EVALUATION REPORT

2009 NRC Safety Culture and
Climate Survey

OIG-09-A-18   September 30, 2009

September 30, 2009

MEMORANDUM TO: R. William Borchardt
                   Executive Director for Operations

                   J.E. Dyer
                   Chief Financial Officer

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

SUBJECT: 2009 NRC SAFETY CULTURE AND CLIMATE
                   SURVEY (OIG-09-A-18)

The attached report presents the results of the *2009 NRC Safety Culture and
Climate Survey*. Survey results were presented during briefings to the Chairman,
Commissioners, and agency senior managers as well as to all employees on
September 30, 2009.

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, Team
Leader, at 301-415-5912.

Attachment: As stated

Office of the Inspector General

NRC Safety Culture and Climate Survey

Executive Summary

September 2009

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ABBREVIATIONS AND ACRONYMS

The following table includes a list of abbreviations and acronyms in this report.

Acronym	Full Name
ACRS	Advisory Committee on Reactor Safeguards
ADM	Office of Administration
ASLBP	Atomic Safety and Licensing Board Panel
CR	Continuing Resolution
Dev	Development
Diff	Difference
DPO	Differing Professional Opinion Program
EDO	Executive Director for Operations
GG	General Grade
HR/SBCR/CSU	Office of Human Resources/Office of Small Business and Civil Rights/ Central Support Unit
Fav.	Favorable
FSME	Office of Federal and State Materials and Environmental Management Programs
ISR	International Survey Research
IT	Information Technology
N	N-size; number of respondents
N/A	Not Available or Not Applicable; not able to compare the item or category to the norm or internal comparison
NMSS	Office of Nuclear Material Safety and Safeguards
NRC	Nuclear Regulatory Commission
NRO	Office of New Reactors
NRR	Office of Nuclear Reactor Regulation
NSIR	Office of Nuclear Security and Incident Response
OCA	Office of Congressional Affairs
OCAA	Office of Commission Appellate Adjudication
OCFO	Office of the Chief Financial Officer
OGC	Office of the General Counsel
OEDO	Office of the Executive Director for Operations
OE	Office of Enforcement
OI	Office of Investigations
OIG	Office of the Inspector General
OIP	Office of International Programs
OIS	Office of Information Services
OPA	Office of Public Affairs
PDC	Professional Development Center located in Bethesda, Maryland
Perf.	Performance
RES	Office of Nuclear Regulatory Research

Acronym	Full Name
SECY	Office of the Secretary of the Commission
SES/Executive SVC	Senior Executive Service/Executive Level Service
Towers Perrin-ISR	Towers Perrin – International Survey Research
U.S.	United States
U.S. R&D	United States Research and Development Norm
YR or YRS	Year or Years

PURPOSE OF SURVEY AND BACKGROUND

For over 10 years, International Survey Research (ISR) has been working with the NRC to assess their safety culture and climate as well as other aspects of employee experience such as engagement. ISR conducted NRC's survey in 1998, 2002, and 2005. In 2007, Towers Perrin acquired ISR to form Towers Perrin-ISR. The Nuclear Regulatory Commission (NRC), Office of the Inspector General (OIG) engaged Towers Perrin-ISR to conduct the 2009 Safety Culture and Climate Survey of all agency employees.

The 2009 Safety Culture and Climate Survey study consisted of four distinct areas: a review of the existing research on safety culture and climate; evaluation of the 1998, 2002 and 2005 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. NRC in conjunction with Towers Perrin-ISR defined Safety Culture and Climate:

- Safety Culture [as it relates to the agency] refers to the complex sum [or whole] of the mission, characteristics, and policies of an organization, and the thoughts and actions of its individual members, which establish and support nuclear safety and security as overriding priorities.

- Climate refers to the current work environment of the agency. Climate is like a snapshot in time and can affect culture.

A better understanding of NRC's safety culture and climate will facilitate identification of agency strengths and opportunities for improvement. Agency program and support offices can use this information to develop action plans, as warranted. In addition, the OIG plans to use the survey results in connection with risk assessments in order to facilitate annual audit planning.

SURVEY DESIGN

As previously discussed, the 2009 Safety Culture and Climate Survey study consisted of four distinct areas. The interviews and Towers Perrin-ISR's review of the 1998, 2002, and 2005 Safety Culture and Climate Survey results served as the basis for designing the 2009 questionnaire. The questions that composed the 2009 survey included selected items from Towers Perrin-ISR's normative database as well as tailored items to address the unique topic of NRC's safety culture and climate. The 2009 study, as a fourth iteration survey, provides the NRC with a distinct advantage: a comparison of the 2009 results with historical and norm items used in 1998, 2002 and 2005 survey administrations.

During the survey design process, some survey items were added based on their relevance and on the interviews and focus groups. Likewise, some items were removed, because some concepts (e.g., Risk-Based Methodologies) are now mature and reflected throughout the agency's regulatory framework. In addition, an inter-item correlation analysis was completed, and some items were removed due to high correlation of scores with other survey items. In all, the 2009 survey contained 145 separate items, as compared with 186 items in 2005.

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 the NRC. Category-level results will be compared with Towers Perrin-ISR's U.S. National Norm, U.S. Research and Development Norm (U.S. R&D), U.S. High Performance Norm, and the 2005, 2002 and 1998 NRC Safety Culture and Climate Survey Results. The summary will then report internal comparisons such as office and regions, job grades, job categories, job functions, and years of service. Finally, a detailed analysis is provided that highlights the key findings of the Safety Culture and Climate Survey.

SURVEY RESULTS IN BRIEF

Survey Administration Summary

The OIG's NRC Safety Culture and Climate Survey was administered from May 4 – May 29, 2009. All NRC employees and managers were eligible to participate. Of the 3,935 employees asked to participate, 3,404 completed surveys, for an overall return rate of 87%. This return is significantly higher than previous survey administrations (most recently 71% participation in 2005) and is more than sufficient to provide a reliable and valid measure of the current attitudes and perceptions of NRC employees and managers (Exhibit 1).

External Benchmark Summary

When compared to the U.S. National Norm, the overall category profile for the NRC is significantly more favorable (utilizing statistical significance at the 95% confidence level, an industry standard) in all 15 comparable categories (Exhibit 3). Similarly, when comparing the NRC survey scores with the Towers Perrin-ISR U.S. R&D, 15 categories score significantly above the norm. The most favorable difference is Training and Development, which is 15 points above the norm (see Exhibit 4). 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.

This year's study provided a new external benchmark comparison; this comparison is the Towers Perrin-ISR U.S. High Performance Norm. The Towers Perrin-ISR U.S. High Performance Norm is comprised of a weighted average of employee survey results from a cross-section of U.S. operating companies. Data are derived from recent client studies conducted by Towers Perrin, and companies qualify for the inclusion by meeting two criteria: (a) superior financial results relative to industry performance; and (b) superior human resource practices, defined by top-quartile employee opinion scores. When compared to this rigorous norm, the NRC is significantly more favorable in 12 of the 14 comparable categories. The most favorable difference against this norm is Workload and Support, which is 10 points above the norm (Exhibit 5).

Historical Comparison Summary

The historical comparison of results from 2005 to 2009 looks quite positive, with 16 of 17 categories significantly more favorable than the 2005 NRC results. The most positive improvement since 2005 is the NRC Mission & Strategic Plan, which is 13 points above the 2005 scores (Exhibit 6). Worth noting, NRC Mission & Strategic Plan experienced a double-digit improvement of 11 points from 2002 to 2005. This continuous double-digit improvement

suggests that the NRC Strategic Plan initiative is overwhelmingly well received by participants (Exhibit 6 and Exhibit 7).

It is rare in Towers Perrin-ISR's experience that scores improve to this degree between survey iterations. Efforts to follow up on the survey results from 2002 and 2005 appear to be extremely successful and should be communicated across the NRC. NRC employees and leaders alike have much to be proud of, given these results.

Compared to 2002, the NRC has improved in 16 of the 17 categories. The most notable improvements were NRC Mission & Strategy and NRC Image, which were significantly more favorable in 2009 by 24 points and 23 points respectively. Management leadership also shows a major improvement, of 20 points more favorable in 2009 as compared to 2002 (Exhibit 7).

The most notable historical improvements can be seen in the current 2009 study versus the study in 1998, with all 15 categories eligible for comparison showing double-digit improvements. Of the 15 categories, nine scored at least 20 points more favorable. Three of those categories—NRC Image, NRC Mission & Strategic Pan, and Management Leadership—scored at least 30 points higher this year (Exhibit 8).

Internal Comparison Summary

Examining the NRC data in terms of office distinctions allows an interesting picture to emerge. In the comparison of category scores by Office/Division, Office of New Reactors (NRO), Region 1, and Region IV are significantly more favorable than the NRC overall in two or more categories, including categories such as Clarity of Responsibilities, Management Leadership, Working Relationships, NRC Mission and Strategic Plan, and Organizational Change. While some offices are less favorable than the NRC overall scores, it is important to recognize that NRC's overall scores were higher than the U.S. National, U.S R&D, and U.S. High Performance Norms in most categories (Exhibits 9, 10, and 11).

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 responses from higher levels of management to the survey questions versus responses from line management and non-supervisory classifications. This pattern is particularly common among government and private sector organizations alike. Responses from senior management and middle management deviate by double-digit differences compared with NRC Overall scores (Exhibit 16).

Among Job Function categories, employees in the Administrative/Support job function tended to have higher unfavorable scores when compared to NRC Overall. Conversely, employees in the Engineering job function tended to have significantly more favorable scores for many of the categories. (Exhibit 17).

Survey Results Summary

In summary, the 2009 OIG NRC Safety Culture and Climate Survey results are significantly more favorable in all 15 comparable categories when compared to the U.S. National Norm, in all 15 comparable categories when compared to the U.S. R&D Norm, and in 12 of the 14 comparable categories when compared to the U.S. High Performance Norm. No categories in the 2009 NRC Survey results compared to any of the three norms are significantly less favorable.

Comparing the 2009 to the 2005 NRC results, 16 of 17 categories have significantly improved, from 13 points in NRC Mission & Strategic Plan to 3 points in Workload and Support. The remaining category, Organizational Change, did not show any change from the 2005 results.

INTERVIEW FINDINGS

As the qualitative design component of the Safety Culture and Climate Survey, Towers Perrin-ISR, in coordination with OIG staff, conducted on-site and phone interviews and on-site focus groups. The interviewees and focus groups were asked questions on a variety of areas. The methodology used to create these questions was based on the key driver areas and lower-scoring (and some higher-scoring) areas from the 2005 survey, as well as other key factors, such as NRC's key current initiatives. A total of 34 interviews and 29 focus group meetings were conducted from February 3 to February 19, 2009. A total of 204 individuals participated in interviews and focus group meetings, including 138 at Headquarters in Rockville, 27 at Region II in Atlanta, 32 at Region III in Lisle, and 7 by phone. The 204 individuals who were interviewed included a cross section of professions such as administrative, security, nuclear engineers, managers, and internal safety culture task force. Findings from interviews and focus group meetings were used in developing the survey instrument.

LOCATION	NUMBER OF EMPLOYEES
Region II employees interviewed/focus group participants	27
Region III employees interviewed/focus group participants	32
Headquarters employees interviewed/focus group participants	138
Headquarters, Region I & II employees interviewed by phone	7
Total - NRC	*204*

Towers Perrin-ISR used interview guides to assist in conducting interviews and focus groups. The following is a summary of the main themes discussed in these meetings. Each of these themes includes an overall description or summary.

Agency's Primary Mission and Objectives

Focus group and interview respondents were very positive about the agency's primary mission and objectives. It is believed that the agency's mission and objectives are very clearly stated and understood. Respondents perceive that the agency's mission and objectives are to successfully protect the public. There are some concerns, though, about how the role of politics may impact technical decisions in accordance with the NRC's mission.

Challenges to Agency's Future Success

Three key areas were commonly mentioned as challenges to the agency's future success. The first is that the new administration's position is unknown. This could affect the agency in terms of budget cuts. For example, there may be a need to move people out of the work area associated with the licensing of the High Level Waste Repository and place these individuals into other areas within the NRC.

A second concern is the potential lack of skilled workforce, for example, to handle the new licenses or increased work. In addition, there is a fear of losing talent both due to retiring workers and to talent going to work on new construction and/or government projects.

The third concern is related to communication and ensuring that all employees feel that they are part of the whole agency. This is primarily a concern due to the seven different locations in Washington. While there is a potential for this issue to be resolved by a new building, the agency needs to continue to make an extra effort around this area.

NRC Image

Interview and focus group respondents feel that NRC's image varies depending on where in the agency one works, and perceptions of the public's opinion about the NRC vary as well. NRC's internal image is perceived as very positive, and many individuals from other government entities want to come and work for NRC. NRC's public image is perceived as being different in each region or location. Many interview and focus group respondents feel that the public does not understand the NRC's purpose. In addition, respondents feel that the regions are doing a better job speaking with the public compared to headquarters, because regions are required to hold town hall meetings.

Quality Focus

When asked about quality focus, respondents often mentioned metrics, which state the amount of time and resources different projects at the agency should require. Some individuals questioned whether the current focus is on maintaining the NRC's safety culture or on "hitting the metrics." These same individuals feel that metrics often give individuals less time to follow up on tasks or notes (e.g., Resident Inspectors). Others believe that metrics are beneficial but individuals need to monitor their work throughout the process. If work is continually monitored, then those monitoring work will know if additional time is required in advance of the project ending and can request extensions as needed.

Another concern is that requests from Capitol Hill may be assigned a higher priority and completed on a faster track than other work.

Workload

The majority of interview and focus group respondents feel that their workload is acceptable, with only a few points during the year when workload increases. However, some respondents feel that changing priorities by the agency make it difficult to complete work. In addition, workload is perceived slightly differently by job level. In general, administrative staff would like more work, inspectors feel that their level of work is manageable (though Resident Inspectors often feel overworked), and some managers feel a bit overwhelmed.

Empowerment

The general consensus is that employee opinions are valued and managers are willing to listen. Several programs have been created to help NRC employees voice concerns, including Non-Concurrence, Differing Professional Opinion Program (DPO), open door policy, and team member award. The team member award is viewed as having the best effect when compared to the other programs. Many interview and focus group respondents feel that employees are submitting more Non-Concurrences than DPOs because it is perceived by employees that submitting a DPO could alter your career at the NRC. The open door policy is perceived as going around the chain of command and not as effective. With regard to all of these programs, the respondents would like less focus on process and forms and more focus on how the NRC can have an open and cooperative work environment.

Diversity and Inclusion

The agency is more diversified today than three years ago with respect to ethnicity, age, and lifestyle. However, individuals feel that there should be more focus on how the NRC can have an open and cooperative work environment. While many employees do feel that their opinions are valued, this area should continue to improve.

Performance Management (e.g., Review Process)

Respondents expressed strong opinions about the performance management system. Most respondents feel that the current performance management system is ineffective, that the scale and ratings do not make sense, and the end appraisal is too subjective with inflated and artificial results. These same critics feel that a pass/fail system, or not having the review process linked to the reward process, would make the review process more effective.

Retirement of Staff and Recruitment of Individuals

When Towers Perrin-ISR last spoke with the NRC four years ago, there was a fear that one-third of the staff would be retiring within the next five years. While the predicted high numbers of

staff may not have left (one third) a series of compensating strategies were introduced to address the numbers that did leave – the use of new Personnel flexibilities (e.g., increase in the numbers of rehired annuitants as consultants, etc.). Also, the expected "bow wave" of new nuclear power plant applications has resulted in a significant number of new hires, the associated need for new space, and overall growth at the agency. Overall, recruitment strategies such as permitting the workforce to work from home, the summer intern program, and incentives such as partial payment on school loans for each year of service have been successful.

Knowledge Transfer

Although the general consensus among interview and focus group respondents is that the NRC has made great improvements in this area with a new knowledge transfer program, some respondents believe that the agency is still not doing enough. It appears that work in this area is done on an Office-by-Office and Region-by-Region basis. Many new hires have a thirst or desire to have more information transferred. Retired individuals have been rehired to participate in the knowledge transfer program but it is perceived that these individuals sometimes end up performing actual work instead of transferring knowledge.

Career Development and Training

Interview and focus group respondents perceive HR-led training to be effective. Technical training, which respondents regard as desirable, is perceived as inaccessible for some job grades, who believe they cannot obtain the necessary permission to attend due to program and travel costs, or frozen funding sources. One potential solution or suggestion is for long-term training with universities to be held onsite at headquarters.

Many respondents said that the move of the Professional Development Center (PDC) to an off-site location in Bethesda has made it easier to focus on training courses without being called back to work by one's supervisor. Perceptions of the i-Learn system were mixed; many found it to be a positive sign of the NRC's continued focus on employee training, whereas others found the system extremely non-user-friendly.

In addition, respondents, especially inspectors, frequently feel that on-the-job technical training, while vital, is also time-consuming. It is perceived that workload should be reduced to account for the extra hours spent performing on-the-job training.

Career Advancement

Perceptions of opportunity for career advancement differed by level, though most employees were favorable. Inspectors and managers feel that there are more opportunities for advancement, as a result of expansion and an easier opportunity to move from a GG level 14 to a GG level 15.

Employees in general feel that opportunities for advancement are stronger now than ever, due to the NRC's expansion over the last few years. However, administrative employees believe that there are limited opportunities for advancement. In addition, when a position does open that might allow an administrative individual to move from level 5 to 6, it is perceived that the agency is more likely to hire someone external than internal.

One ancillary issue is that "management churn"- rapid rotation of supervisors from department to department - provides excellent advancement opportunities for those individuals, and pays dividends to the NRC, but does make for a difficult environment for the employees in the departments whose supervisors are rotating.

Budget (e.g., CR)

Overall perceptions are that the agency's budget is sufficient. There are concerns about not knowing the new Administration's plans. The FY 2009 Continuing Resolution appears to have the highest impact on the NRC with reduced travel and the future licensing of the High Level Waste Repository.

Communication

Interview and focus group respondents feel there are too many sources of communication at the NRC. For example, some participants felt they receive too many emails that do not pertain to them. They cite the added communication complexities of Washington, having several locations, and needing to make a significant effort to ensure employees feel included. The communication sources that were viewed as having the best information include *Inside the NRC* and Yellow Announcements. In addition, many administrative individuals enjoy reading the quarterly letter and attending the 8:15 meetings in their areas. However, Resident Inspectors tend to feel that the quarterly letter is less effective.

Management

The new management team is perceived as being as effective as the previous management team. Interview and focus group respondents feel that the new Office of the Executive Director for Operations (OEDO) is more empowering, allowing employees to be more involved in decisions that affect their work.

IT Support

There have been several recent changes in the technology department, including new staff, the i-Learn system, and a new online travel system. There were mixed feelings about the new online travel system. The i-Learn system is perceived as a step in the right direction but could be more user-friendly. The new IT leadership has made several improvements but there are still several

changes to be made. Some interview and focus group respondents feel that the government is always one generation of technology behind the mainstream, which some respondents attribute to legacy senior staff being unwilling to bring in new processes or systems.

Conclusion of Qualitative Interview Results

In conclusion, NRC's primary mission and objectives, internal image, and workload were perceived favorably by interview and focus group respondents. There may be room for improvement in ensuring there is adequate skilled workforce, performance management, and creating a more cooperative work environment with fewer processes and forms. Interview and focus group respondents had mixed perceptions about NRC's knowledge transfer, career development and training, career advancement, and IT progress.

Some new themes emerged during this year's discussions as well. There is less focus on the DPO and Non-Concurrence processes themselves, and more emphasis on creating an open and collaborative work environment within the NRC. Further, the perception of frustration with career advancement - especially between the GG-14 and GG-15 levels - seems to have evaporated as the result of opportunities associated with the NRC's expansion.

SURVEY DEVELOPMENT / PRETEST

A pretest version of the survey instrument was developed based on Towers Perrin-ISR's research into safety culture; qualitative review of the 2005, 2002 and 1998 survey questionnaires; the qualitative interview findings, and Towers Perrin-ISR's experience in other government and private sector organizations. The pretest survey contained both Towers Perrin-ISR normed and NRC tailored questions, and was tested with a broad cross-section of NRC employees, using a random sample of individuals from multiple NRC locations.

Survey questions were grouped into 17 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 in the following pages. For each category, the average favorable response (percentage of employees responding favorably to a given set of questions) was calculated; Exhibit 2 of this report shows the percent-favorable response for each survey category. Beginning at Exhibit 3, we present comparisons of the 2009 survey results with 1998, 2002 and 2005 NRC historical results, Towers Perrin-ISR's U.S. Research and Development Norm, U.S. National Norm, and U.S. High Performance Norm.

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, and confidence in management decisions.

3. **Supervision:** Examines employee perceptions of their immediate supervisors' technical competency; level of authority; availability; communication skills; people management and team-building skills; attention to staffing needs; competency for understanding future needs; and their level of effectiveness when working with people of different gender, racial/ethnic background, or lifestyle.

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 jobs, the trust they receive from management, the openness to discuss differing opinions, the 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 feel they have in speaking up in the NRC. This category 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. This category also measures the effectiveness of various internal communication vehicles.

7. **Workload and Support:** Evaluates the level of staff resources to handle the workload, the amount of stress employees experience on the job, prioritization and resource allocation to improve efficiency of work, such as the dissemination of information. This category also evaluates employees' understanding of the NRC's safety culture.

8. **Training and Development:** Assesses availability and quality of training, knowledge of safety concepts, recruitment and retention of talented employees, 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 publicly/privately offered training courses.

9. **Performance Management:** Explores NRC's recognition for quality of performance, and investigates the breadth, utility, and understanding of performance reviews.

10. **Job Satisfaction:** Examines employees' views on job satisfaction. This category asks if employees feel a sense of accomplishment from their jobs, and if they feel as though their jobs are important to the NRC.

11. **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. This category also 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. In addition, this category assesses the use of the strategic plan in assisting employees in prioritizing their work and formulating budgets.

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. Also, this category assesses the factors that attract people to working at the NRC.

14. **Organizational Change:** Evaluates employees' views on the future of the industry and their concerns about changes in management. Employees are also asked to rate how things have changed from the past and will change in the future for the 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. This category also measures 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, as well as, the sacrifice of quality work due to the need to meet a deadline or the need to satisfy a personal or political agenda.

17. **Open, Collaborative Work Environment:** This category probes the degree to which employees are satisfied with the different programs/policies that are available at the NRC (e.g., the Differing Professional Opinions Program, the Open Door Policy, and the Non-Concurrence Program). This category also addresses employees comfort with communicating with different levels of management.

SURVEY ADMINISTRATION

The OIG's NRC Safety Culture and Climate Survey was administered to all employees and managers, from May 4 through May 29, 2009. Of the 3,935 employees asked to participate, 3,404 completed valid[1] surveys, for an overall return rate of 87%. 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.

Exhibit 1

Participation Rate

Administration: May 4 – May 29, 2009

	Outgoing	Returned	Return Rate
NRC 2009	3,935	3,404	87%
NRC 2005	3,206	2,269	71%
NRC 2002	2,868	1,525	53%
NRC 1998	3,013	1,696	56%

Towers Perrin-ISR's Global Return Rate is 75%

[1]A valid survey is when the individual selects at least one coding question and at least one opinion question. There were not any invalid surveys for NRC for the 2009 Survey Administration.

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. All of the 17 categories demonstrate majority favorable scores (defined as greater than 50% favorable responses), with the most favorable being Job Satisfaction at 88% favorable.

The category scores range between 55% favorable to 88% favorable, with Job Satisfaction, Engagement, Clarity of Responsibility, NRC Mission & Strategic Plan, Working Relationship, and NRC Image all being characterized by employees as most favorable, with scores at 80% or better. The remaining categories range from Supervision at 79% to Organizational Change at 55% (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.

Exhibit 2

NRC Overall 2009 (N = 3,404)

Favorable Scores

Category	Score
Job Satisfaction	88
Engagement	85
Clarity of Responsibilities	83
NRC Mission & Strategic Plan	81
Working Relationships	80
NRC Image	80
Supervision	79
Workload and Support	78
Management Leadership	74
Communication	74
Continuous Improvement Commitment	74
Empowerment	69
Performance Management	69
Training and Development	67
Open, Collaborative Working Environment	65
Quality Focus	64
Organizational Change	55

COMPARISON OF NRC WITH THE U.S. NATIONAL NORM

A Towers Perrin-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 organizations representing a broad spectrum of industries across the United States and has been updated in the last 12 months. The norm includes 159,163 cases (weighted average) from individual respondents. Employees in the norm are Hourly, Salaried, Exempt and Non-Exempt up to and including Executives. Organizations in the norm are weighted to ensure proper proportionality.

Exhibit 3
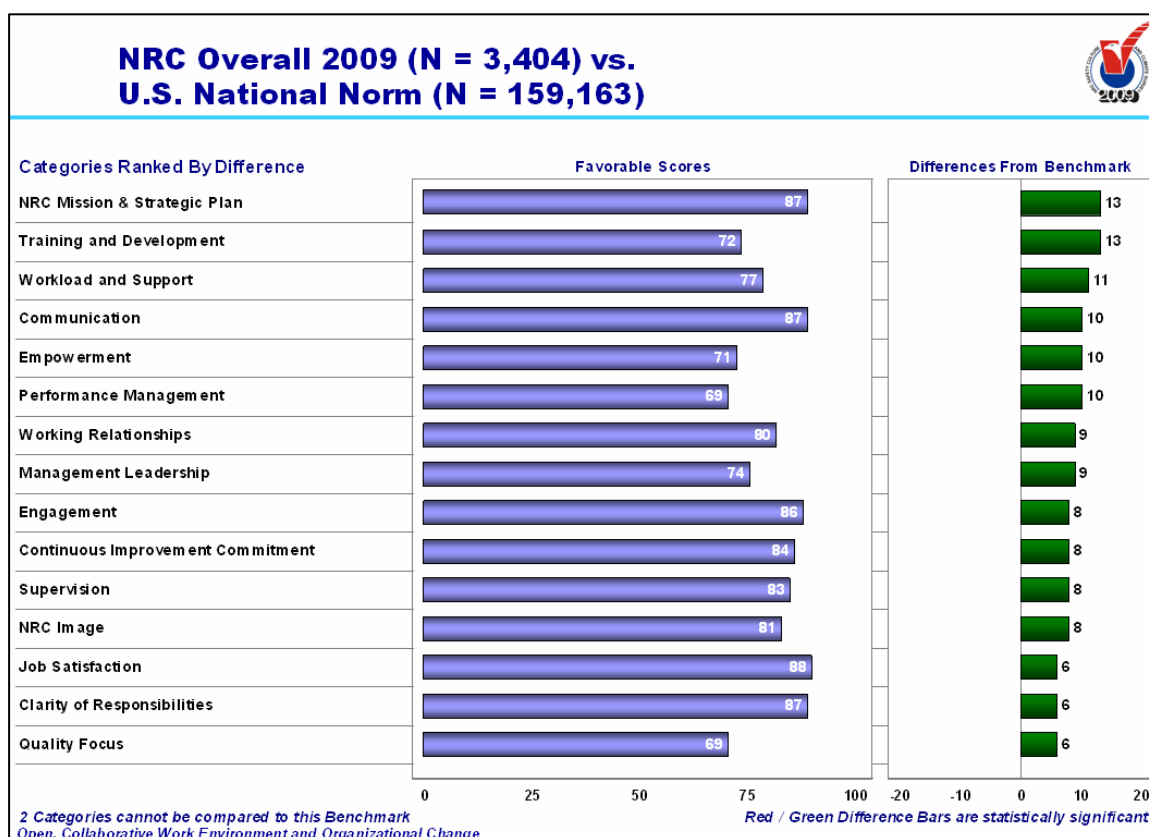
The overall category profile for the NRC is above the U.S. National Norm, as illustrated in the graphic. The norm score for a category is represented by the center line in the graph. The NRC is significantly more favorable in all 15 comparable categories represented by the green bars, the greatest difference being for NRC Mission & Strategic Plan which is 13 points higher than the U.S. National Norm.

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 or Open, Collaborative Working Environment 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. This norm contains a representative sample of organizations throughout the U.S. and includes 22,085 cases (weighted average) from R&D functions. When comparing the 2009 NRC survey scores with the U.S. Research and Development Norm, 15 categories score significantly above the norm. The most favorable difference is Training and Development which is 15 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.

Exhibit 4

NRC Overall 2009 (N = 3,404) vs. U.S. Research & Development Norm (N = 22,085)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Training and Development	74	15
Workload and Support	75	13
Management Leadership	74	13
NRC Mission & Strategic Plan	87	12
Clarity of Responsibilities	87	11
Communication	87	11
Performance Management	69	10
Job Satisfaction	88	9
Empowerment	72	9
Engagement	86	8
NRC Image	84	8
Working Relationships	80	8
Supervision	83	6
Quality Focus	69	6
Continuous Improvement Commitment	84	2

2 Categories cannot be compared to this Benchmark
Open, Collaborative Work Environment and Organizational Change

Red / Green Difference Bars are statistically significant

COMPARISON OF NRC WITH U.S. HIGH PERFORMANCE NORM

The Towers Perrin-ISR U.S. High Performance Norm is comprised of some of the top performing organizations in the U.S., included because they meet two criteria - very strong financial results and very high employee survey scores. An organization must meet both criteria in order to be included in this norm.

When comparing the NRC results to the U.S. High Performance Norm, NRC had 12 categories with significantly more favorable scores. Workload and Support showed the highest difference of 10 points. Management Leadership and NRC Image categories were not statistically significantly different when compared to the U.S. High Performance Norm.

Exhibit 5
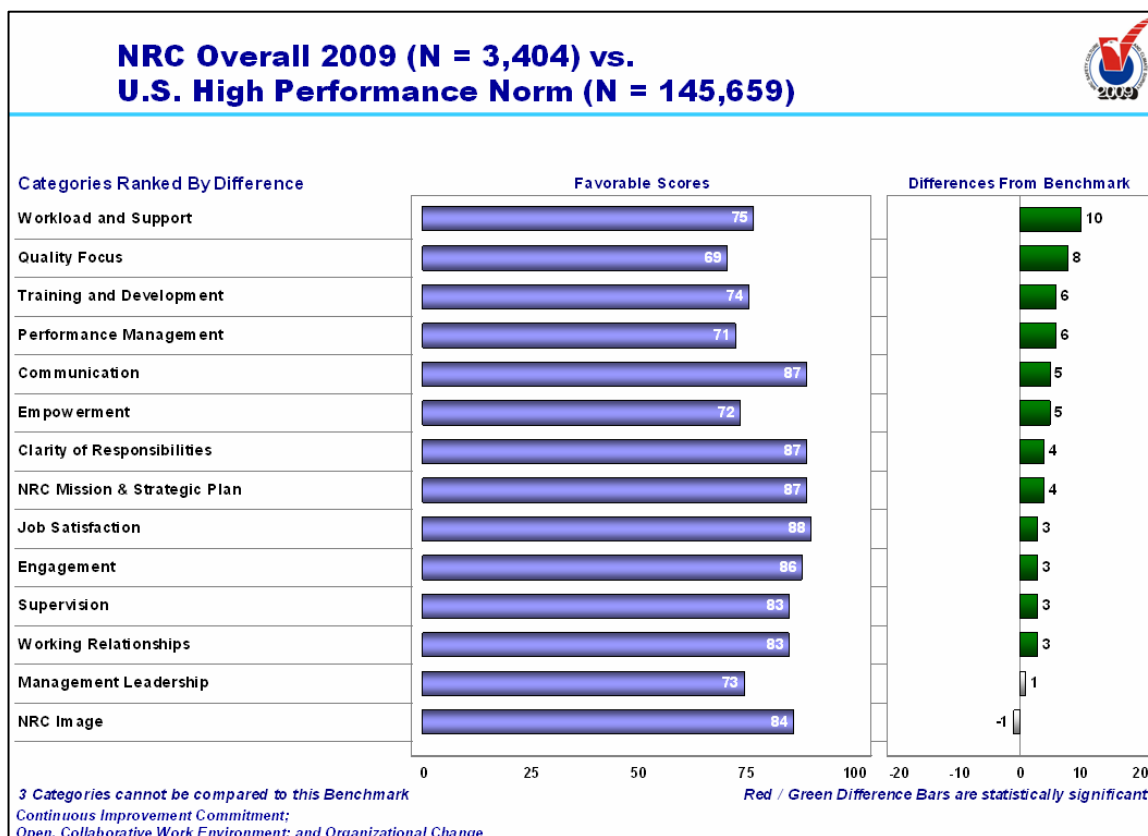
COMPARISON OF NRC 2009 RESULTS WITH NRC 2005 RESULTS

The historical comparison of results from 2005 to 2009 is quite favorable, with 16 of 17 categories statistically more favorable than the 2005 NRC results. The NRC Mission & Strategic Plan category is the most favorable comparison to 2005 results, up by 13 points. NRC Image, Performance Management, Continuous Improvement Commitment, Management Leadership and Open, Collaborative Working Environment also experienced double-digit improvements of 10 to 12 points. Organizational Change did not have any difference when compared to the results from 2005.

Exhibit 6

NRC Overall 2009 (N = 3,404) vs. NRC 2005 (N = 2,269)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
NRC Mission & Strategic Plan	81	13
NRC Image	77	12
Performance Management	67	12
Continuous Improvement Commitment	77	11
Management Leadership	74	10
Open, Collaborative Working Environment	68	10
Quality Focus	64	8
Engagement	85	7
Empowerment	69	7
Working Relationships	80	5
Training and Development	66	5
Job Satisfaction	88	4
Supervision	83	4
Clarity of Responsibilities	83	3
Communication	77	3
Workload and Support	75	3
Organizational Change	55	0

COMPARISON OF NRC 2009 RESULTS WITH NRC 2002 RESULTS

Compared to 2002, the NRC has improved in 16 categories, from NRC Mission & Strategic Plan, which is significantly more favorable in 2009 vs. 2002 by 24 points, to Workload and Support, which has improved by 5 points. Organization Change showed an improvement of 1 point; however, it was not a statistically significant difference.

Exhibit 7

NRC Overall 2009 (N = 3,404) vs. NRC 2002 (N = 1,525)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
NRC Mission & Strategic Plan	87	24
NRC Image	77	23
Management Leadership	73	20
Continuous Improvement Commitment	85	18
Training and Development	74	17
Performance Management	67	17
Empowerment	69	16
Communication	85	15
Engagement	83	12
Job Satisfaction	88	11
Working Relationships	80	11
Supervision	82	10
Open, Collaborative Working Environment	39	9
Quality Focus	64	7
Clarity of Responsibilities	83	6
Workload and Support	76	5
Organizational Change	53	1

COMPARISON OF NRC 2009 RESULTS WITH NRC 1998 RESULTS

When compared to 1998, the results from 2009 showed statistically significant improvements for 15 categories. NRC Image, NRC Mission and Strategic Plan and Management Leadership all showed improvements of more than 30 points. All other comparable categories showed improvements of at least 11 points. Performance Management and Open, Collaborative Working Environment did not exist in the 1998 so comparisons could not be made.

Exhibit 8

NRC Overall 2009 (N = 3,404) vs. NRC 1998 (N = 1,696)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
NRC Image	77	33
NRC Mission & Strategic Plan	87	32
Management Leadership	79	31
Organizational Change	53	25
Training and Development	73	24
Engagement	86	23
Communication	85	22
Empowerment	71	22
Continuous Improvement Commitment	85	21
Working Relationships	80	18
Supervision	82	17
Job Satisfaction	88	15
Clarity of Responsibilities	83	13
Quality Focus	64	12
Workload and Support	74	11

2 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

INTERNAL COMPARISONS

The following internal comparisons illustrate how various subgroups within NRC (i.e., offices, regions, grade levels, job category, job functions, 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=3,404), not all employees provided a response to every coding question in the survey. For this reason, the sum of all groups may not be 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, most of the offices did not show any significant differences from NRC overall. However, Office of Investigations (OI) did have significantly lower scores on both Job Satisfaction and Engagement.

Headquarters Overall (N=2,534) 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 survey respondent population.

Exhibit 9

Category Results by Office/Division/Region Part 1

A. NRC OVERALL (3404)
B. HEADQUARTERS OVERALL (2534)
C. CHAIRMAN'S OFFICE/COMMISSIONERS' OFFICES/OEDO (60)
D. OI (33)
E. OE (27)
F. ASLBP (22)

G. ACRS (26)
H. SECY/OPA/OCA/OCAA (32)
I. OIP (25)
J. HR/SBCR/CSU (105)
K. OGC (88)

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

#	Category	A	B	C	D	E	F	G	H	I	J	K
1	Clarity of Responsibilities	83	82	89	82	75	98	87	89	77	79	87
2	Management Leadership	74	73	81	64	67	70	75	86	77	70	75
3	Supervision	79	80	83	78	67	85	85	84	77	74	83
4	Working Relationships	80	79	85	73	77	68	76	87	78	82	82
5	Empowerment	69	68	75	55	66	70	58	77	74	66	70
6	Communication	74	74	75	63	68	68	75	74	75	73	72
7	Workload and Support	78	77	81	78	73	88	78	90	80	74	77
8	Training and Development	67	68	68	63	59	66	66	71	69	68	63
9	Performance Management	69	69	70	67	56	63	79	84	70	65	70
10	Job Satisfaction	88	88	94	**60**	93	95	90	94	90	89	92
11	Engagement	85	85	86	**64**	81	80	79	90	86	85	88
12	NRC Mission & Strategic Plan	87	86	91	78	83	77	84	94	89	87	85
13	NRC Image	80	80	83	70	78	70	77	84	81	81	74
14	Organizational Change	55	54	63	51	53	73	41	**74**	67	58	51
15	Continuous Improvement Commitment	76	75	82	71	73	62	68	71	78	73	73
16	Quality Focus	64	63	71	51	59	68	60	78	66	65	67
17	Open, Collaborative Working Environment	70	69	76	61	74	69	60	77	70	71	68

Colored Difference Cells indicate a statistically significant difference

Office of Administration (ADM), Office of the Chief Financial Officer (OCFO), and Office of Information Services (OIS), have a number of categories that are significantly less favorable than the NRC Overall, with Research statistically lower in 11 to 17 categories. Conversely, the Office of New Reactors (NRO) has two categories that are statistically more favorable: Empowerment and NRC Image.

A communication question was added to the survey in 2009, on whether multiple office locations in the Washington area inhibit effective communication. Office of Nuclear Reactor Regulation (NRR) and Office of Nuclear Regulatory Research (RES) perceived having multiple office locations is less favorable than other groups within the NRC. Office of Administration (ADM), Office of Nuclear Material Safety and Safeguards (NMSS), and Office of Information Services (OIS) perceived this item more favorably than other groups.

Exhibit 10

Category Results by Office/Division/Region Part 2

A. NRC OVERALL (3404)
B. ADM (133)
C. NMSS (189)
D. NRR (455)
E. NSIR (193)
F. OCFO (105)
G. OIG (49)
H. OIS (167)
I. RES (208)
J. FSME (164)
K. NRO (440)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E	F	G	H	I	J	K
1	Clarity of Responsibilities	83	81	84	82	84	77	84	71	85	84	83
2	Management Leadership	74	65	81	70	76	58	70	57	77	75	78
3	Supervision	79	78	80	79	83	74	75	76	84	80	80
4	Working Relationships	80	73	85	80	83	67	77	65	78	87	79
5	Empowerment	69	58	74	70	74	55	65	57	72	70	75
6	Communication	74	70	78	72	75	69	77	68	73	75	78
7	Workload and Support	78	70	83	76	75	74	80	68	81	78	79
8	Training and Development	67	65	69	68	68	61	71	64	70	70	70
9	Performance Management	69	73	71	68	70	59	76	66	72	69	70
10	Job Satisfaction	88	84	89	88	89	79	87	82	88	92	90
11	Engagement	85	82	88	85	88	75	80	77	86	89	88
12	NRC Mission & Strategic Plan	87	79	90	85	86	80	89	79	85	91	89
13	NRC Image	80	74	83	80	84	71	75	72	82	82	85
14	Organizational Change	55	54	50	50	61	48	70	55	54	55	52
15	Continuous Improvement Commitment	74	68	76	73	75	63	68	67	73	76	77
16	Quality Focus	64	52	69	62	65	58	75	46	65	66	66
17	Open, Collaborative Working Environment	65	51	69	66	64	52	58	53	61	67	69

Colored Difference Cells indicate a statistically significant difference

Region Overall, Region I, and Region IV had two or more categories that were significantly more favorable than NRC Overall. Region I had three categories that were significantly more favorable: Clarity of Responsibilities, Working Relationships and Organizational Change. Region IV had two categories that were statistically more favorable: Management Leadership and NRC Mission and Strategic Plan. Regions II and III were not significantly different from NRC Overall.

Exhibit 11

Category Results by Office/Division/Region Part 3

A. NRC OVERALL (3404)
B. REGION OVERALL (849)
C. REGION I (204)
D. REGION II (265)
E. REGION III (198)
F. REGION IV (182)

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

#	Category	A	B	C	D	E	F
1	Clarity of Responsibilities	83	87	90	85	87	89
2	Management Leadership	74	77	79	74	77	81
3	Supervision	79	79	83	77	77	81
4	Working Relationships	80	83	86	81	83	84
5	Empowerment	69	70	72	68	70	72
6	Communication	76	76	78	75	76	77
7	Workload and Support	78	81	81	81	83	80
8	Training and Development	67	66	71	62	67	65
9	Performance Management	69	70	74	70	65	71
10	Job Satisfaction	88	90	89	89	92	90
11	Engagement	85	85	87	83	85	86
12	NRC Mission & Strategic Plan	81	84	85	84	79	90
13	NRC Image	80	82	83	80	82	82
14	Organizational Change	55	58	63	53	60	55
15	Continuous Improvement Commitment	74	76	77	73	80	78
16	Quality Focus	64	66	67	64	67	66
17	Open, Collaborative Working Environment	65	67	69	63	69	70

Colored Difference Cells indicate a statistically significant difference

Office Historical Comparisons

Each office was also compared to its own 2005 score on each category. The numbers in the cells below and on the next two pages indicate the improvement or decline for that office versus its own 2005 results, by category. A number of groups have experienced significant improvements while others have been able to maintain the same level of results as the previous survey. Headquarters Overall had 16 categories with a statistically significant improvement from 2005. NRC Image has improved by 14 points while Performance Management and NRC Mission & Strategic Plan improved by 13 points.

Exhibit 12

Offices Compared to 2005 – Part 1

A. HEADQUATERS OVERALL (2534)
B. CHAIRMAN'S OFFICE/COMMISSIONERS' OFFICES/OEDO (60)
C. OI (33)
D. ASLBP (22)

E. ACRS (26)
F. SECY/OPA/OCA/OCAA (32)
G. HR/SBCR/CSU (105)
H. OGC (88)

vs. 2005 Results	A	B	C	D	E	F	G	H
Clarity of Responsibilities	4	-3	-2	17	7	-4	1	0
Communication	4	-4	-8	-10	7	-2	4	3
Continuous Improvement Commitment	12	3	11	-1	9	10	12	10
Empowerment	9	-5	-6	-8	0	5	6	8
Engagement	8	-7	-7	-10	-1	0	8	7
Job Satisfaction	6	-2	0	10	11	3	4	4
Management Leadership	12	-4	-3	-4	19	7	12	11
NRC Image	14	4	9	-6	10	9	17	11
NRC Mission & Strategic Plan	13	-3	2	-7	5	0	12	9
OCWE	11	2	6	4	2	9	10	5
Organizational Change	1	-4	-7	3	-15	3	0	-10
Performance Management	13	-3	-1	-14	17	15	10	17
Quality Focus	10	2	-11	11	13	7	11	8
Supervision	6	-4	2	10	18	3	6	13
Training and Development	6	-4	1	-1	-1	-1	6	3
Working Relationships	5	-1	-7	-9	21	10	3	1
Workload and Support	3	-4	-3	2	2	3	1	1

Note: Some offices are not included in this breakdown either due to insufficient data or due to the fact that the office did not exist in 2005.

The Office of Nuclear Security and Incident Response (NSIR) and the Office of Nuclear Regulatory Research (RES) both had the highest amount of categories that were significantly more favorable when compared to the results from 2005: NSIR with 16 categories more favorable and RES with 17 categories more favorable. Almost all of these categories also showed a double-digit improvement from the 2005 results. RES had 7 categories with an improvement of 20 points or more, with Management Leadership showing the highest improvement, of 30 points. The Office of Nuclear Material Safety and Safeguards (NMSS) and the Office of Nuclear Reactor Regulation (NRR) also have several categories that are significantly more favorable when compared to the results in 2005 - 6 categories and 12 categories, respectively. There are no categories in any of the offices below that showed a significant decrease in favorability when being compared to the 2005 results.

Of all the categories, Performance Management showed significant improvements in the highest number of offices: 5 out of 8.

Exhibit 13

Offices Compared to 2005 – Part 2

A. ADM (133)
B. NMSS (189)
C. NRR (455)
D. NSIR (193)

E. OCFO (105)
F. OIG (49)
G. OIS (167)
H. RES (208)

vs. 2005 Results	A	B	C	D	E	F	G	H
Clarity of Responsibilities	5	0	2	19	9	-5	-1	16
Communication	5	5	2	11	2	3	-1	14
Continuous Improvement Commitment	8	11	11	16	12	10	8	23
Empowerment	7	7	9	18	11	3	1	24
Engagement	9	7	7	11	1	0	7	15
Job Satisfaction	0	5	5	8	0	2	6	11
Management Leadership	11	12	11	25	7	1	0	30
NRC Image	10	13	14	23	9	15	8	22
NRC Mission & Strategic Plan	9	13	15	17	2	7	9	20
OCWE	9	12	12	11	12	7	8	15
Organizational Change	-1	-4	2	4	1	0	6	18
Performance Management	18	14	18	17	6	2	10	23
Quality Focus	4	9	9	17	11	16	3	19
Supervision	4	-3	6	11	5	-12	6	21
Training and Development	5	2	8	14	2	5	3	14
Working Relationships	6	6	5	11	5	-5	-1	18
Workload and Support	5	3	0	11	3	-4	3	17

Note: Some offices are not included in this breakdown either due to insufficient data or due to the fact that the office did not exist in 2005.

Regions I, III and IV had significantly more favorable scores for several categories: four categories for Region 1, seven categories for Region III, and three categories for Region IV. Region II had a significantly more favorable score for the NRC Mission and Strategic Plan but had a significantly less favorable score for Organizational Change when compared to the 2005 results.

Exhibit 14

Offices Compared to 2005 – Part 3

A. REGION OVERALL (849)
B. REGION I (204)
C. REGION II (265)
D. REGION III (198)
E. REGION IV (182)

vs. 2005 Results	A	B	C	D	E
Clarity of Responsibilities	2	2	-3	8	2
Communication	2	2	-1	5	2
Continuous Improvement Commitment	9	8	4	13	10
Empowerment	4	5	0	9	3
Engagement	5	1	0	9	6
Job Satisfaction	1	0	0	6	0
Management Leadership	8	8	0	15	9
NRC Image	8	10	4	12	9
NRC Mission & Strategic Plan	16	16	13	15	21
OCWE	10	11	7	14	7
Organizational Change	-2	2	-9	7	-5
Performance Management	9	14	9	4	8
Quality Focus	3	2	0	8	2
Supervision	1	2	-4	3	3
Training and Development	3	8	-1	5	3
Working Relationships	3	5	0	4	4
Workload and Support	2	2	-2	8	-2

Note: Some offices are not included in this breakdown either due to insufficient data or due to the fact that the office did not exist in 2005.

Grade Level Comparisons

Another comparison of interest is grade level. The pattern demonstrated in the chart below is very typical of government and private sector clients, regardless of industry or sector. The NRC data reveal statistically significant positive responses from the SES/Executive, the most senior layer of the agency (the column to the extreme right in the graphic). GG-13's, GG-15's and Senior Level/Administrative Law Judges are either equal to, or had more favorable responses in several categories, when compared to NRC Overall, while GG-1 to GG-10, GG-11 to GG-12, and GG-14 had significantly less favorable scores for several categories.

GG-14 had the highest number of categories that were significantly less favorable when compared to NRC Overall: Clarity of Responsibilities, Management Leadership, Empowerment, NRC Mission and Strategic Plan, and Continuous Improvement Commitment. This is consistent with the findings of 2005 results as well.

Exhibit 15

Category Results by Grade Level

A. NRC OVERALL (3404)
B. GG-1 TO GG-10 (437)
C. GG-11 TO GG-12 (289)
D. GG-13 (662)
E. GG-14 (895)
F. GG-15 (861)
G. SENIOR LEVEL/ADMINISTRATIVE LAW JUDGE (86)
H. SES/EXECUTIVE LEVEL (157)

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

#	Category	A	B	C	D	E	F	G	H
1	Clarity of Responsibilities	83	84	82	82	80	85	91	96
2	Management Leadership	74	75	75	72	70	74	80	94
3	Supervision	79	80	78	79	78	80	86	95
4	Working Relationships	80	79	79	78	77	82	81	96
5	Empowerment	69	66	67	67	66	73	79	93
6	Communication	74	76	76	74	70	73	72	85
7	Workload and Support	78	78	76	78	76	78	86	91
8	Training and Development	67	68	68	67	64	67	69	84
9	Performance Management	69	73	70	67	66	70	73	84
10	Job Satisfaction	88	84	86	87	87	92	96	99
11	Engagement	85	84	86	84	83	87	85	92
12	NRC Mission & Strategic Plan	81	78	83	82	76	83	82	92
13	NRC Image	80	79	79	80	78	82	80	92
14	Organizational Change	55	50	48	51	53	59	62	84
15	Continuous Improvement Commitment	74	75	73	73	70	76	71	91
16	Quality Focus	64	58	61	63	62	65	71	87
17	Open, Collaborative Working Environment	65	58	60	62	61	69	70	89

Colored Difference Cells indicate a statistically significant difference

Job Category Comparisons

Employees were requested to identify their Job Category in the Coding Section of the survey, choosing from senior management, middle management, line management, and non-supervisory classifications. The pattern displayed below 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. Senior management and middle management deviate by double-digit differences compared with NRC Overall scores.

Exhibit 16

Category Results by Job Category

A. NRC OVERALL (3404)
B. SENIOR MANAGEMENT (70)
C. MIDDLE MANAGEMENT (145)
D. LINE MANAGEMENT (533)
E. NON-SUPERVISOR (2629)

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

#	Category	A	B	C	D	E
1	Clarity of Responsibilities	83	97	93	88	82
2	Management Leadership	74	95	89	77	72
3	Supervision	79	94	89	80	79
4	Working Relationships	80	95	93	83	78
5	Empowerment	69	94	86	73	67
6	Communication	74	86	82	74	73
7	Workload and Support	78	93	87	79	77
8	Training and Development	67	84	80	67	66
9	Performance Management	69	87	78	70	69
10	Job Satisfaction	88	98	98	93	87
11	Engagement	85	92	90	88	84
12	NRC Mission & Strategic Plan	81	94	89	83	79
13	NRC Image	80	93	89	83	79
14	Organizational Change	55	84	80	59	52
15	Continuous Improvement Commitment	74	93	87	77	72
16	Quality Focus	64	94	80	66	62
17	Open, Collaborative Working Environment	65	90	83	71	61

Colored Difference Cells indicate a statistically significant difference

Job Function Comparisons

As noted in the chart illustrating Job Function Comparisons, there is very little difference between Legal and Scientific job functions when compared to NRC Overall. However, Administrative Support employees are significantly less favorable in nine of the 17 categories – the highest difference being -7 for Open, Collaborative Working Environment.

The Engineering job function had significantly more favorable scores for eight of the 17 categories. All the category score increases were in the single digits with Empowerment showing the highest increase of 5 points.

Exhibit 17

Category Results by Job Function

A. NRC OVERALL (3404)
B. ADMINISTRATIVE/SUPPORT (1217)
C. ENGINEERING (1526)
D. LEGAL (100)
E. SCIENTIFIC (436)

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

#	Category	A	B	C	D	E
1	Clarity of Responsibilities	83	81	85	89	82
2	Management Leadership	74	71	76	76	74
3	Supervision	79	77	81	85	78
4	Working Relationships	80	76	83	80	81
5	Empowerment	69	63	74	74	70
6	Communication	74	74	74	71	72
7	Workload and Support	78	75	81	80	77
8	Training and Development	67	66	69	64	65
9	Performance Management	69	71	69	69	67
10	Job Satisfaction	88	85	91	93	90
11	Engagement	85	82	87	86	85
12	NRC Mission & Strategic Plan	81	79	83	81	78
13	NRC Image	80	77	83	74	81
14	Organizational Change	55	54	56	61	52
15	Continuous Improvement Commitment	74	72	76	69	74
16	Quality Focus	64	59	67	72	64
17	Open, Collaborative Working Environment	65	58	69	64	66

Colored Difference Cells indicate a statistically significant difference

Length of Service Comparisons

When employee opinion data are segmented according to length of service groups, there is little difference in scores. This is unusual when compared and contrasted with private sector organizations, where employees with between 5 to 10 years of service often respond unfavorably 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 factor in how employees respond to the questions in the survey.

No levels of tenure vary significantly from the NRC Overall. However, it is interesting to note that employees with 25+ years of service scored significantly lower on Engagement (-5). This is perhaps because they do have an intent to leave the organization (for some, due to retirement), which is a survey item within the Engagement category.

Another interesting finding is the lack of statistically significant favorable differences for employees with 20 years of service or more. Generally in Towers Perrin-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.

Exhibit 18

Category Results by Length of Service

A. NRC OVERALL (3404)
B. LESS THAN 1 YR SVC (351)
C. 1 YR < 5 YRS SVC (1035)
D. 5 YRS < 10 YRS SVC (611)

E. 10 YRS < 15 YRS SVC (231)
F. 15 YRS < 20 YRS SVC (372)
G. 20 YRS < 25 YRS SVC (297)
H. 25 YRS+ SVC (496)

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

#	Category	A	B	C	D	E	F	G	H
1	Clarity of Responsibilities	83	83	82	83	82	85	85	86
2	Management Leadership	74	78	74	72	70	73	75	75
3	Supervision	79	83	80	78	78	79	78	80
4	Working Relationships	80	80	78	79	79	80	83	82
5	Empowerment	69	72	69	69	69	68	68	70
6	Communication	74	77	74	73	70	71	74	74
7	Workload and Support	78	78	77	78	77	78	78	81
8	Training and Development	67	72	67	66	64	66	67	67
9	Performance Management	69	67	71	70	67	65	71	70
10	Job Satisfaction	88	88	87	88	88	90	90	90
11	Engagement	85	89	87	86	85	85	82	80
12	NRC Mission & Strategic Plan	81	84	79	80	81	80	83	80
13	NRC Image	80	83	80	81	78	80	80	80
14	Organizational Change	55	55	52	56	58	59	55	55
15	Continuous Improvement Commitment	74	73	73	74	73	73	76	75
16	Quality Focus	64	65	64	63	61	67	62	64
17	Open, Collaborative Working Environment	65	64	63	65	65	65	66	67

Senior Resident Inspectors Versus Resident Inspectors

When a comparison is done between Senior Resident Inspectors versus Resident Inspectors, no significant differences are found.

Exhibit 19

Category Results by Senior Resident Inspectors Versus Resident Inspectors

A. NRC OVERALL (3404)
B. SENIOR RESIDENT INSPECTOR (64)

C. RESIDENT INSPECTOR (62)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Clarity of Responsibilities	83	92	92
2	Management Leadership	74	79	78
3	Supervision	79	86	85
4	Working Relationships	80	88	84
5	Empowerment	69	71	72
6	Communication	76	73	78
7	Workload and Support	78	86	85
8	Training and Development	67	61	65
9	Performance Management	69	64	68
10	Job Satisfaction	88	95	95
11	Engagement	85	87	87
12	NRC Mission & Strategic Plan	87	89	89
13	NRC Image	80	78	83
14	Organizational Change	55	61	56
15	Continuous Improvement Commitment	74	70	77
16	Quality Focus	64	73	70
17	Open, Collaborative Working Environment	65	67	67

*Colored Difference Cells indicate a statistically significant difference*

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 2009 NRC Safety Culture and Climate Survey, employee engagement was investigated. In order to determine the critical factors that influence employee engagement, the Engagement category is designed to empirically measure employee engagement. It 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.

Total Favorable in the results charts that follow 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.
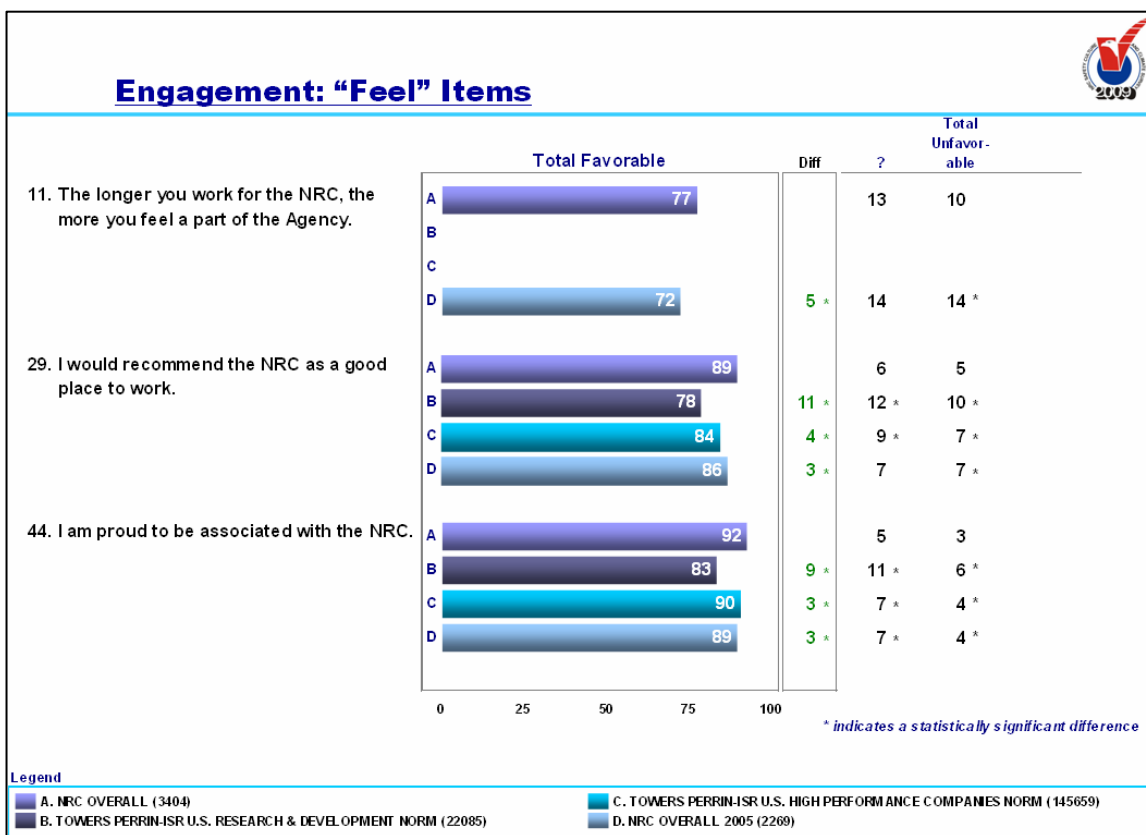
The Engagement category is composed of the following items:

Exhibit 20
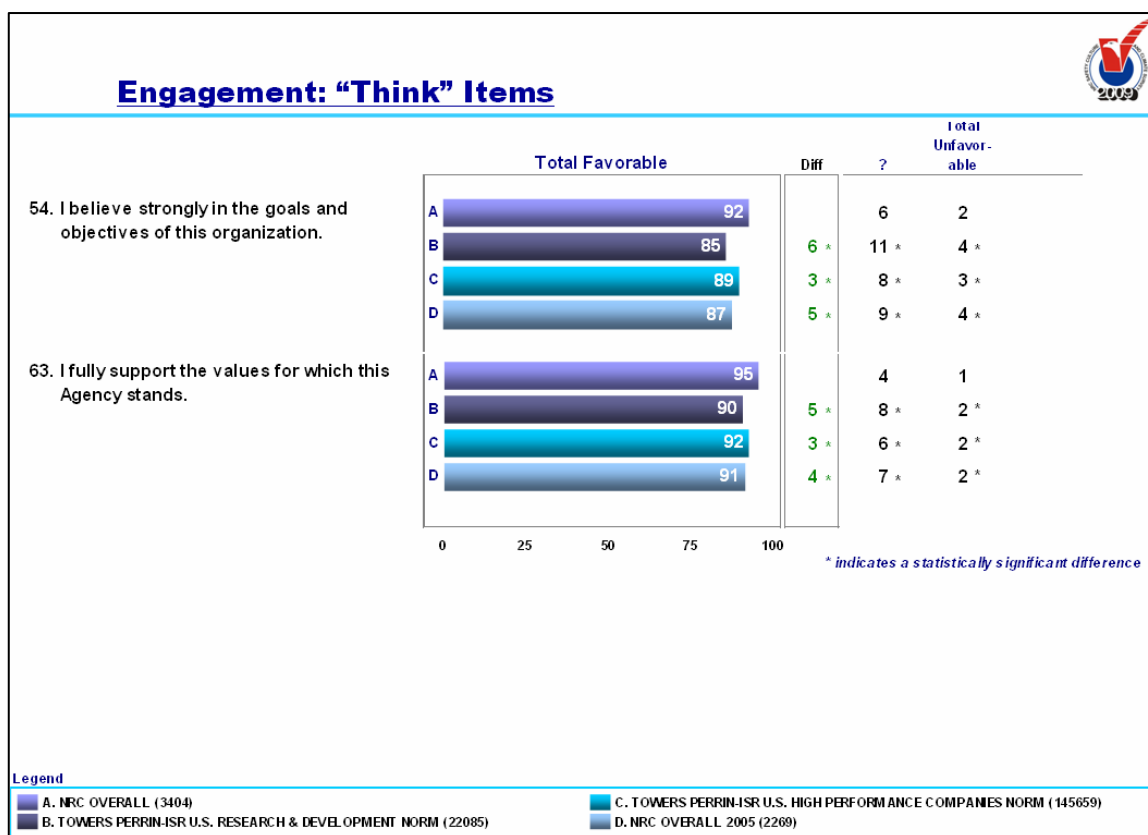
- ➢ I believe strongly in the goals and objectives of this organization. (Question 54)
- ➢ I fully support the values for which this agency stands. (Question 63)

Exhibit 21

- ➢ 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 29)
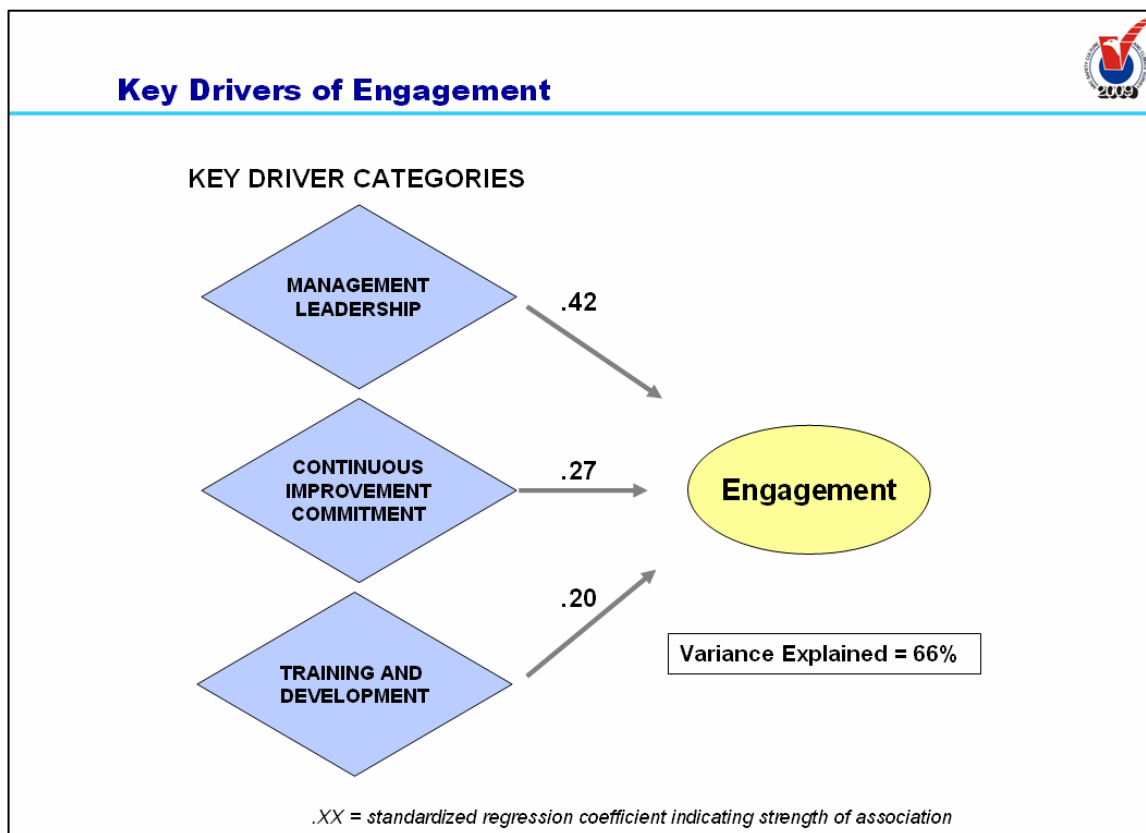- ➢ I am proud to be associated with the NRC. (Question 44)

Exhibit 22
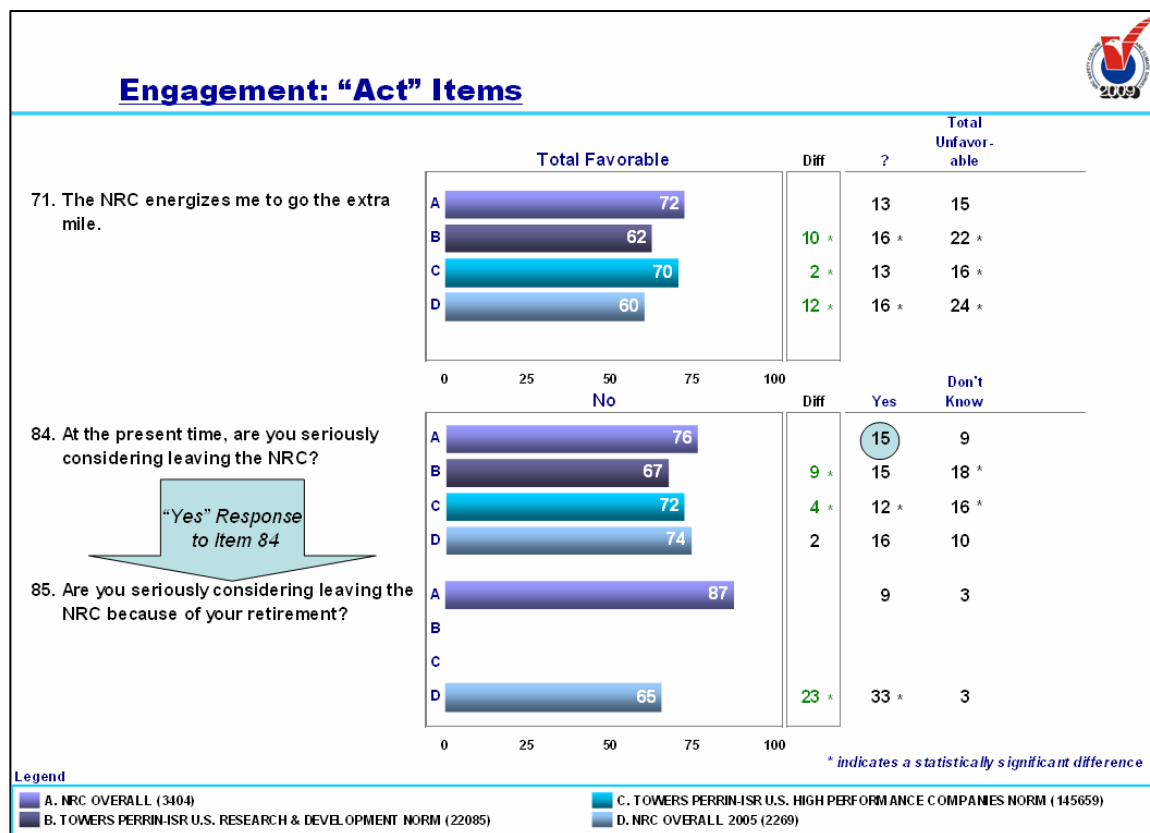
- ➤ The NRC energizes me to go the extra mile. (Question 71)
- ➤ At the present time, are you seriously considering leaving the NRC? (Question 84)
- ➤ Are you seriously considering leaving the NRC because of your retirement? (Question 85)

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

Exhibit 23

The Total Variance Explained for this model is 66%, which is considered highly predictive of the dependent variable Engagement. This indicates that 66% of all of the variation in responses to Engagement can be accounted for by the responses to these three categories. The .42, .27, and .20 for the key driver categories are regression coefficients, which indicate the relative strength of each category in driving engagement. The categories have been listed in the chart above, then, in order of how strongly they predict engagement of NRC employees.

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.

Exhibit 24
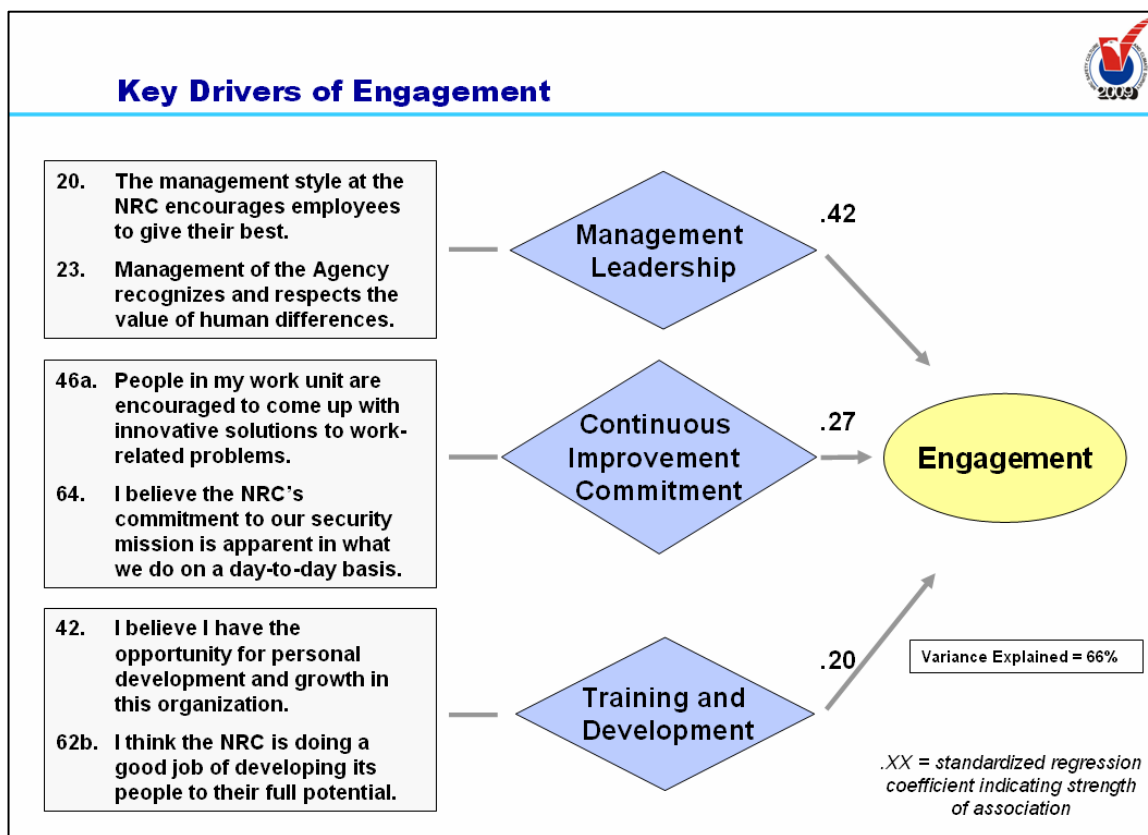
We continued the analysis to identify the actual questions driving engagement. Six items emerged from the analysis:

- ➢ The management style at the NRC encourages employees to give their best.
- ➢ Management of the agency recognizes and respects the value of human differences.
- ➢ People in my work unit are encouraged to come up with innovative solutions to work-related problems.
- ➢ I believe the NRC's commitment to our security mission is apparent in what we do on a day-to-day basis.
- ➢ I believe I have the opportunity for personal development and growth in this organization.
- ➢ I think the NRC is doing a good job of developing its people to their full potential.

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, comparing NRC scores to the NRC 2005 results, U.S. Research & Development and the U.S. High Performance Norms.

Exhibit 25

Key Driver Items Compared to Norms

Category	Item	% Fav.	△ NRC 2005	△ U.S. Re-search & Dev	△ U.S. High Perf.
Management Leadership	The management style at the NRC encourages employees to give their best.	76	12*	16*	-1
Management Leadership	Management of the Agency recognizes and respects the value of human differences.	82	13*	1	-1
Continuous Improvement Commitment	People in my work unit are encouraged to come up with innovative solutions to work-related problems.	82	9*	2*	2*
Continuous Improvement Commitment	I believe the NRC's commitment to our security mission is apparent in what we do on a day-to-day basis.	88	N/A	N/A	N/A
Training & Development	I believe I have the opportunity for personal development and growth in this organization.	80	10*	14*	7*
Training & Development	I think the NRC is doing a good job of developing its people to their full potential.	69	14*	23*	8*

*Color and * indicate a statistically significant difference*

As can be seen above, both the items in Training and Development are significantly above the three benchmarks. Additionally, the first item from Continuous Improvement Commitment ("People in my work unit are encouraged to come up with innovative solutions to work-related problems") is significantly above all three benchmarks. The second item in the Continuous Improvement Commitment category was developed specifically for the NRC, and does not have a historical comparison or either norm comparison.

In the Management Leadership category both items were 1 point below the U.S. High Performance Norm. The first item ("The management style at the NRC encourages employees to give their best") had significantly more favorable scores for the historical comparison and for the U.S. R&D comparison: 12 and 16 points above, respectively. The second item ("Management of the agency recognizes and respects the value of human differences") had a significantly more favorable score when compared to the historical.

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 organization.

CONCLUSION

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 from 2005, 2002, and 1998. The 2009 NRC Safety Culture and Climate Survey results show significant improvements over the 2005 results, with 16 of 17 categories significantly more favorable. The largest increases were in NRC Mission and Strategic Plan, NRC Image, and Performance Management. Compared to the U.S. National Norm, the NRC is statistically more favorable in all of the 15 comparable categories. Compared to the U.S. Research and Development Norm, the NRC is more favorable in all of the 15 comparable categories. When compared to the U.S. High Performance Norm, 12 of the 14 comparable categories were significantly more favorable.

The most improved scores from 2005 are:

➢ 17a. "I am aware of the following methods to raise a concern: The Non-Concurrence Process"
  o Improved by 37 points.
➢ 82. "Regarding the NRC's strategic plan, I believe the plan helps me formulate my budget"
  o Improved by 30 points.
➢ 17c. "I am aware of the following methods to raise a concern: The Open Door Policy"
  o Improved by 25 points.
➢ 85. "Are you seriously considering leaving the NRC because of your retirement?"
  o Improved by 23 points.
➢ 56. "The NRC has done an effective job of capturing the knowledge of retiring NRC employees"
  o Improved by 17 points.

The questions that had the highest decrease compared and contrasted to 2005 are:

➢ 91b. "How often do the following interfere with your attending training for your current job: Availability of classes/courses" (N)
  o Decreased by -8 points. (Negatively worded item; this indicates that more NRC employees in 2009 feel that class/course availability interferes with attending training than did in 2005)
➢ 88e. "How effective are the following at enhancing internal communications: EDO Updates"
  o Decreased by -7 points.
➢ 14a. "I am frequently concerned about the following: The future of the nuclear industry" (N)
  o Decreased by -4 points. (Negatively worded item; this indicates that more NRC employees in 2009 are concerned about the future of the nuclear industry than were in 2005)

In reviewing the NRC Office and Regions results for 2009, the Headquarters Overall, Office of Nuclear Security and Incident Response (NSIR), and the Office of Nuclear Regulatory Research (RES) had the highest amount of categories that were significantly more favorable when compared to the results from 2005. Close behind them were Office of Nuclear Material Safety and Safeguards (NMSS) and Region III. Additionally, there were not any offices that showed multiple categories with significantly lower favorable scores when compared to 2005.

It is apparent that employee engagement at the NRC is highly affected by attitudes toward Management Leadership, Continuous Improvement Commitment and Training and Development - all areas the NRC should continue to focus on.

Below are a list of strengths to maintain and a list of opportunities for improvement.

KEY STRENGTHS TO MAINTAIN

1. **Historical Comparisons** – all categories are at or significantly above 2005 levels

2. **Normative Comparisons** – all categories are at or significantly above norm levels, including High Performance Norm

3. **Workload and Support** – work schedules, prioritization, and computer systems viewed favorably

4. **Quality Focus** – excellent quality, and improvement on sacrificing quality for metrics or personal/political needs

5. **Training and Development** – training opportunities; personal growth & development; talent management

6. **Performance Management** – performance evaluated fairly; performance reviews are helpful

7. **Open, Collaborative Working Environment** – much greater awareness and acceptance of programs and processes

KEY OPPORTUNITIES FOR IMPROVEMENT

1. **NRC Image** – holding all employees to the same ethical standards

2. **Training and Development** – availability of classes and personal workload interfering with ability to attend training

3. **Communication** – NRC public Web site, ADAMS, EDO Updates not viewed as favorably as in 2005

4. **<u>Organizational Change</u>** – concern about the future of the nuclear industry and frequent changes of one's supervisor

5. **<u>Empowerment</u>** – management trusting employees' judgment