the clarity of NRC's mission and strategic plan and whether employees believe management decisions are consistent with the mission and strategic plan. Assesses the use of the strategic plan in assisting employees in prioritizing their work and formulating budgets.

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13. **NRC Image:** Examines employee perceptions of whether NRC is highly regarded by its various stakeholders, NRC's effectiveness in communicating to the general public, and whether all employees are held to the same standards of ethical behavior.

14. **Organizational Change:** Evaluates employees' views on the future of the industry and concerns about changes in management and regulatory methodology. Employees are also asked to rate how the following have changed from the past and will change in the future: the way people are managed day to day, communication, the quality of work produced, productivity, the public image of the agency, and NRC as a whole.

15. **Continuous Improvement Commitment:** Assesses employee views on NRC's commitment to public safety, and whether employees are encouraged to communicate ideas to improve safety/regulations/operations. Measure the NRC's effort to capture and record the collective experience of retiring employees for future use in the Agency.

16. **Quality Focus:** Explores employee views on the quality of NRC's (divisions') work, the relative balance between quality of work versus quantity of work, perceived sacrifice of quality to meet budget, deadline or political constraints.

17. **Regulatory Effectiveness Process/Initiatives:** Investigates the perceived linkage between increased focus on risk-based and performance-based regulation, and improvement of regulatory effectiveness. Employees are asked to report the relative importance of the risk-based and performance-based regulation initiatives, and how layers of management and supervisors perceive the importance of these initiatives. Opinions are also solicited regarding the differing professional opinions process and risk-informed, performance-based regulations.

18. **Diversity and Inclusion:** Includes questions addressing the supervisor's ability to work with people who are different from him or her and NRC management's recognition and respect for the value of human differences.

19. **Differing Professional Opinions (DPO) Program:** This category probes the degree to which employees are satisfied with the Differing Professional Opinions Program and the belief that submitting a DPO would not have a negative impact on the employee's career. Questions in the category also address the Non-concurrence Program, The Employee Concerns Program and the NRC Senior Management and Commission Open-Door Policy.

SURVEY ADMINISTRATION

The OIG's NRC Safety Culture and Climate Survey was administered to all employees and managers from September 12 through October 7, 2005. Of the 3,206 employees asked to participate, 2,269 completed valid surveys, for an overall return rate of 70%. This return is significantly higher than previous survey administrations and is more than sufficient to provide a reliable and valid measure of the current attitudes and perceptions of NRC employees and managers.

Participation Rate

Administration: September 12 – October 7, 2005

	Outgoing	Returned	Return Rate	Error Margin
NRC 2005	3,206	2,269	70%	+/- 1.1%
NRC 2002	2,868	1,525	53%	+/- 1.7%
NRC 1998	3,013	1,696	56%	+/- 1.6%

ISR Global Return Rate is 72%

ISR

Where indicated, an asterisk (*) indicates a Statistically Significant Difference

OVERALL CATEGORY SCORES

The average favorable response score for each category (percentage of employees responding favorably to a given set of questions) was calculated and is provided below. Eighteen of the 19 categories demonstrate majority favorable scores (defined as greater than 50% favorable responses), with the most favorable being *Job Satisfaction at* 84% favorable.

The category scores range between 46% favorable to 84% favorable, with *Job Satisfaction at* 84%, *Clarity of Responsibilities 80%, Diversity and Inclusion 79%, Engagement 78%, Working Relationship 76%, Supervision 75% and Communication at 73%* all being characterized by employees as most favorable, with scores above 70% or better. The remaining categories range from *Workload and Support 66%* to *Performance Management 46%* as the lowest-scoring category. In reviewing "raw" category scores, caution should be exercised in the absence of historical or external benchmarks. The favorability of many questions in the general U.S. population tends to be lower than one might expect.

NRC Overall 2005 (N= 2,269)

Favorable Scores

Category	Score
Job Satisfaction	84
Clarity of Responsibilities	80
Diversity & Inclusion	79
Engagement	78
Working Relationships	76
Supervision	75
Communication	73
Workload and Support	66
Organizational Change	66
Continuous Improvement Commitment	66
NRC Image	65
Empowerment	62
NRC Mission & Strategic Plan	61
Management Leadership	60
Training and Development	59
Regulatory Effectiveness Process/Initiatives	56
Differing Professional Opinions [DPO] Program	56
Quality Focus	54
Performance Management	46

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COMPARISON OF NRC WITH THE U.S. NATIONAL NORM

An ISR norm is a weighted sample of employee responses categorized by nation, industry, function, or performance. The first benchmark NRC is compared with is the U.S. National Norm. This norm is comprised of companies representing a broad spectrum of industries across the United States and has been updated in the last 12 months. The norm includes 154,443 cases or surveys from individual respondents. Employees in the norm are Hourly, Salaried, Exempt and Non-Exempt up to and including Executives. Companies in the norm are weighted to ensure proper proportionality.

NRC Overall vs. U.S. National Norm (N=154,443)

Category	Favorable Scores	Differences From Benchmark
Communication	79	8
Engagement	81	7
NRC Mission & Strategic Plan	81	7
Workload and Support	66	7
Training and Development	64	7
Clarity of Responsibilities	84	6
Working Relationships	76	6
Diversity & Inclusion	79	4
Supervision	78	4
Management Leadership	61	4
Quality Focus	56	3
Job Satisfaction	84	2
Empowerment	62	1
Performance Management	50	1
Continuous Improvement Commitment	76	0
NRC Image	64	-1

Colored Difference Bars indicate a statistically significant difference

The overall category profile for the NRC is generally above the U.S. National Norm, as illustrated in the graphic. The norm score for a category is represented by the center line in the graph. The NRC is statistically more favorable in 12 categories of 16 categories represented by the green bars, better than the norm in 2 categories (a bar to the right of the center line but absent of color), equal to the norm in 1 category (Continuous Improvement Commitment) and less favorable than norm in 1 category (NRC Image), although this difference is not statistically significant.

Whenever a percent favorable or unfavorable response between two groups is displayed, a statistical test is conducted to determine how confident we can be about whether the difference in scores represents a "real" difference in opinion or is it more likely the difference was caused by random chance. A statistically significant difference is one that is large enough, given the size of the groups being compared, to be unlikely to be caused by chance. Statistically significant differences are therefore thought to be indicators of real difference between the two groups being compared. A statistically significant difference indicates there is less than a 5% chance the difference occurs randomly.

The previous graphic does not show results for Organizational Change, Regulatory Effectiveness Processes/Initiatives and the Differing Professional Opinions Program Categories because they are categories containing unique tailored questions specific to the NRC and do not have U.S. National Norm equivalent questions.

COMPARISON OF NRC WITH U.S. RESEARCH AND DEVELOPMENT NORM

The U.S. Research and Development Norm is a representative sample of the U.S. research and development workforce weighted according to Bureau of Labor Statistics data. A representative sample of organizations comprising this norm would include Applied Materials, Merck, Phillips Electronics, and Chevron Corporation. Currently, the U.S. Research and Development Norm includes over 9,000 respondents from R&D functions. When comparing the NRC survey scores with the U.S. Research and Development Norm, 14 categories score significantly above the norm, and Diversity and Inclusion -2 points below the norm. Continuous Improvement Commitment is equal to the norm. The most favorable difference is NRC Mission and Strategic Plan which is 28* points above norm. As the scores demonstrate in this comparison, NRC employee opinions are generally more favorable than what would typically be observed among U.S. R&D populations.

NRC Overall vs.
U.S. Research & Development Norm (N=9,085)
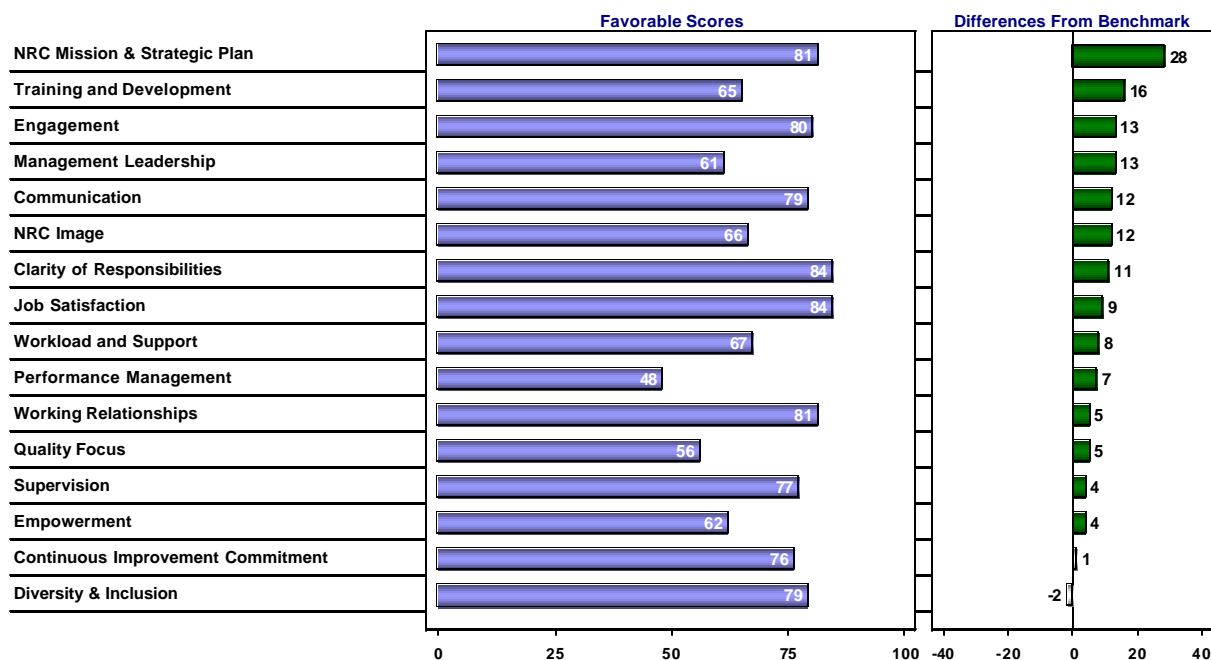
	Favorable Scores	Differences From Benchmark
NRC Mission & Strategic Plan	81	28
Training and Development	65	16
Engagement	80	13
Management Leadership	61	13
Communication	79	12
NRC Image	66	12
Clarity of Responsibilities	84	11
Job Satisfaction	84	9
Workload and Support	67	8
Performance Management	48	7
Working Relationships	81	5
Quality Focus	56	5
Supervision	77	4
Empowerment	62	4
Continuous Improvement Commitment	76	1
Diversity & Inclusion	79	-2

Colored Difference Bars indicate a statistically significant difference

COMPARISON OF NRC 2005 RESULTS WITH THE NRC 2002 RESULTS

NRC Overall 2005 vs. NRC 2002 (N= 1,525)
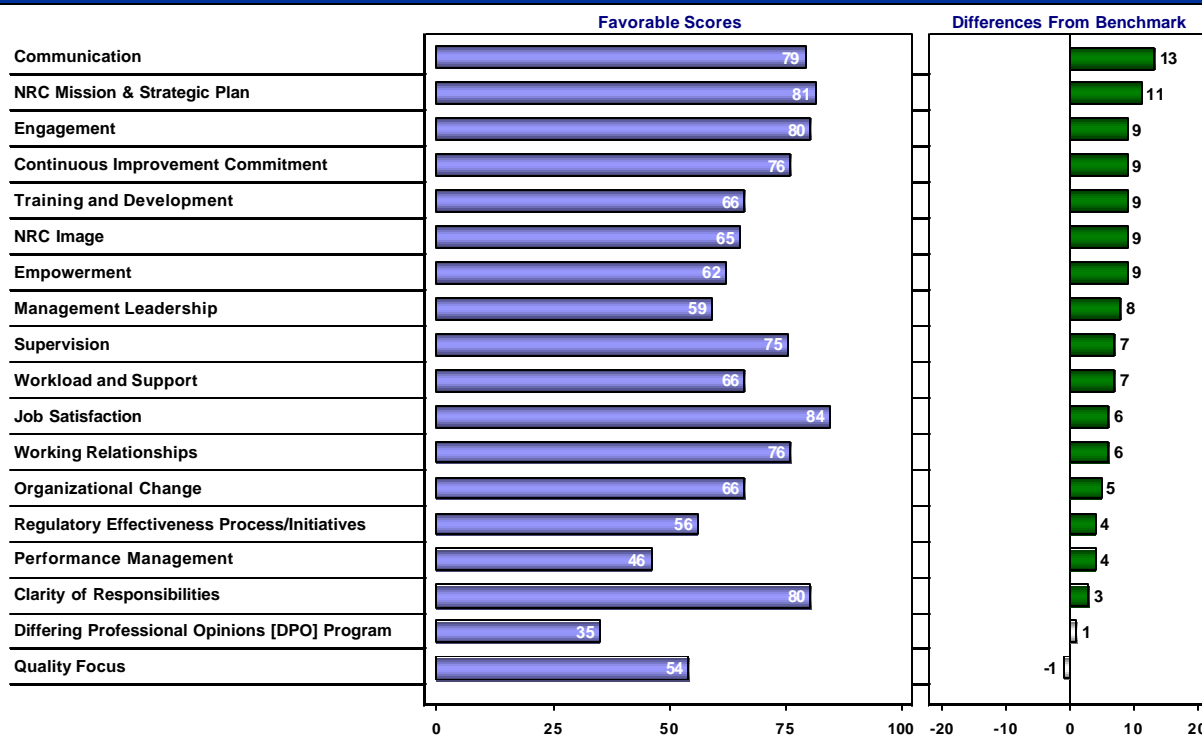
Category	Favorable Scores	Differences From Benchmark
Communication	79	13
NRC Mission & Strategic Plan	81	11
Engagement	80	9
Continuous Improvement Commitment	76	9
Training and Development	66	9
NRC Image	65	9
Empowerment	62	9
Management Leadership	59	8
Supervision	75	7
Workload and Support	66	7
Job Satisfaction	84	6
Working Relationships	76	6
Organizational Change	66	5
Regulatory Effectiveness Process/Initiatives	56	4
Performance Management	46	4
Clarity of Responsibilities	80	3
Differing Professional Opinions [DPO] Program	35	1
Quality Focus	54	-1

Colored Difference Bars indicate a statistically significant difference

ISR

The historical comparison of results from 2002 to 2005 looks quite positive, with 16 of 18 categories statistically more favorable than the 2002 NRC results. Communication, which was a high priority for the NRC since the last survey in 2002, is now the highest-scoring category in this comparison, by 13* points. The NRC Mission and Strategic Plan also experienced a double-digit improvement of 11* points. This score suggest the new NRC Strategic Plan initiative was well received. Quality Focus is -1 point lower, but the difference is not statistically significant.

It is rare in ISR's experience that scores improve to this degree between survey iterations. Efforts to follow-up on the survey results from 2002 appear to be successful and should be implemented once again in 2005.

Where indicated, an asterisk (*) indicates a Statistically Significant Difference

COMPARISON OF NRC 2005 RESULTS WITH THE NRC 1998 RESULTS

NRC Overall 2005 vs. NRC 1998 (N=1,696)

Nuclear Regulatory Commission
Category Scores Ranked By Difference From Benchmark
NRC OVERALL (2269) vs. NRC OVERALL 1998 (1696)

Category	Favorable Scores	Differences From Benchmark
Organizational Change	66	21
NRC Image	64	21
Engagement	83	20
Management Leadership	64	20
NRC Mission & Strategic Plan	81	19
Communication	79	19
Training and Development	65	17
Regulatory Effectiveness Process/Initiatives	56	17
Empowerment	64	14
Working Relationships	76	13
Continuous Improvement Commitment	76	12
Supervision	75	12
Job Satisfaction	84	11
Clarity of Responsibilities	80	9
Workload and Support	70	9
Quality Focus	54	4
Differing Professional Opinions [DPO] Program	39	4
Performance Management	Insufficient Items for Category Score Computation	
Diversity & Inclusion	Insufficient Items for Category Score Computation	

Colored Difference Bars indicate a statistically significant difference

Compared to 1998, the NRC has improved in 17 categories, from Organizational Change which is statistically more favorable in 2005 vs. 1998 by 21* points, to Differing Professional Opinions (DPO) Program, which has improved by 4* points. Performance Management and Diversity and Inclusion do not have sufficient items for a historical comparison.

INTERNAL COMPARISONS

The following internal comparisons illustrate how various subgroups within NRC (i.e., regions, offices, grade levels, job functions, job categories, and various tenures) vary at the category-level average compared with NRC overall. Please note that in these charts, statistically significant differences are indicated by colored (green or red) cells.

When reviewing any of the internal comparisons such as the graph on the next page, it should be noted that while all respondents are included in the overall number (N=2,269), not all employees provide a response to every coding question in the survey. For this reason, the sum of all groups may not equal to the total NRC Overall combined group. Also, groups with N<20 are included in the overall NRC population counts but are not broken out separately to ensure confidentiality for each respondent.

OFFICE COMPARISONS

Examining the NRC data in terms of office distinctions allows an interesting picture to emerge. In this first set of comparisons listed in the following graphic, Region I, Region II and Region IV are statistically more favorable than the NRC Overall in several categories, including Clarity of Responsibilities, Management Leadership and Regulatory Effectiveness Process and Initiatives.

Nuclear Regulatory Commission
NRC OVERALL (2269)
Category Scores By OFFICE/DIVISION

A. NRC OVERALL (2269)
B. NSIR (119)
C. OCFO (68)
D. OIG (43)
E. OIS (148)

F. RES (142)
G. REGION I (186)
H. REGION II (175)
I. REGION III (178)
J. REGION IV (148)

Values displayed are based on Total Favorable   *Colored Cells indicate a statistically significant difference*

Cat #	Category	A	B	C	D	E	F	G	H	I	J
1	Clarity of Responsibilities	80	-15	-13	9	-9	-12	7	8	-1	7
2	Management Leadership	60	-12	-15	1	-9	-15	9	12	-1	10
3	Supervision	75	-4	-10	4	-11	-13	7	7	0	6
4	Working Relationships	76	-3	-13	9	-8	-14	5	4	2	4
5	Empowerment	62	-6	-18	1	-7	-13	5	6	-1	7
6	Communication	73	-6	-1	5	-1	-10	3	4	-2	2
7	Workload and Support	66	-13	-4	8	-9	-12	4	8	1	6
8	Training and Development	59	-5	-3	7	-4	-4	2	2	1	2
9	Performance Management	46	-3	-4	15	-1	-9	4	3	3	6
10	Job Satisfaction	84	-3	-4	1	-8	-6	5	5	2	6
11	Engagement	80	-4	-8	1	-6	-8	6	5	-1	3
12	NRC Mission & Strategic Plan	61	-3	1	6	-2	-8	3	5	-3	4
13	NRC Image	65	-6	-9	-9	-8	-7	5	8	4	7
14	Organizational Change	66	-4	-4	1	-3	-10	5	6	1	5
15	Continuous Improvement Commitment	66	-2	-12	-2	-6	-12	5	6	2	5
16	Quality Focus	54	-7	-9	5	-15	-13	8	10	4	8
17	Regulatory Effectiveness Process/Initiatives	56	-7	-13	-18	-14	-7	13	9	7	9
18	Diversity & Inclusion	79	2	-13	9	-2	-3	4	4	-4	1
19	Differing Professional Opinions [DPO] Program	56	-4	-16	-8	-13	-8	3	3	3	12

Office of Nuclear Regulatory Research (RES), Office of Information Services (OIS), Office of the Chief Financial Officer (OCFO) and Office of Nuclear Security and Incident Response (NSIR) have a number of categories that are statistically less favorable than the NRC Overall, with Research statistically lower in 14 of the 19 categories. Caution should be exercised in reviewing this data, as some of the apparent statistical unfavorable differences are caused by a higher than norm Question Mark (Don't Know/No Opinion) response by some employees in these units.

Nuclear Regulatory Commission
NRC OVERALL (2269)
Category Scores By OFFICE/DIVISION

A. NRC OVERALL (2269)
B. HEADQUARTERS OVERALL (1579)
C. CHAIRMAN'S OFFICE/COMMISSIONERS' OFFICES/OEDO (73)
D. OI (34)
E. ASLBP (21)
F. ACRS/ACNW (22)

G. SECY/OPA/OCA/OCAA (28)
H. HR/SBCR/CSU (69)
I. OGC (47)
J. ADM (57)
K. NMSS (235)
L. NRR (434)

Values displayed are based on Total Favorable   *Colored Cells indicate a statistically significant difference*

Cat #	Category	A	B	C	D	E	F	G	H	I	J	K	L
1	Clarity of Responsibilities	80	-2	12	4	1	0	13	-2	6	-4	3	-1
2	Management Leadership	59	-3	21	1	7	0	13	-7	-2	-12	5	-4
3	Supervision	75	-2	12	-3	1	-4	6	-6	-6	-5	8	-1
4	Working Relationships	76	-2	12	6	4	-22	4	4	7	-6	3	0
5	Empowerment	62	-2	18	-1	17	-1	11	-1	1	-11	4	-1
6	Communication	73	-1	12	-1	7	1	8	-1	0	-5	3	-1
7	Workload and Support	66	-2	11	7	14	2	10	-4	3	-12	3	-1
8	Training and Development	59	-1	8	0	5	5	10	2	-3	-3	4	-3
9	Performance Management	46	-2	12	8	14	4	12	-3	-3	-1	0	-6
10	Job Satisfaction	84	-2	12	-23	2	-5	7	1	4	0	-1	-1
11	Engagement	80	-1	13	-12	10	0	10	-3	1	-7	4	-1
12	NRC Mission & Strategic Plan	61	-1	20	-7	2	9	7	-1	-1	-4	2	-4
13	NRC Image	65	-2	14	-13	6	-3	9	-5	-5	-5	3	-2
14	Organizational Change	66	-2	10	-2	3	0	9	3	-6	-7	3	-4
15	Continuous Improvement Commitment	66	-2	16	-6	3	-7	-2	-2	0	-2	3	-1
16	Quality Focus	54	-3	17	3	5	-10	14	-1	0	-10	5	-4
17	Regulatory Effectiveness Process/Initiatives	56	-4	17	-16	-5	1	1	-12	-8	-14	6	-3
18	Diversity & Inclusion	79	0	14	-5	5	-19	5	-4	3	-11	6	-2
19	Differing Professional Opinions [DPO] Program	56	-2	17	-8	0	0	5	0	1	-12	3	0

Headquarters Overall (N=1,579) has little statistical difference to the NRC Overall. This is due to the fact that Headquarters has a significant number of respondents as part of the overall return rate.

Chairman's Office/Commissioners' Offices and Office of the Executive Director for Operations (OEDO) are statistically more favorable in 16 of the 19 categories, with scores ranging from 21* points in Management Leadership to 12* points higher in Clarity of Responsibilities, Supervision, Working Relationships, Communication, Performance Management and Job Satisfaction.

Office of Investigations (OI) is -23* points lower in Job Satisfaction. Employees in this group were less positive regarding the degree to which their work gives them personal satisfaction.

Advisory Committee on Reactor Safeguards (ACRS) and Advisory Committee on Nuclear Waste (ACNW) have two categories that are statistically less positive than the NRC Overall: Working Relationships -22* and Diversity and Inclusion -19*. Working Relationship has an item regarding how well the people in the group get along together.

 On this question, the overall ACRS/ACNW score is -17* points below the NRC Overall. On the Diversity and Inclusion Category, employees cited a less favorable response regarding their immediate supervisor's demonstrating the ability to work with people who are different than him or her.

In Human Resources/Central Support Unit/Office of Small Business and Civil Rights, the statistically lower response on Regulatory Effectiveness Process/Initiatives is due to a higher than normal Question Mark response to questions in this category by respondents. The same high Question Mark results in Regulatory Effectiveness Process/Initiatives are the cause for Office of Administration (ADM) being -14 points lower than the NRC Overall in this category.

Office of Nuclear Reactor Regulation (NRR) is -6* points lower in the Performance Management Category.   Further investigation confirms that employees in NRR rated the various characteristics of their performance appraisal discussion with their supervisor as "Average" when assessing the employee's career development, training, identification of strengths and weaknesses, etc. Employees in other parts of the NRC typically rate their performance appraisal discussion on these topics with their immediate supervisor as "Very Good" or "Good."

OFFICE HISTORICAL COMPARISONS

When reviewing the Office Historical Comparison to the 2002 survey results, a number of groups have experienced statistical improvements while others have been able to maintain the same level of results as the previous survey. Headquarters Overall had 13 categories with a statistically significant improvement from 2002. Communication has improved by 13* points while NRC Mission and Strategic Plan improved by 11* points.

The Management Leadership Category improved by 22* points since the 2002 survey in the Chairman's Office, Commissioners' Offices and OEDO.

Human Resources/Central Support Unit/Office of Small Business and Civil Rights had their biggest gain in the results for the NRC Mission and Strategic Plan Category, with an increase of 16* points.

Office of the General Counsel (OGC) had three categories with a statistically significant improvement. Communication improved by 23* points, Engagement by 19* points and NRC Mission and Strategic Plan by 25* points.

Office of Nuclear Material Safety and Safeguards (NMSS) had 14 categories that experienced a statistical improvement. The categories range from Supervision with an 18* point improvement to Job Satisfaction and Working Relationships with a 9* point improvement.

Office of Nuclear Reactor Regulation (NRR) also had 6 categories with statistical improvement since the last survey. Communication, Job Satisfaction, Engagement, NRC Mission and Strategic Plan, NRC Image and Continuous Improvement Commitment all showed statistically significant improvements.

Office/Region Historical (1 of 2)

A. Clarity of Responsibilities	H. Training and Development
B. Management Leadership	I. Performance Management
C. Supervision	J. Job Satisfaction
D. Working Relationships	K. Engagement
E. Empowerment	L. NRC Mission & Strategic Plan
F. Communication	M. NRC Image
G. Workload & Support	N. Organizational Change

O. Continuous Improvement Commitment
P. Quality Focus
Q. Regulatory Effectiveness Process/Initiatives
R. Differing Professional Opinions (DPO) Program

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	0	P	Q	R
HQ (1579) vs. HQ 2002 (983)	3	8	7	5	9	13	5	9	3	7	9	11	9	4	10	-1	4	0
CHAIRMAN'S OFC/COMM. OFC/ OEDO (73) vs. CHAIRMAN'S OFC/COMM. OFC/ OEDO 2002 (29)	9	22	12	7	14	10	10	8	6	9	10	6	5	3	11	2	1	-5
HR/SBCR/CSU (69) vs. HR/SBCR/CSU 2002 (49)	0	10	9	6	9	10	4	7	8	14	13	16	13	5	8	0	5	11
OGC (47) vs. OGC 2002 (39)	5	15	12	17	16	23	7	17	4	10	19	25	14	4	19	-1	9	8
ADM (57) vs. ADM 2002 (36)	-4	-10	-4	-9	0	-4	-8	2	-6	-1	-2	-3	-1	-5	-1	-12	-2	-5
NMSS (235) vs. NMSS 2002 (194)	13	12	18	9	14	16	15	13	4	9	12	17	11	8	16	11	7	-2
NRR (434) vs. NRR 2002 (299)	5	6	2	3	6	13	2	6	1	9	10	10	9	2	9	-4	0	1

Colored cells indicate a statistically significant difference

The graphic on the next page will illustrate the changes since 2002 for the remainder of the offices/regions.

Office of Information Services (OIS) has experience a significant improvement in their category scores from 2002, with 16 categories improving statistically. The largest gains were in Management Leadership, up by 28* points, Communication, up by 28* points and Training and Development, up by 22* points.

Region III also had a number of categories improve since the last survey. Twelve categories are statistically above their 2002 scores.

Region I had statistical improvements in 8 categories. Region II had three categories statistically improve while Region IV had 1.

Office/Region Historical (2 of 2)

A. Clarity of Responsibilities
B. Management Leadership
C. Supervision
D. Working Relationships
E. Empowerment
F. Communication
G. Workload & Support

H. Training and Development
I. Performance Management
J. Job Satisfaction
K. Engagement
L. NRC Mission & Strategic Plan
M. NRC Image
N. Organizational Change

O. Continuous Improvement Commitment
P. Quality Focus
Q. Regulatory Effectiveness Process/Initiatives
R. Differing Professional Opinions (DPO) Program

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	0	P	Q	R
OCFO (68) vs. OCFO 2002 (58)	-3	8	14	0	9	16	8	10	0	0	11	13	10	10	5	9	2	-6
OIS (148) vs. OICIO 2002 (63)	11	28	16	17	21	28	15	22	15	15	17	16	18	17	18	4	18	14
RES (142) vs. RES 2002 (85)	-5	2	-2	4	3	8	-1	6	-1	8	10	5	11	2	6	-5	0	-4
REGION I (186) vs. REGION I 2002 (151)	7	18	12	8	13	17	10	11	5	6	16	16	7	7	13	-4	9	2
REGION II (175) vs. REGION II 2002 (127)	8	6	10	4	8	11	11	9	4	8	8	11	8	5	7	3	4	-1
REGION III (178) vs. REGION III 2002 (142)	1	12	6	14	12	13	12	10	11	5	10	8	14	12	9	6	12	11
REGION IV (148) vs. REGION IV 2002 (120)	-1	4	3	5	6	9	8	7	6	1	5	8	13	4	7	-1	1	2

ISR

Colored cells indicate a statistically significant difference

GRADE LEVEL COMPARISONS

Category Results by Grade Level

A. NRC OVERALL (2269)
B. GG-1 TO GG-10 (325)
C. GG-11 TO GG-12 (180)
D. GG-13 (454)

E. GG-14 (544)
F. GG-15 (580)
G. SENIOR LEVEL/ADMINISTRATIVE LAW JUDGE (54)
H. SES/EXECUTIVE LEVEL (125)

Cat #	Category	A	B	C	D	E	F	G	H
1	Clarity of Responsibilities	80	4	0	-1	-4	0	1	13
2	Management Leadership	60	3	2	-1	-7	0	0	23
3	Supervision	75	0	-2	0	-3	1	1	13
4	Working Relationships	76	0	-2	0	-5	2	-1	14
5	Empowerment	62	-3	-2	-1	-6	3	11	23
6	Communication	73	3	5	0	-6	-1	4	14
7	Workload and Support	66	1	4	0	-4	-2	9	15
8	Training and Development	59	-1	2	-1	-6	1	6	21
9	Performance Management	46	2	1	0	-7	1	3	19
10	Job Satisfaction	84	0	1	-3	-4	3	9	11
11	Engagement	80	-1	2	-1	-5	2	7	14
12	NRC Mission & Strategic Plan	61	1	-2	-1	-6	2	5	24
13	NRC Image	65	-1	0	0	-5	0	3	20
14	Organizational Change	66	-6	-1	1	-4	2	5	20
15	Continuous Improvement Commitment	66	8	0	-2	-6	0	-3	16
16	Quality Focus	54	-3	-4	1	-4	0	13	26
17	Regulatory Effectiveness Process/Initiatives	56	-1	-3	0	-5	1	1	23
18	Diversity & Inclusion	79	-3	1	0	-5	2	6	15
19	Differing Professional Opinions [DPO] Program	56	-11	-8	-3	-4	7	12	30

Colored cells indicate a statistically significant difference

Another comparison of interest is grade level. The pattern demonstrated in the graphic above is very typical of both government as well as private sector clients regardless of industry or sector. The NRC data reveal statistically significantly highly positive responses from the *SES/Executive*, the most senior layer of the Agency (the column to the extreme right in the graphic). GG 11's and 12's, 13's, 15's and Senior Level Administrative Judges are in general equal to NRC Overall. While these groups' scores are generally more or less positive by 1 to several points to the NRC Overall, they do not show statistically significant differences. The minus -8* points for GG 11's and 12's in the Differing Professional Opinions (DPO) Program is caused by a significant higher Question Mark response to questions in this category than in the NRC Overall.

Employees in GG 1 to 10 have two categories that are statistically less favorable. Organizational Change is less favorable due to a mix between both a High Question Mark response to a number of questions in the category as well as some unfavorable responses to other questions.

An interesting population that deserves special comment is the GG-14 group. Across the survey design focus groups, NRC employees mentioned GG-14 as possibly the highest grade-level feasibly attainable. Many employees further mentioned that advancement from GG-13 to GG-14 was perceived as the final stage of career mobility that could realistically be expected given announcement about realigning grade levels in the NRC. These qualitative findings have been supported with the quantitative analysis. Results for the GG-14's indicate statistically significantly negative responses and higher Question Mark responses on items associated with Management Leadership, -7*, Performance Management, -7*, Empowerment, -6*, Communication, -6*, Training and Development, -6*, NRC Mission & Strategic Plan, -6*, and Continuous Improvement Commitment, -6*.

Thirty-one percent of the GG 14's do not believe the leadership style of the NRC encourages employees to give their best. Further, 35% indicated management does not trust the judgment of employees at their level in the Agency.

Category Results by Job Category

A. NRC OVERALL (2269)
B. SENIOR MANAGEMENT (56)
C. MIDDLE MANAGEMENT (101)
D. LINE MANAGEMENT (349)
E. NON-SUPERVISOR (1746)

Cat #	Category	A	B	C	D	E
1	Clarity of Responsibilities	80	16	13	3	-2
2	Management Leadership	60	27	21	5	-3
3	Supervision	75	15	13	2	-2
4	Working Relationships	76	16	15	4	-2
5	Empowerment	62	27	20	5	-3
6	Communication	73	18	12	2	-2
7	Workload and Support	66	19	11	0	-1
8	Training and Development	59	23	19	3	-3
9	Performance Management	46	29	13	3	-2
10	Job Satisfaction	84	13	9	6	-2
11	Engagement	80	17	11	6	-2
12	NRC Mission & Strategic Plan	61	34	20	7	-4
13	NRC Image	65	23	17	4	-3
14	Organizational Change	66	21	19	6	-3
15	Continuous Improvement Commitment	66	22	13	3	-2
16	Quality Focus	54	30	20	5	-3
17	Regulatory Effectiveness Process/Initiatives	56	23	20	4	-3
18	Diversity & Inclusion	79	15	16	2	-2
19	Differing Professional Opinions [DPO] Program	56	32	26	8	-4

ISR

Colored cells indicate a statistically significant difference

JOB CATEGORY COMPARISONS

Employees were also requested to identify their Job Category in the Coding Section of the survey. Respondents could choose from senior management, middle management, line management, and non-supervisory classifications. The graphic on page 26 illustrates the result that emerges. This pattern is particularly common among government and private sector organizations alike. However, it remains interesting to see the sharp differences between higher levels of management and other employees at the line management and non-supervisory levels. The senior management and middle management deviate by double-digit differences to the NRC Overall scores. While it is expected to see single-digit differences for executives and high levels of management, it is unusual to see this large a significant difference to the remaining employee population.

Category Results by Job Function

A. NRC OVERALL (2269)   **D. LEGAL (55)**
B. ADMINISTRATIVE/SUPPORT (783)   **E. SCIENTIFIC (311)**
C. ENGINEERING (1057)

Cat #	Category	A	B	C	D	E
1	Clarity of Responsibilities	80	-1	1	6	-2
2	Management Leadership	60	-2	2	-1	-2
3	Supervision	75	-3	3	-4	-1
4	Working Relationships	76	0	1	5	-2
5	Empowerment	62	-4	3	7	-2
6	Communication	73	3	0	0	-3
7	Workload and Support	66	-1	1	6	-2
8	Training and Development	59	-1	1	-2	-1
9	Performance Management	46	4	-2	-3	-2
10	Job Satisfaction	84	-2	1	8	0
11	Engagement	80	-2	1	4	-1
12	NRC Mission & Strategic Plan	61	1	1	-3	-2
13	NRC Image	65	-3	2	-4	2
14	Organizational Change	66	-1	2	-5	0
15	Continuous Improvement Commitment	66	1	0	-3	-2
16	Quality Focus	54	-4	3	2	2
17	Regulatory Effectiveness Process/Initiatives	56	-8	5	-9	5
18	Diversity & Inclusion	79	-2	2	6	-1
19	Differing Professional Opinions [DPO] Program	56	-8	5	3	2

Colored cells indicate a statistically significant difference

ISR

JOB FUNCTION COMPARISONS

As noted in the graphic illustrating the Job Function Comparisons on page 27, there is very little difference between the groups. Administrative Support employees are statistically less favorable in Quality Focus, Regulatory Effectiveness Process/Initiatives and Differing Professional Opinions (DPO) Program. In the case of the DPO Program this difference is caused by a high Question Mark response to questions that refer to the program, information about the Employee Concern Program and Open Door Policy.

However, when responding to questions regarding sacrificing the quality of their work to cut costs, meet budget constraints or achieve a schedule or deadline, Administrative Support staff responses indicate these conditions often compromise their focus on quality.

Administrative Support employees responded with a high Question Mark to questions addressing Regulatory Effectiveness Process/Initiatives. For this reason, the category is -8* points below the NRC Overall.

LENGTH OF SERVICE COMPARISONS

When employee opinion data are segmented according to length of service groups (see graph on next page), there is little difference in scores. This is unusual when compared and contrasted with private sector organizations, where employees with between 5- to 20-year of service often respond unfavorable to the topics addressed in the survey compared to the rest of their organization. The absence of significant variation in category results at the NRC indicates that tenure is not a major determinate in how employees respond to the questions in the survey.

The statistically significant unfavorable difference for the 1-year-of-service population is caused by high Question Mark response to questions in the Performance Management, Organizational Change and Differing Professional Opinions (DPO) Program. Employees with less than 1 year of service are just too new to the NRC to respond to these questions. This is very common in both government and private sector organizations.

Category Results by Length of Service

Cat #	Category	A	B	C	D	E	F	G	H
1	Clarity of Responsibilities	80	0	-1	2	-2	0	0	2
2	Management Leadership	60	4	1	2	-3	-1	0	-1
3	Supervision	75	2	1	2	-1	0	-2	-1
4	Working Relationships	76	0	-1	1	-4	0	0	3
5	Empowerment	62	2	-1	3	-4	0	-1	2
6	Communication	73	1	1	0	-4	0	-1	2
7	Workload and Support	66	3	-1	1	-3	0	-1	2
8	Training and Development	59	2	-1	0	-3	1	0	2
9	Performance Management	46	-15	-2	6	-2	2	0	3
10	Job Satisfaction	84	-1	-4	3	2	0	1	3
11	Engagement	80	4	0	4	-2	-1	-2	1
12	NRC Mission & Strategic Plan	61	2	1	3	-4	-1	-2	0
13	NRC Image	65	2	-2	2	-3	3	-1	0
14	Organizational Change	66	-13	1	4	-1	2	-1	1
15	Continuous Improvement Commitment	66	2	-1	2	-3	0	0	0
16	Quality Focus	54	3	-1	4	-3	2	2	-3
17	Regulatory Effectiveness Process/Initiatives	56	-1	0	3	-3	1	3	-2
18	Diversity & Inclusion	79	5	4	1	-5	-4	-3	1
19	Differing Professional Opinions [DPO] Program	56	-14	-4	3	-2	3	5	5

Colored cells indicate a statistically significant difference

Job Satisfaction is -4* points lower for 1 year but less than 5 years of service respondents. Fourteen percent of these employees indicated their work does not give them a personal sense of accomplishment.
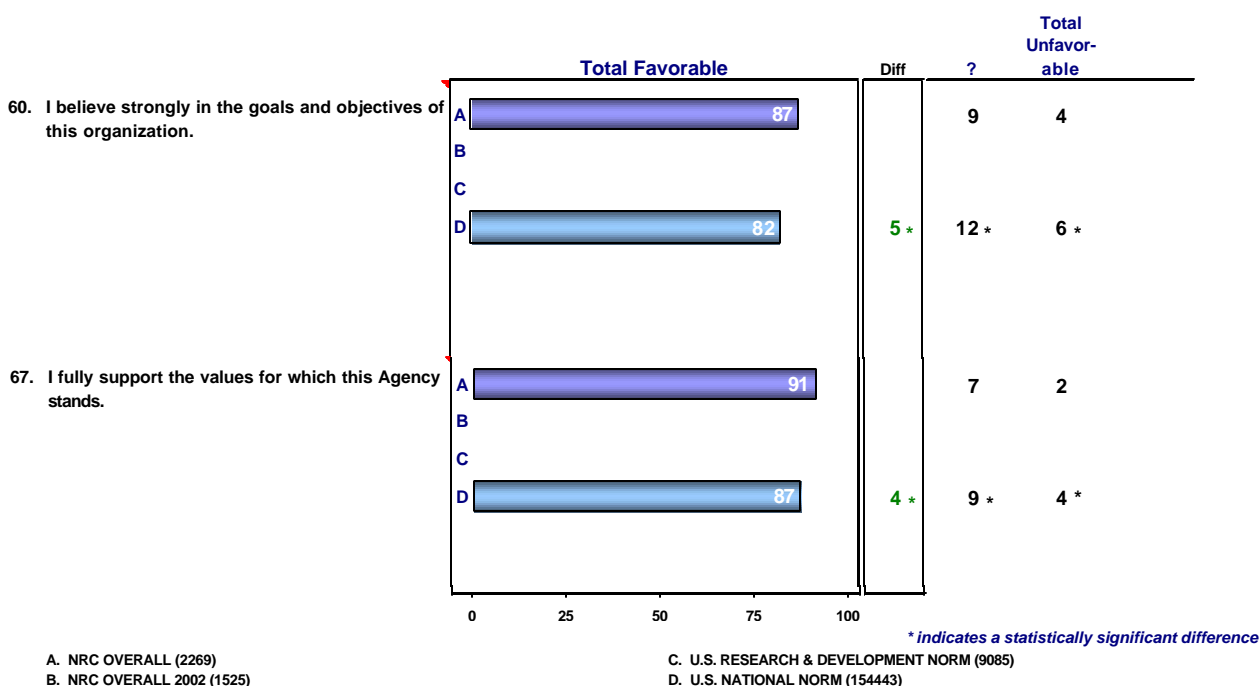
Another interesting finding is the lack of statistically significant favorable differences for employees with 20 years of service or more. Generally in ISR's experience, this group tends to be more favorable than other groups of employees due to their length of service with the organization. In the case of the NRC, this population is generally equal to the overall results.

KEY DRIVER ANALYSIS

A key driver analysis (multiple regression) enables the identification of those critical areas that drive employee engagement. In the case of the 2005 NRC Safety Culture and Climate Survey, employee engagement was investigated. In order to determine the critical factors that influence employee engagement, the Engagement Category that is designed to empirically gauge employee engagement was utilized as the dependent variable in the key driver analysis, while all other questions contained in the survey serve as the independent variables and are regressed on the Engagement Index. The Engagement category is comprised of the following items:

Engagement: "Think" Items

	Total Favorable	Diff	?	Total Unfavorable
60. I believe strongly in the goals and objectives of this organization.	A 87		9	4
	B			
	C			
	D 82	5 *	12 *	6 *
67. I fully support the values for which this Agency stands.	A 91		7	2
	B			
	C			
	D 87	4 *	9 *	4 *

0   25   50   75   100

indicates a statistically significant difference

A. NRC OVERALL (2269)
B. NRC OVERALL 2002 (1525)
C. U.S. RESEARCH & DEVELOPMENT NORM (9085)
D. U.S. NATIONAL NORM (154443)

ISR

➢ I believe strongly in the goals and objectives of this organization. (Question 60)

➢ I support the values for which this Agency stands. (Question 67)

Total Favorable in the results graphic is the combination of the "Agree"/"Tend to Agree" responses. The Question Mark response is comprised of employees who do not know or do not have an opinion to the question. Total Unfavorable are employees that responded with a "Tend to Disagree" or "Disagree" response to the question.

Engagement: "Feel" Items

	Total Favorable	Diff	?	Total Unfavorable
11. The longer you work for the NRC, the more you feel a part of the Agency.				
A	72		14	14
B	59	13 *	13	28 *
C	48	24 *	18 *	34 *
D				
31. I would recommend the NRC as a good place to work.				
A	86		7	7
B	72	14 *	12 *	16 *
C	75	11 *	12 *	13 *
D	76	10 *	11 *	13 *
50. I am proud to be associated with the NRC.				
A	89		7	4
B	85	4 *	8	7 *
C	83	6 *	10 *	7 *
D	84	5 *	10 *	6 *

0   25   50   75   100

* indicates a statistically significant difference

A. NRC OVERALL (2269)
B. NRC OVERALL 2002 (1525)
C. U.S. RESEARCH & DEVELOPMENT NORM (9085)
D. U.S. NATIONAL NORM (154443)

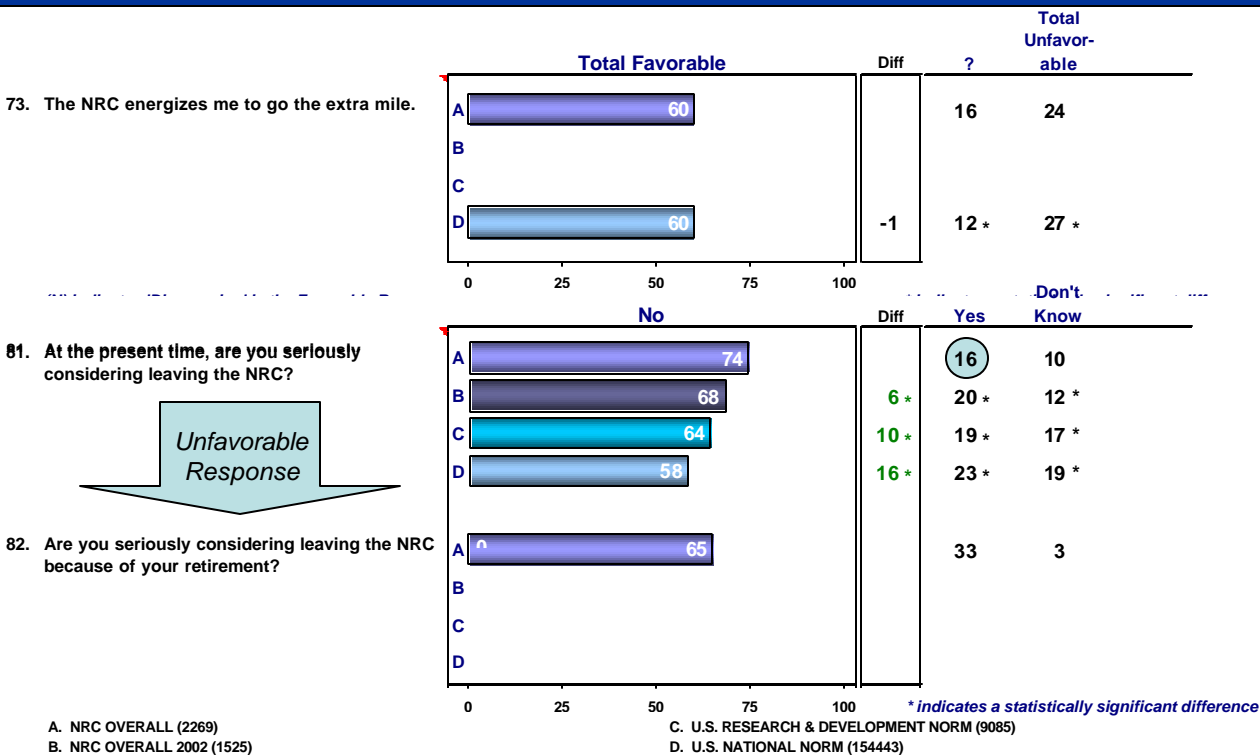**ISR**

➢ The longer you work for the NRC, the more you feel a part of the Agency. (Question 11)

➢ I would recommend the NRC as a good place to work. (Question 31)

➢ I am proud to be associated with the NRC. (Question 50)

Engagement: "Act" Items

	Total Favorable	Diff	?	Total Unfavorable
73. The NRC energizes me to go the extra mile.				
A	60		16	24
B				
C				
D	60	-1	12 *	27 *

0   25   50   75   100

	No	Diff	Yes	Don't Know
81. At the present time, are you seriously considering leaving the NRC?				
A	74		(16)	10
B	68	6 *	20 *	12 *
C	64	10 *	19 *	17 *
D	58	16 *	23 *	19 *

Unfavorable Response

			Yes	Don't Know
82. Are you seriously considering leaving the NRC because of your retirement?				
A	65		33	3
B				
C				
D				

0   25   50   75   100   *indicates a statistically significant difference*

A. NRC OVERALL (2269)
B. NRC OVERALL 2002 (1525)
C. U.S. RESEARCH & DEVELOPMENT NORM (9085)
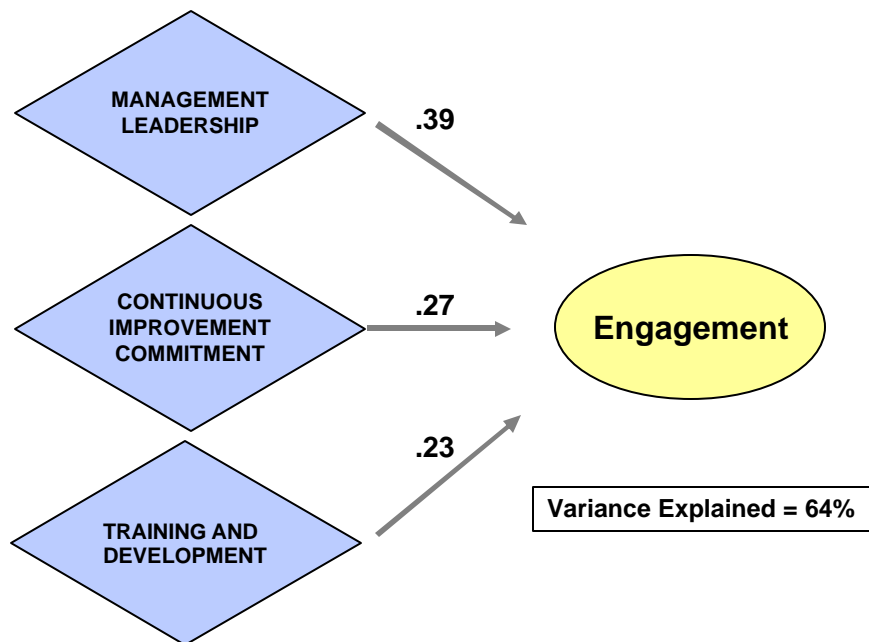D. U.S. NATIONAL NORM (154443)

ISR

> The NRC energizes me to go the extra mile. (Question 73)

> At the present time are you seriously considering leaving the NRC? (Question 81)

The results of the Key Driver Analysis are shown on the following page.

Key Drivers of Engagement
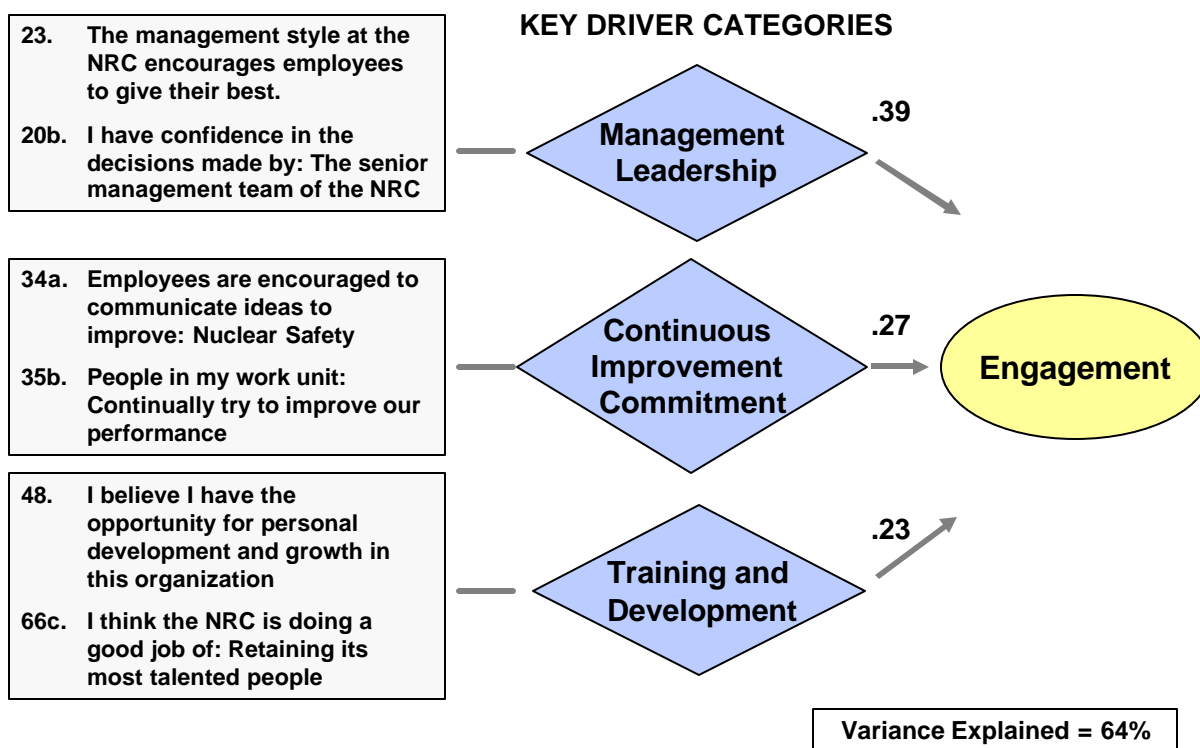
KEY DRIVER CATEGORIES

.XX = standardized regression coefficient indicating strength of association

The Total Variance Explained for this model is 64%, which is considered highly predictive of the dependent variable Engagement. This indicates that 64% of all of the variation in responses to Engagement can be accounted for by the responses to these three categories. In interpreting this model, we can assume that individuals responding favorably to Engagement Index items also responded favorably to the items determined to most influence Engagement. Conversely, individuals responding unfavorably to Engagement Index items also tended to respond unfavorably to the items determined to most influence Employee Engagement. It is apparent that employee engagement at the NRC is highly affected by attitudes toward Management Leadership, Continuous Improvement Commitment and Training and Development.

Key Drivers of Engagement

KEY DRIVER CATEGORIES

23.	The management style at the NRC encourages employees to give their best.
20b.	I have confidence in the decisions made by: The senior management team of the NRC

Management Leadership → .39

34a.	Employees are encouraged to communicate ideas to improve: Nuclear Safety
35b.	People in my work unit: Continually try to improve our performance

Continuous Improvement Commitment → .27 → **Engagement**

48.	I believe I have the opportunity for personal development and growth in this organization
66c.	I think the NRC is doing a good job of: Retaining its most talented people

Training and Development → .23

Variance Explained = 64%

.XX = standardized regression coefficient indicating strength of association

We continued the analysis to identify the actual questions driving engagement. Six items emerged from the analysis:

➢ The management style at the NRC encourages employees to give their best
➢ I have confidence in the decisions made by: The senior management team of the NRC
➢ Employees are encouraged to communicate ideas to improve: Nuclear Safety
➢ People in my work unit: Continually try to improve our performance
➢ I believe I have the opportunity for personal development and growth in this organization
➢ I think the NRC is doing a good job of: Retaining its most talented people

Key driver analysis serves as an important tool in prioritizing issues for post-survey follow-up activities.

The table below shows the results of the key driver analysis for Employee Engagement compared with NRC scores to the NRC 2002 results, U.S. Research & Development and the U.S. National Norms.

Key Driver Items
Compared to Norms

Category	Item	% Fav.	△ NRC 2002	△ U.S. Re-search & Dev	△ U.S. Nat'l
Management Leadership	The management style at the NRC encourages employees to give their best.	64	**19***	**10***	**-2**
Management Leadership	I have confidence in the decisions made by: The senior management team of the NRC	69	**8***	**21***	**6***
Continuous Improvement Commitment	Employees are encouraged to communicate ideas to improve: Nuclear Safety	70	**15***	n/a	n/a
Continuous Improvement Commitment	People in my work unit: Continually try to improve our performance	80	**7***	**7***	**2***
Training & Development	I believe I have the opportunity for personal development and growth in this organization	70	**13***	**5***	**7***
Training & Development	I think the NRC is doing a good job of: Retaining its most talented people	51	**17***	**22***	**2***

indicates a statistically significant difference.

ISR

As can be seen above, all items in the analysis are statistically above the three benchmarks with the exception of "Employees are encouraged to communicate ideas to improve: Nuclear Safety," which does not have norm comparisons for the U.S. Research and Development Norm and U.S. National Norms, as this item is tailored for the NRC.

"The management style at the NRC encourages employees to give their best" is -2 points lower than the U.S. National Norm and may be an area of focus for the future.

The importance of Employee Engagement cannot be underestimated. Engaged employees have higher allegiance to an organization, are willing to expend extra effort, recommend the Agency to others as a great place to work and are committed to staying with the NRC.

CONCLUSION

The 2005 NRC Safety Culture and Climate Survey results show significant improvements over the 2002 results, with 16 of 18 categories statistically more favorable. The largest increases were in Communication, NRC Mission and Strategic Plan, and Engagement. Compared to the U.S. National Norm, the NRC is statistically more favorable in 12 of 16 categories. Questions in the Differing Professional Opinions (DPO) Program and Regulatory Effectiveness Processes/ Initiatives Categories are tailored for the NRC and are not in the norm. Compared to the U.S. Research and Development Norm, the NRC is more favorable in 14 of 16 categories. Once again, questions in the Differing Professional Opinions (DPO) Program and Regulatory Effectiveness Processes/Initiatives Categories are tailored for the NRC and are not in the norm.

The most improved scores from 2002 are:

➢ 65c. "The NRC as a whole does an excellent job of keeping employees informed about matters affecting the Agency." improved by 25* points.
➢ 40a. "My supervisor is taking steps to ensure our future staffing needs are met increased." improved by 23* points.
➢ 71a. "I am sufficiently informed about NRC's: Plans" improved by 20* points.
➢ 47. "The policies and decisions made by the Agency are adequately communicated to NRC employees." Improved by 20* points.

The questions that had the highest decrease compared and contrasted to 2002 are:

➢ 53a. "We too often sacrifice the quality of our work in order to: Cut costs to meet budget constraints." (N) decreased by -9* points.
➢ 14d. "I am frequently concerned about the following: Changes in federal government." (N) decreased by -8* points.
➢ 54. "The amount of stress I experience in my job seriously reduces my effectiveness. " (N) decreased by -7* points.

In reviewing the NRC Office and Regions results for 2005, Regions I, II, and IV have a number of categories that experienced statistical improvement. Region III has maintained parity with the NRC Overall scores and has no categories that are statistically above or below the Agency.

The Office of Information Services (OIS), Office of the Chief Financial Officer (OCFO), Office of Nuclear Regulatory Research (RES) and Office of Nuclear Security and Incident Response (NSIR) have statistically unfavorable category differences to the NRC Overall in several categories. The results are influenced by both a higher "Question Mark" and unfavorable response to a number of questions in the categories than experiences in the NRC Overall. Other units have mixed results with one to two categories statistically unfavorable. This is due to both high Question Mark and unfavorable responses to questions in these categories. However, it is important to remember the benchmark for the comparisons, that is, the NRC Overall scores are quite high compared to both historical results and external norms.

Overall, the NRC has a variety of strengths to build from. The results are very positive in relation to a wide variety of norms and historical results for 2002. A number of units had statistically significant category improvements or were able to maintain scores in comparison to 2002.

The Office of Information Services (OIS) has experienced double-digit statistical improvement in 16 of 18 categories compared to 2002. Office of the Chief Financial Officer (OCFO) and Office of Nuclear Regulatory Research (RES) generally had improvements in their category results vs. 2002, but the differences are not statistically significant. The Regions also experienced improvements since 2002.

Region III had the greatest improvement since 2002, with 12 of 18 categories statistically improved. Working Relationships and NRC Image both had a 14* point increase.

Based on the overall results, listed below are the key strengths to maintain and key areas for improvement for the NRC overall. The criteria used in selecting the Key Strengths and Opportunities for Improvement included historical movement and comparison to norms.

KEY STRENGTHS TO MAINTAIN

1. The NRC Mission and Strategic Plan are clear to the vast majority of employees.

2. In the Training and Development Category, employee recruitment, employee development, and retention are indicated as strengths. Training opportunities do not seem to be impacted by training, travel budget or staffing.

3. Employees in the NRC are engaged, and the drivers of engagement score well above norm except for Question 23: "The management style at the NRC encourages employees to give their best." which is -2 points below the U.S. National Norm.

4. Regarding Management Leadership, perceptions of effective management have improved since 2002, as well as the scores for decision-making and communication.

KEY OPPORTUNITIES FOR IMPROVEMENT

1. Many employees are still uncertain as to the management support for the Differing Professional Opinions (DPO) Program. The highest degree of uncertainty about information related to the program comes from Administrative personnel and might be caused due to a lack of awareness about the program. There is also concern and uncertainty about the impact on one's career for use of the program. Some employees are also unaware of alternative methods to raise concerns, such as the Non-Concurrence Program, Employee Concerns Program, and Senior Management/Commission Open Door Policy.

2. It appears from the results that the Agency's focus on the Regulatory Effectiveness Process, specifically questions related to risk-informed and performance-based regulation, has decreased since 2002. There is a significant increase in Question Mark response to questions in this category.

3. The Continuous Improvement Commitment Category, a significant number of employees (49%) expressed concern over lack of knowledge transfer from retiring employees.

4. Lastly, in the Diversity & Inclusion Category, 14% of employees indicated they felt management did not recognize and respect the value of human differences. Sixteen percent answered the question with a Question Mark response and 69% responded favorably.

APPENDIX A

DEFINITION OF RISK-INFORMED REGULATION

DEFINITION OF RISK-INFORMED REGULATION

Risk-informed regulation uses risk analysis, along with engineering studies, to focus regulatory and licensee attention on design and operational issues in a manner that is commensurate with the risk that the issue poses to public health and safety.

Incorporating risk analysis into regulatory decisions improves the regulatory process by focusing NRC and licensee attention and activities on the areas of highest risk, thereby reducing unnecessary burden on the licensee and increasing efficiency and effectiveness in the use of agency resources.