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**OFFICE OF  
THE INSPECTOR GENERAL**

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**U.S. NUCLEAR  
REGULATORY COMMISSION**

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OIG 2002 Survey of NRC's Safety  
Culture and Climate

OIG-03-A-03 December 11, 2002

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**SPECIAL EVALUATION**

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December 11, 2002

MEMORANDUM TO: William D. Travers  
Executive Director for Operations

Jesse L. Funches  
Chief Financial Officer

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

SUBJECT: OIG 2002 SURVEY OF NRC'S SAFETY CULTURE AND CLIMATE  
(OIG-03-A-03)

Attached is the Office of the Inspector General's (OIG) report titled, *OIG 2002 Survey of NRC's Safety Culture and Climate*. The OIG engaged an independent contractor, International Survey Research (ISR) to conduct the survey of NRC's workforce to (1) measure NRC's safety culture and climate, (2) compare results against *NRC's 1998 Safety Culture and Climate Survey*, and (3) compare results to government and national benchmarks. The study included 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 has made substantial progress in improving its safety culture and climate since the 1998 survey. NRC has improved significantly across virtually every topical area, and in many categories, the scores exceed established national benchmarks. In short, the NRC workforce envisions itself as the premier nuclear regulatory agency in the world today, dedicated to the NRC safety mission.

However, as you were advised by ISR during the Commission briefing on November 14, 2002, areas for improvement are available. Specifically, senior management should focus on improving:

- *Continuous Improvement Commitment* -- employees' views on commitment to public safety;
- *Empowerment* -- the amount of authority employees have to do their jobs;
- *Communication* -- the availability of information about matters affecting the agency;
- *NRC Image* -- employee perceptions of how NRC is regarded by its various stakeholders;
- *Quality Focus* -- employee views on the quality of NRC's (divisions') work;
- *Management Leadership* -- employees' views of the various management levels, and;
- *Organizational Commitment* -- the opportunity for personal development and growth.

In addition, survey results for two individual offices suggest substantial effort will be required to improve their organizational culture and climate.

The survey results were presented in their entirety on November 14, 2002, at a closed Commission hearing and on November 20, 2002, during an all employee meeting. The statistical data pertaining to individual offices has been provided to your office on compact disk. The Report Book Volume Listing (Appendix) contains a list of each offices' statistical data.

If you have any questions, please contact Beth Serepca at 415-5911, or me, at 415-5915.

Attachment: As stated

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2002 Survey of NRC's Safety Culture and Climate  
Executive Summary**

**November 2002**

**Prepared by International Survey Research**

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All Normative Comparisons  
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## **SURVEY DESIGN**

The Office of the Inspector General engaged International Survey Research (ISR) to conduct the 2002 Safety Culture and Climate Survey of the United States Nuclear Regulatory Commission. The study consisted of a review of the existing research on safety culture and climate, evaluation of the 1998 Safety Culture and Climate Survey, 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, ISR's review of the safety culture and climate literature as well as the 1998 Safety Culture and Climate questionnaire served as the basis for designing the survey. The questions that comprised the 2002 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 2002 study, as a second iteration survey, provides the NRC with a distinct advantage: comparison of the 2002 results with historical items (both ISR norm-based and tailored) used in 1998.

After a brief review of the qualitative 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. Government Research and Technology Composite, U.S. Research and Development Norm, U.S. National Norm, and the 1998 NRC Safety Culture and Climate Survey Results. The summary will then report internal comparisons for regions, headquarters, job functions, job categories, job grades, and years of service. Finally, a summary is provided which highlights the key findings of the Safety Culture and Climate Study.

## **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 between March 27 and April 5, 2002. A sample of Administrative/Clericals, Non-Engineering Specialists, Engineers, Inspectors, Managers, Branch Chiefs, Directors and Executive Directors, and Commissioners (including the Chairman) were interviewed as part of the qualitative assessment.

Interviewees were selected at random from Headquarters - Rockville, MD (March 27-28), Region II - Atlanta, GA (April 3) and, Region III - Lisle, IL (April 5).

Major themes that emerged from the interviews were as follows:



### Strengths Of NRC's Safety Culture

- The technical skill exhibited by the NRC workforce is exceptional. The NRC workforce envisions itself as the premier nuclear regulatory agency in the world today.
- The workforce is dedicated to NRC's safety mission.
- The NRC, as an agency, is committed to protecting public safety.
- New employees are seen as very capable and important to the future success of the NRC.
- Following the September 11<sup>th</sup> incident, employees sense a rededication to the goals and mission of the NRC and express a rejuvenated sense of pride as NRC employees.
- The NRC workforce sees the NRC as an effective government agency with a proven track record of safety for many years.

### Areas of Difficulty for NRC's Safety Culture

- NRC employees tend to perceive training and development programs for new NRC employees as inadequate and ineffective in producing a significantly skilled workforce for the future.
- Career advancement opportunities are seen as limited throughout the NRC and concern is expressed that the most competent employees are not being promoted.
- Concerns with operational efficiency are expressed: excessive paperwork, arduous proprietary software packages, staffing issues leading to excessive workload.
- Concern that NRC is becoming influenced by private industry and its power to regulate is diminishing.
- NRC employees are concerned about management succession planning stating that the agency has not realistically prepared to recover from the exodus of its aging workforce.
- Many NRC employees perceive a compromise of the "safety culture" as an effect of job-stress and poor work-life balance consideration by NRC management.
- Employees tend to be confused regarding an overall agency mission. Agreement among the NRC staff that headquarters is not disseminating information in an effective manner as well as equitably among the regions.
- Safety training is considered to be based on outdated scenarios that leave the security of the nuclear sites within the United States vulnerable to sabotage.



## SURVEY DEVELOPMENT

Based on ISR's research into safety culture, factor analysis and qualitative review of the 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 18 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 pages 5, 6, & 7. For each category, the average favorable response (percentage of employees responding favorably to a given set of questions) was calculated (please refer to the graph on page 8). Comparisons of the 2002 survey results to ISR's U.S. Government Research and Technology Composite, U.S. Research and Development Norm, U.S. National Norm, and the 1998 NRC Safety Culture and Climate Survey Results begin on page 9.

## SURVEY CATEGORIES

1. **Clarity of Responsibilities:** Assesses clarity of job responsibilities, duplication across work units, and task prioritization.
2. **Workload and Support:** Evaluates the amount of staff to handle the workload, the amount of stress employees experience on the job, the prioritization, resource allocation to improve efficiency of work (e.g., information dissemination, computer systems support).
3. **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".
4. **Supervision:** Examines employee perceptions of their immediate supervisor's technical competency, level of authority, availability, communication skills, people management and team building skills, and competency for understanding future needs.
5. **Working Relationships:** Measures the level of cooperation, respect, and teamwork among employees, work units, divisions, office/regions, and headquarters.





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6. **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.
7. **Communication:** Evaluates the availability of information about matters affecting the agency, and information employees need to do their job. Also assesses the openness of 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. In addition, employees' awareness of NRC's plans, performance, and mission are evaluated.
8. **Training and Development:** Assesses the 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.
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. **Future of NRC:** Measures employee concerns over reductions-in-force, changes in management, technology, regulatory methodology, the federal government, the future of their work unit, the NRC, and the industry, as well as fear of their skills becoming obsolete.
11. **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.
12. **Organizational Commitment:** Probes employees' willingness to recommend the NRC as a good place to work, whether they feel they are a part of the agency, and their pride in working for the NRC.
13. **NRC Mission:** Assesses the clarity of NRC's mission and whether employees believe management decisions are consistent with the mission. Employees are also asked to rate NRC's success in putting the "principles of good regulation" into practice.
14. **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.



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- 15. Organizational Change:** Evaluates employees' views on how the NRC's regulation of its licensees has changed in the past year. 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.
- 16. 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.
- 17. 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, as well as the time spent by the NRC responding to allegations.
- 18. 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 as well. Opinions are also solicited regarding the differing professional opinion process and risk-informed, performance-based regulation.

### **SURVEY ADMINISTRATION**

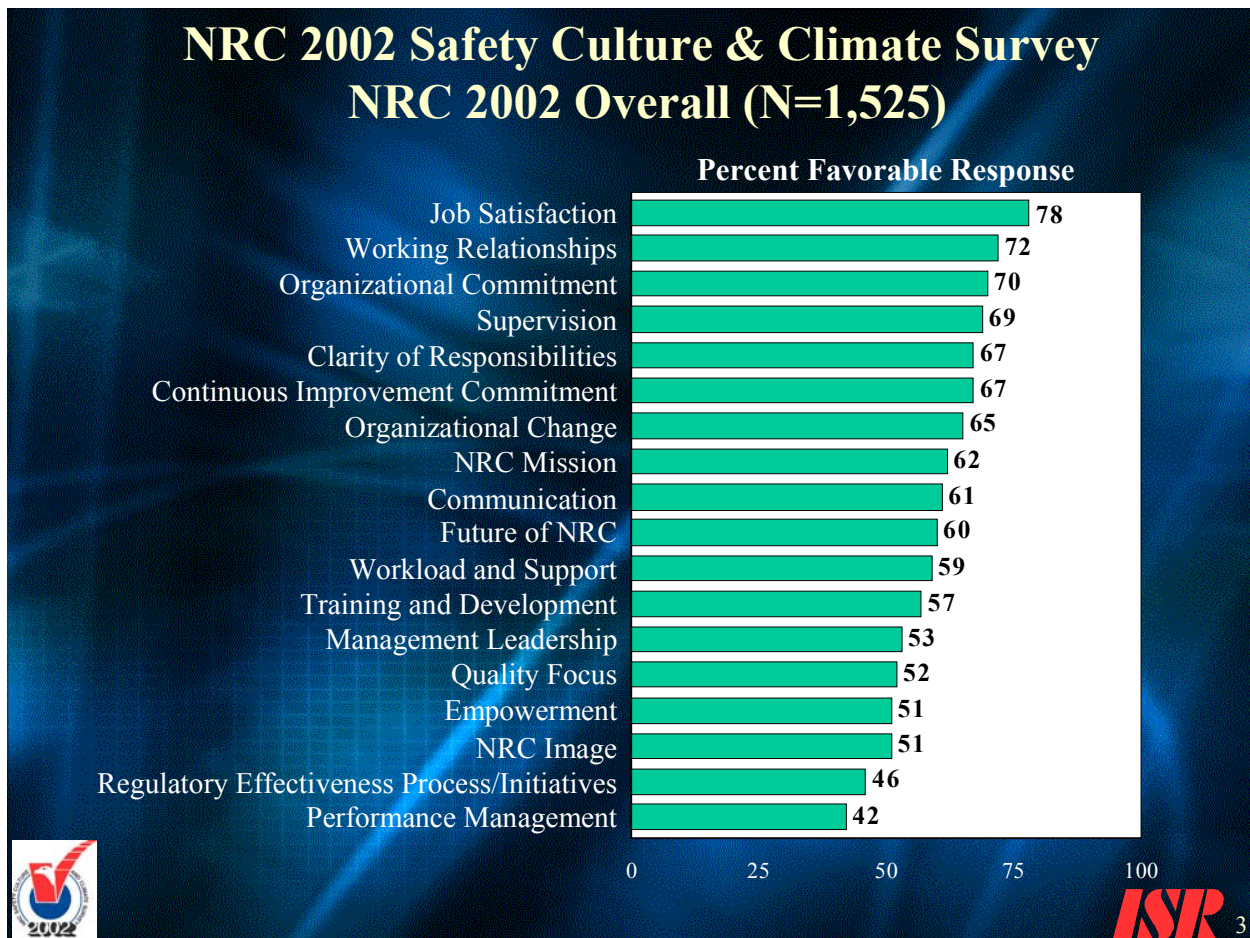
The OIG's NRC Safety Culture and Climate Survey was administered to all employees and managers from May 13 through June 7, 2002. Of the 2,868 employees asked to participate, 1,525 completed valid surveys for an overall return rate of 53%. This return is more than sufficient to provide a reliable and valid measure of the current attitudes and perceptions of NRC employees and managers.



### 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. Sixteen of the eighteen categories demonstrate majority favorable scores (defined as greater than 50% favorable responses), with the most favorable being *Job Satisfaction* (78%).

The category score range between 78% favorable and 42% favorable, with *Job Satisfaction* (78%), *Working Relationships* (72%), *Organizational Commitment* (70%), *Supervision* (69%), *Clarity of Responsibilities* (67%), and *Continuous Improvement Commitment* (67%) all being characterized by employees responding favorably two-thirds of the time. The remaining twelve categories fall below this two-thirds favorable response classification, with the least favorable being *Performance Management* (42%). The survey categories are shown below, ranked from most favorable to least favorable.

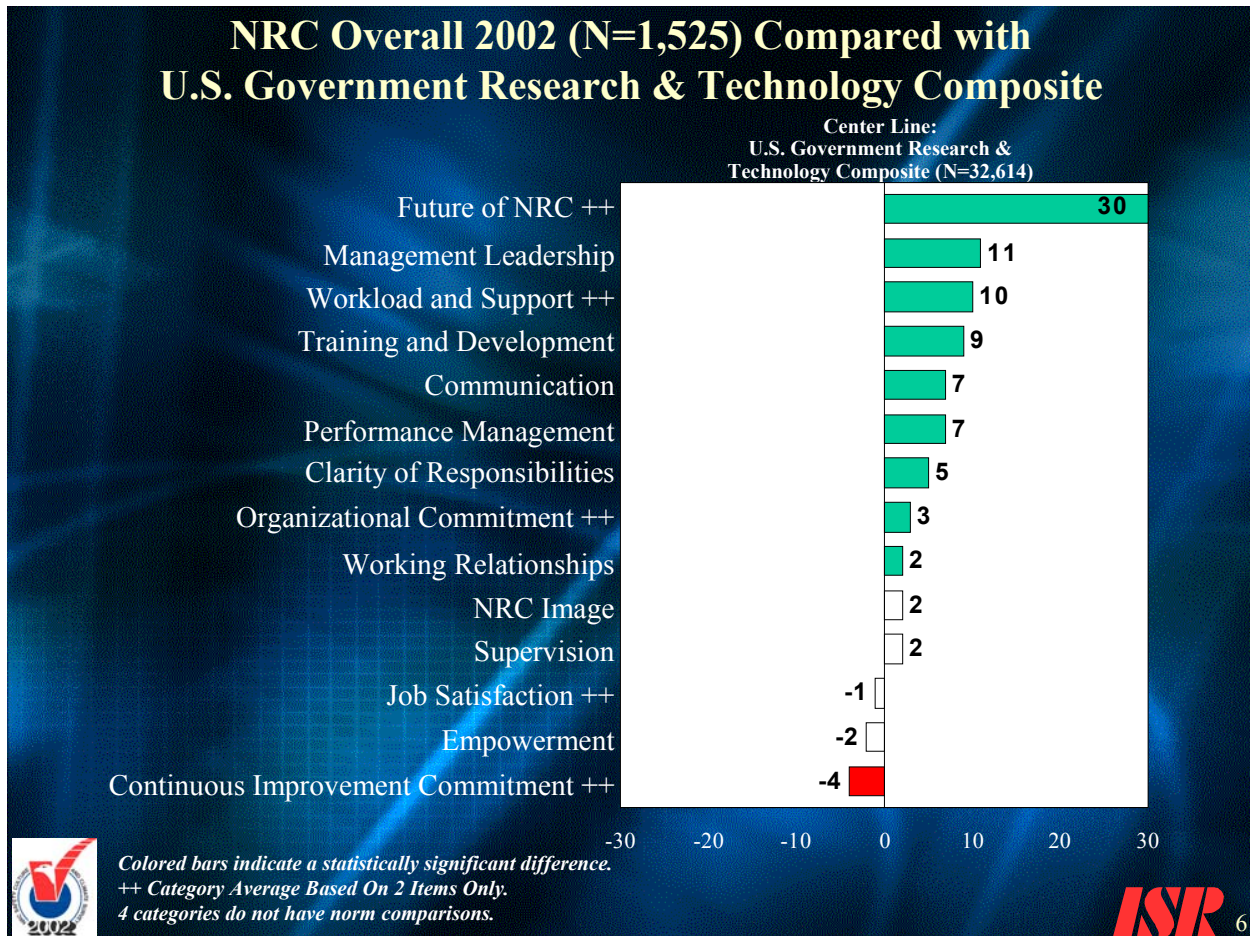






## COMPARISON OF NRC WITH U.S. GOVERNMENT RESEARCH AND TECHNOLOGY COMPOSITE

An ISR norm or composite is a weighted sample of employee responses categorized by nation, industry, function, or performance. An ISR composite is created when a particular subset of organizations are compiled from our normative database to provide a benchmark for a specific type of organization. A composite benchmark does not represent as comprehensive a sample as a typical ISR norm. The first benchmark NRC is compared with is the U.S. Government Research and Technology Composite. This composite is comprised of Research and Technology oriented U.S. Government Agencies and includes over 32,500 individual responses. A representative sample of agencies within this composite would include various Department of Defense and Department of Energy research development and technology centers for example.





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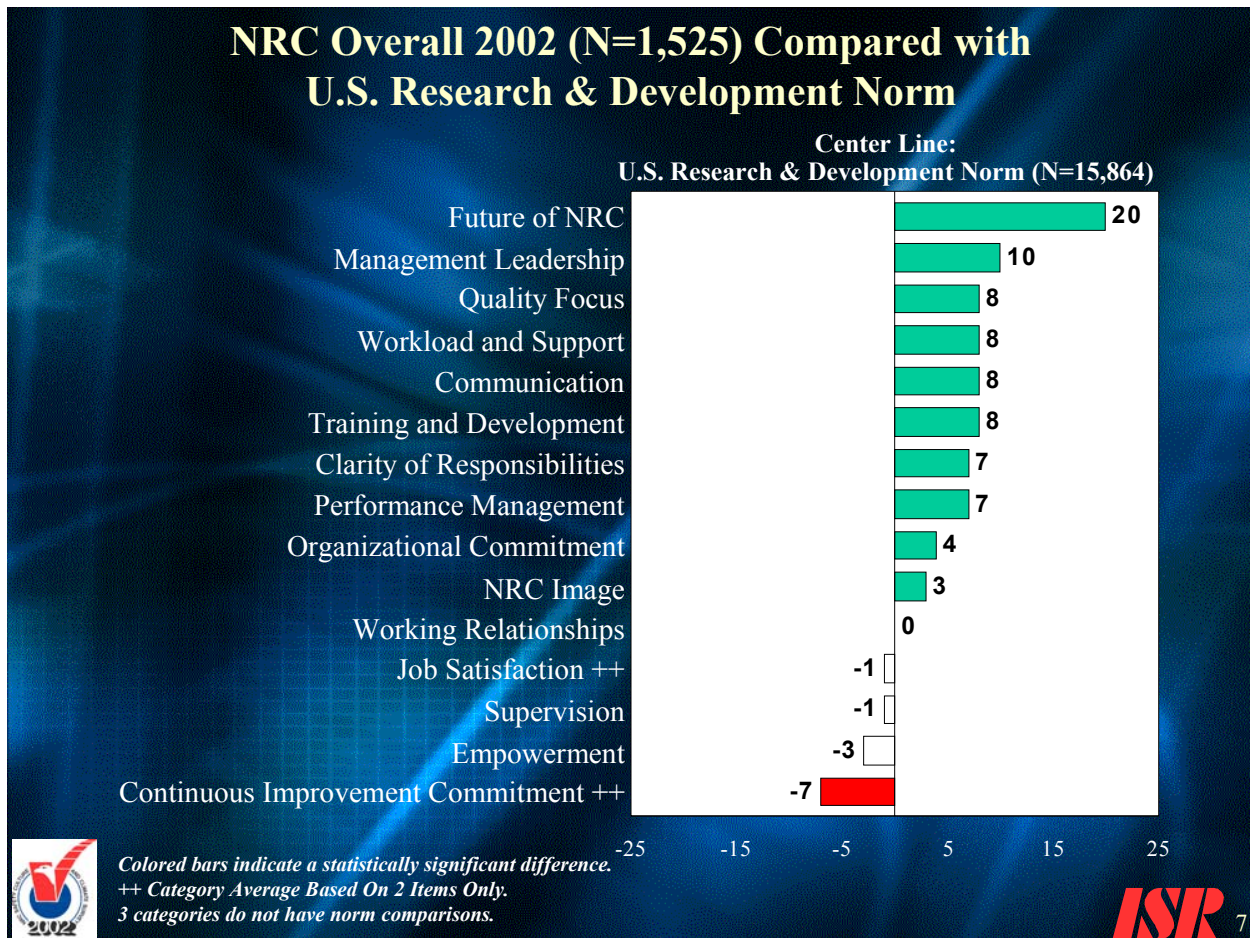
The overall category profile for the NRC is generally above the U.S. Government Research and Technology Composite. The centerline of this graph is the U.S. Government Research and Technology Composite score while the bars indicate the deviation of the NRC from this benchmark. Bars that are shaded green or red indicate statistically significant (at the  $p < .05$  level) deviation of NRC category scores from the U.S. Government Research and Technology Composite.

Of the 18 categories included in the 2002 survey, 14 can be compared with the U.S. Government Research and Technology Composite. The NRC outpaces the favorable scores across many categories including a 30-percentage point positive difference for the *Future of NRC* category. *Management Leadership, Workload and Support, Training and Development, Communication, Performance Management, Clarity of Responsibilities, Organizational Commitment, and Working Relationships* all fare significantly positive versus other similar government agencies included within this composite. The categories *NRC Image, Supervision, Job Satisfaction, and Empowerment* are not significantly different than other government agencies used in this comparison. The category *Continuous Improvement Commitment* evidences the only category level score that is significantly low versus other U.S. government research and technology agencies.



### 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, Praxair, and Shell Oil Company. Currently, the U.S. Research and Development Norm includes nearly 16,000 respondents from R&D functions. When comparing the NRC survey scores with the U.S. Research and Development Norm, ten categories score significantly above the Norm with the most favorable difference once again from *Future of NRC* (+20). As in the previous comparison with the U.S. Government Research and Technology Composite, *Continuous Improvement Commitment* (-7) emerges as the most negative category score and only score statistically significantly below the U.S. Research and Development Norm. Taken together, however, the scores demonstrate that NRC employee opinions are more favorable than what would typically be observed among U.S. R&D populations.

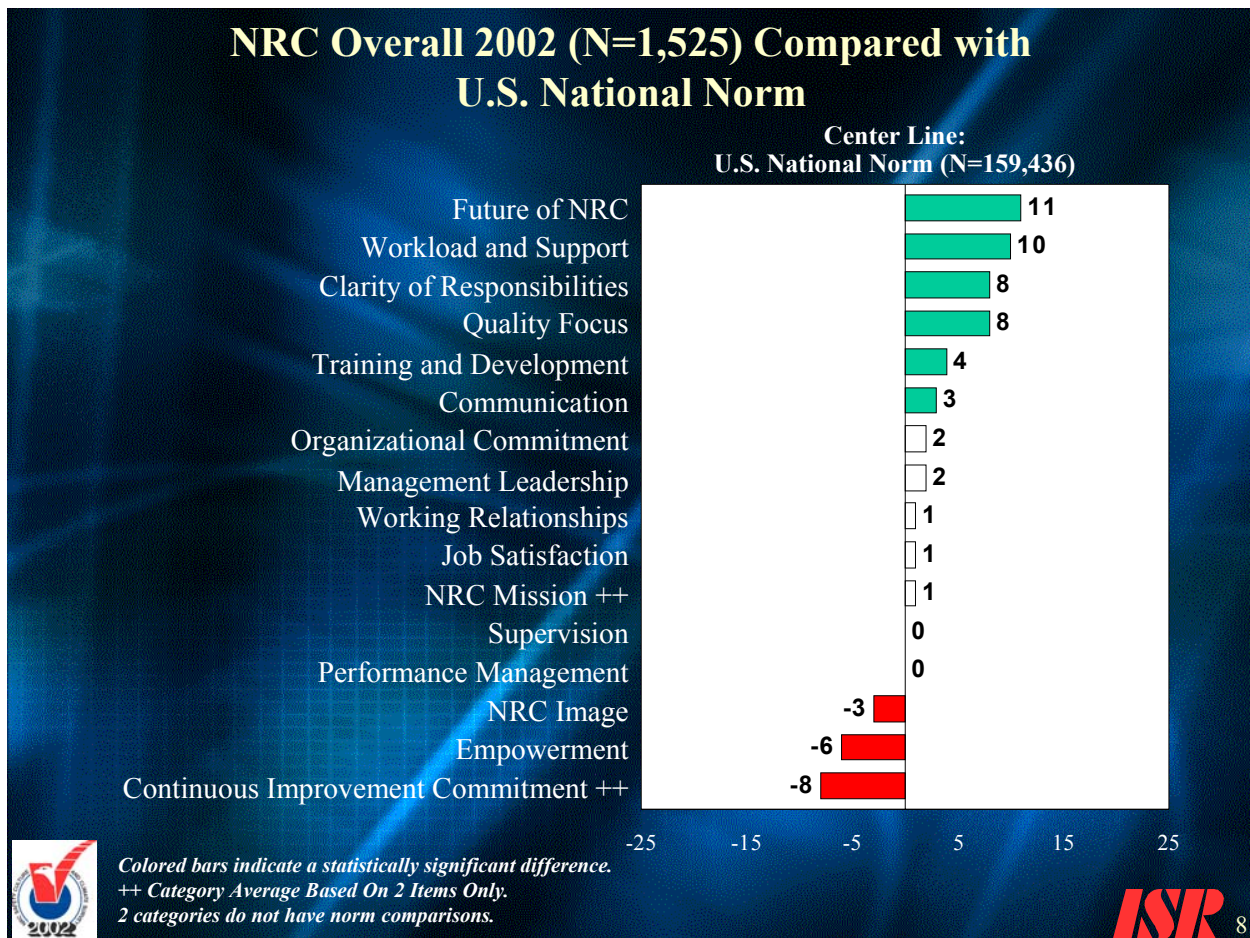






### COMPARISON OF NRC WITH U.S. NATIONAL NORM

NRC Safety Culture and Climate survey scores were also compared with the U.S. National Norm. ISR's U.S. National Norm, weighted by industry, sector, and region according to Bureau of Labor statistics, is an extremely robust benchmark, consisting of a sample of nearly 160,000 employees of the American workforce. A representative sample of organizations within this ISR Norm would include American Airlines, Citibank, General Mills, General Motors, Kerr-McGee, Newport News Shipbuilding, and Pricewaterhouse Coopers.

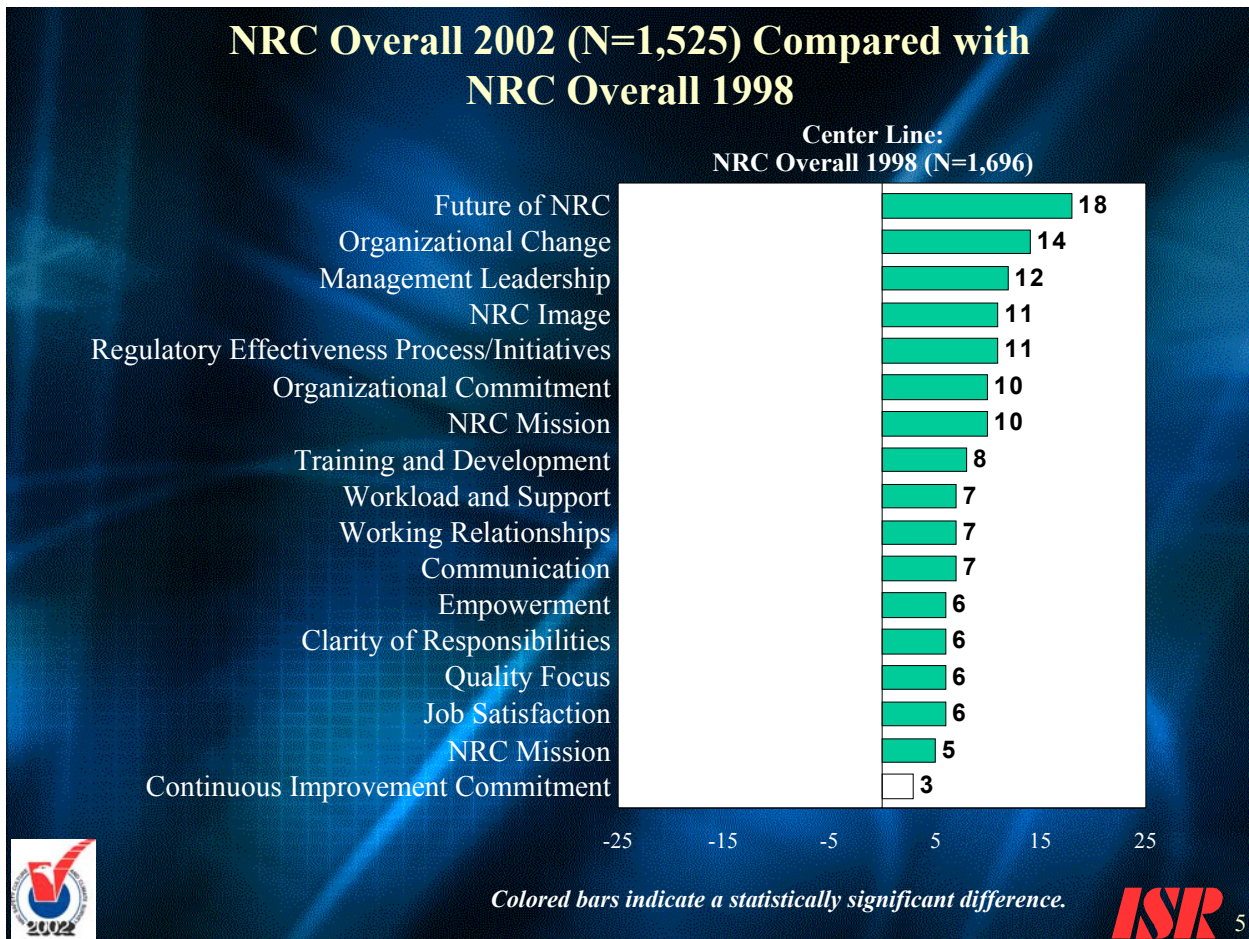


The NRC results are slightly more balanced when compared to the U.S. National Norm. Scores are significantly more favorable in six categories: *Future of NRC* (+11), *Workload and Support* (+10), *Clarity of Responsibilities* (+8), *Quality Focus* (+8), *Training and Development* (+4), and *Communication* (+3). Seven categories show no significant deviation from the U.S. National Norm. Finally, three categories fall significantly below the norm scores, *NRC Image* (-3), *Empowerment* (-6), and *Continuous Improvement Commitment* (-8).



### COMPARISON OF NRC 2002 WITH NRC 1998

Comparison of the 2002 Safety Culture and Climate survey with the 1998 survey reveals very favorable results. The centerline of the below graph represents the 1998 results with bars denoting deviation from those results. Immediately it is apparent that all of the categories have shown remarkable improvement. With the exception of *Continuous Improvement Commitment* (which has increased 3 points from 1998), each category-level score has increased statistically significantly from the results derived in 1998.



Remarkably, seven of the categories demonstrate double-digit increases between 1998 and 2002: *Future of NRC* (+18), *Organizational Change* (+14), *Management Leadership* (+12), *NRC Image* (+11), *Regulatory Effectiveness Process/Initiatives* (+11), *Organizational Commitment* (+10), and *NRC Mission* (+10). These results, in whole, demonstrate a workforce that has become much more positive about the NRC as an organization (future, effectiveness, image and mission).





## 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.

### REGION COMPARISON

The following comparison demonstrates differences in response patterns by region. The categorical results are shown for the individual Regions I, II, III, and IV, and tested for statistically significant deviations from the NRC's Overall results. For example, Column C in the graphic below contains the category scores for *Management Leadership*. Reading down Column C reveals that Overall the NRC score for this category was 53% favorable. Similarly, Region I scored 53%, thus showing no or "0" deviation from the NRC Overall results. However, Region II was much more positive for this category. Region II's score of 66% favorable for the *Management Leadership* category is 13 points above NRC overall, with the green shading indicating a statistically significant difference.

<h2 style="color: yellow;">Region Comparison</h2>																		
Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
Region I 2002 (N=151)	3	0	0	-1	1	1	0	2	3	3	4	-1	3	6	1	1	11*	7
Region II 2002 (N=127)	4	4	13*	3	5	7	5	2	2	0	2	5	5	8	6	8*	7	8
Region III 2002 (N=142)	0	-4	-3	0	-5	-5	-2	-1	-4	-8	3	-3	-2	0	-5	1	-3	-3
Region IV 2002 (N=120)	10*	4	14*	9*	4	10*	8	5	4	2	9*	5	10*	3	7	9*	8	11*

\* A statistically significant difference.





Reading across the rows will allow rapid identification of positive or negative regions within the NRC. In the case of the above comparison, no regions emerge as statistically significantly negative, however, it is of note that Region III displays a general trend toward less favorable responses to items in the survey in relation to other regions and the NRC as a whole. Conversely, Region IV's responses tend to be the most favorable.

### REGION HISTORICAL COMPARISON

The following comparison allows us to view the regions from a historical perspective. The comparison below enables us examine the magnitude of changes at the category level from 1998 to 2002 for each region and compare that change with the changes of the NRC as a whole during that period of time.

## Region Historical Comparison

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

- G. Communication
- H. Training & Development
- I. Future of NRC
- J. Job Satisfaction
- K. Organizational Commitment
- L. NRC Mission

- M. NRC Image
- N. Organizational Change
- O. Continuous Improvement Commitment
- P. Quality Focus
- Q. Regulatory Effectiveness Process/Initiatives

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Region I 2002 (N=151) vs. Region I 1998 (N=159)	8	8	11	3	8	3	5	7	16*	7	12*	11	15*	14*	2	13*	16*
Region II 2002 (N=127) vs. Region II 1998 (N=147)	10	14*	16*	4	11*	9	10	10	19*	5	13*	14*	19*	14*	15*	11	13*
Region III 2002 (N=142) vs. Region III 1998 (N=140)	11	16*	21*	10	9	10	11	11	12*	5	16*	13*	11	18*	6	8	11
Region IV 2002 (N=120) vs. Region IV 1998 (N=126)	16*	17*	22*	13*	7	17*	16*	16*	25*	8	14*	20*	15*	23*	10	9	19*

\* A statistically significant difference.  
Note: Performance Management category has no historical comparisons





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During the period 1998-2002, Region IV evidenced the most significant change. For a majority of the categorical areas, Region IV shows robust improvement that is also statistically significant in comparison with the pace of change for the NRC as a whole during this period of time. Region II demonstrates significant improvement as well, with over half of the categories showing positive statistically significant changes during the 1998-2002 period. Although the results for Region III tended toward less favorable scores at the category level, the historical comparison shows that Region III is improving. In fact, the dramatic increase in

Management Leadership scores between 1998 and 2002 (+21) deserves special mention.

**OFFICE COMPARISON**

Examining the NRC data in terms of office distinction, an interesting picture emerges. In this first set of comparisons listed in the following graphic, the OCFO and OCIO reveal statistically significantly negative category scores in relation to other groups and the NRC Overall. These scores are noteworthy as they are statistically significant, however, the sheer volume of negative deviation from the NRC Overall is remarkable, particularly for the OCIO. The OCIO is much less likely to believe in management's abilities, the NRC's mission, image, initiatives, and effectiveness; they are less engaged and satisfied with virtually every aspect of their job and the agency.

### Office Comparison I

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
Chairman's Office/ Commissioners' Offices/OEDO 2002 (N=29)	5	8	8	8	10	14	18	12	10	11	12	15	25*	19	13	14	15	21*
OIG 2002 (N=31)	4	13	7	19*	12	9	11	6	19*	19*	10	19*	10	1	9	15	20*	-16
OGC 2002 (N=39)	3	2	-10	-10	-2	-6	-5	-12	-3	-9	2	-5	-14	-9	-5	-14	-1	-11
OCFO 2002 (N=58)	-8	-4	-15*	-16*	-5	-18*	-5	-8	1	-2	-2	-10	-9	-7	-10	-9	-19*	-9
OCIO 2002 (N=63)	-18*	-14*	-29*	-16*	-18*	-19*	-19*	-17*	-12	-11	-16*	-14*	-21*	-17*	-17*	-14*	-21*	-26*

\* A statistically significant difference.



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The second comparison group by office (a continuation of the first Office Comparison slide) shows no significant deviation from the NRC scores overall for any of the office groups contained within the comparison. One key point is the HR/SBCR/CSU group is trending toward unfavorable scores versus the NRC Overall while the SECY/OIP/OPA/OCA/OCAA/OSTP group is particularly positive.

## Office Comparison II

A. Clarity of Responsibilities	G. Communication	N. NRC Image
B. Workload & Support	H. Training & Development	O. Organizational Change
C. Management Leadership	I. Performance Management	P. Continuous Improvement Commitment
D. Supervision	J. Future of NRC	Q. Quality Focus
E. Working Relationships	K. Job Satisfaction	R. Regulatory Effectiveness Process/Initiatives
F. Empowerment	L. Organizational Commitment	
	M. NRC Mission	

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
ADM 2002 (N=36)	6	5	6	7	9	-2	8	2	9	0	8	6	-1	7	5	7	-2	-6
OI/OE 2002 (N=23)	7	9	10	14	2	8	0	1	3	-4	-8	2	-13	0	6	1	6	-10
HR/SBCR/CSU 2002 (N=49)	-2	-1	-9	-7	3	-1	-3	-2	-8	6	-2	-4	-7	-7	-2	0	-3	-10
SECY/OIP/OPA/OCA/OCAA/OSTP 2002 (N=35)	8	12	13	8	6	8	15	3	10	15	4	13	10	6	12	3	6	1



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The third comparison for offices reveals two offices, RES and Office of Nuclear Security and Incident Response that are somewhat negative in comparison with the NRC as an organization.

Of particular concern, overall, is the statistically significantly negative score for *Working Relations* evidenced by RES. Working relations as measured in this survey (the level of cooperation, respect, and teamwork among employees, work units, divisions, office/regions, and headquarters), are particularly important to organizational success and should be further considered.

## Office Comparison III

- |                                |                              |   |
|--------------------------------|------------------------------|---|
| A. Clarity of Responsibilities | G. Communication             | N. NRC Image                                    |
| B. Workload & Support          | H. Training & Development    | O. Organizational Change                        |
| C. Management Leadership       | I. Performance Management    | P. Continuous Improvement Commitment            |
| D. Supervision                 | J. Future of NRC             | Q. Quality Focus                                |
| E. Working Relationships       | K. Job Satisfaction          | R. Regulatory Effectiveness Process/Initiatives |
| F. Empowerment                 | L. Organizational Commitment |   |
|                                | M. NRC Mission               |   |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
NMSS 2002 (N=194)	-5	-5	2	-4	0	0	0	2	0	1	-2	2	0	1	0	-2	-5	3
NRR 2002 (N=299)	0	2	-1	2	2	2	-2	1	-3	1	-4	0	1	-2	0	-2	0	0
RES 2002 (N=85)	-2	-5	-7	-6	-12*	-7	-6	-2	-4	-5	-6	-8	-6	-8	-6	-9	-7	-3
Office of Nuclear Security & Incident Response 2002 (N=28)	-16	-14	-6	3	1	1	-9	-9	0	-4	-4	-1	-3	0	-1	1	-5	2

\* A statistically significant difference.







## OFFICE HISTORICAL COMPARISON

The following comparisons offer the opportunity to view the change in responses by offices compared with the change for the NRC Overall between 1998 and 2002. In the first slide of the office series we can see significant improvement in the categories *Management Leadership* and *Supervision* among respondents from the OIG. Both the OCIO and OIG had significant improvements in their attitudes toward the *Future of the NRC*. Conversely, the OGC tended to reveal less favorable opinions in 2002 versus 1998 in comparison with the NRC Overall.

Of particular interest is the OCIO group that is dramatically negative as a group in 2002. The non-significant pattern revealed in the historical comparison demonstrates that the relative negativity displayed versus the NRC overall can be attributed to a lack of improvement in their scores from 1998.

### Office Historical Comparison I

<ul style="list-style-type: none"> <li>A. Clarity of Responsibilities</li> <li>B. Workload &amp; Support</li> <li>C. Management Leadership</li> <li>D. Supervision</li> <li>E. Working Relationships</li> <li>F. Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>G. Communication</li> <li>H. Training &amp; Development</li> <li>I. Future of NRC</li> <li>J. Job Satisfaction</li> <li>K. Organizational Commitment</li> <li>L. NRC Mission</li> </ul>	<ul style="list-style-type: none"> <li>M. NRC Image</li> <li>N. Organizational Change</li> <li>O. Continuous Improvement Commitment</li> <li>P. Quality Focus</li> <li>Q. Regulatory Effectiveness Process/Initiatives</li> </ul>
---	--	---

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Chairman's Office/Commissioners' Offices/OEDO 2002 (N=29) vs. Chairman's Office/Commissioners' Offices/OEDO 1998 (N=40)	-5	-1	-9	-2	4	1	1	8	19	-6	-3	13	16	13	-7	10	22
OIG 2002 (N=31) vs. OIG 1998 (N=37)	13	16	26*	29*	12	21	9	9	34*	9	16	21	13	24*	20	19	2
OGC 2002 (N=39) vs. OGC 1998 (N=45)	-2	-10	-4	-17	-6	-5	-9	-7	10	10	0	-1	2	6	-13	-3	8
OCFO 2002 (N=58) vs. OCFO 1998 (N=51)	-1	-1	10	7	3	-3	-1	10	18	9	18	9	10	3	2	-12	10
OCIO 2002 (N=63) vs. OCIO 1998 (N=84)	-2	-2	-2	6	5	0	-2	2	19*	0	2	4	-2	3	-5	-1	-2

\* A statistically significant difference.  
Note: Performance Management category has no historical comparisons



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Continuing with the historical office comparisons, the ADM office has evidenced a positive trend during the period 1998 and 2002. This group shows significant increases among areas particularly relevant to the NRC's success: *Working Relationships and Organizational Commitment*. HR/SBCR/CSU has also demonstrated a noteworthy rise in favorability across categories in 2002 versus 1998.

## Office Historical Comparison II

- |                                |                              |                             |
|--------------------------------|------------------------------|-----------------------------|
| A. Clarity of Responsibilities | G. Communication             | M. NRC Image                |
| B. Workload & Support          | H. Training & Development    | N. Organizational Change    |
| C. Management Leadership       | I. Future of NRC             | O. Continuous Improvement   |
| D. Supervision                 | J. Job Satisfaction          | Commitment                  |
| E. Working Relationships       | K. Organizational Commitment | P. Quality Focus            |
| F. Empowerment                 | L. NRC Mission               | Q. Regulatory Effectiveness |
|                                |                              | Process/Initiatives         |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
ADM 2002 (N=36) vs. ADM 1998 (N=47)	12	11	22	14	24*	20	19	16	31*	13	22*	18	26*	22	13	22*	22*
OI/OE 2002 (N=23) vs. OI/OE 1998 (N=32)	11	15	7	1	0	5	2	11	14	9	9	7	11	13	-3	-4	4
HR/SBCR/CSU 2002 (N=49) vs. HR/SBCR/CSU 1998 (N=31)	13	15	21	12	21	22	7	9	16	12	1	13	13	21	9	17	12
SECY/OIP/OPA/OCA/OCAA/OSTP 2002 (N=35) vs. SECY/OIP/OPA/OCA/OCAA/OSP 1998 (N=49)	6	6	14	12	7	6	9	8	26*	3	11	6	2	14	-1	0	10

\* A statistically significant difference.

Note: Performance Management category has no historical comparisons







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The third comparison, similar to the second comparison, demonstrates a solid trend toward improvement in employee attitudes between 1998 and 2002. Both NMSS and NRR have made statistically significant improvements in categories often linked to the future health of the organization.

## Office Historical Comparison III

- |                                |                              |                             |
|--------------------------------|------------------------------|-----------------------------|
| A. Clarity of Responsibilities | G. Communication             | M. NRC Image                |
| B. Workload & Support          | H. Training & Development    | N. Organizational Change    |
| C. Management Leadership       | I. Future of NRC             | O. Continuous Improvement   |
| D. Supervision                 | J. Job Satisfaction          | Commitment                  |
| E. Working Relationships       | K. Organizational Commitment | P. Quality Focus            |
| F. Empowerment                 | L. NRC Mission               | Q. Regulatory Effectiveness |
|                                |                              | Process/Initiatives         |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
NMSS 2002 (N=194) vs. NMSS 1998 (N=160)	2	6	9	4	5	3	7	11*	11*	6	9	3	7	10	-2	2	9
NRR 2002 (N=299) vs. NRR 1998 (N=330)	3	5	8	5	4	2	6	5	17*	2	8*	7	10*	14*	1	1	8
RES 2002 (N=85) vs. RES 1998 (N=92)	4	1	10	2	3	3	3	5	13	-2	6	10	11	11	-3	2	7

*\* A statistically significant difference.*

*Note: Performance Management category has no historical comparisons*

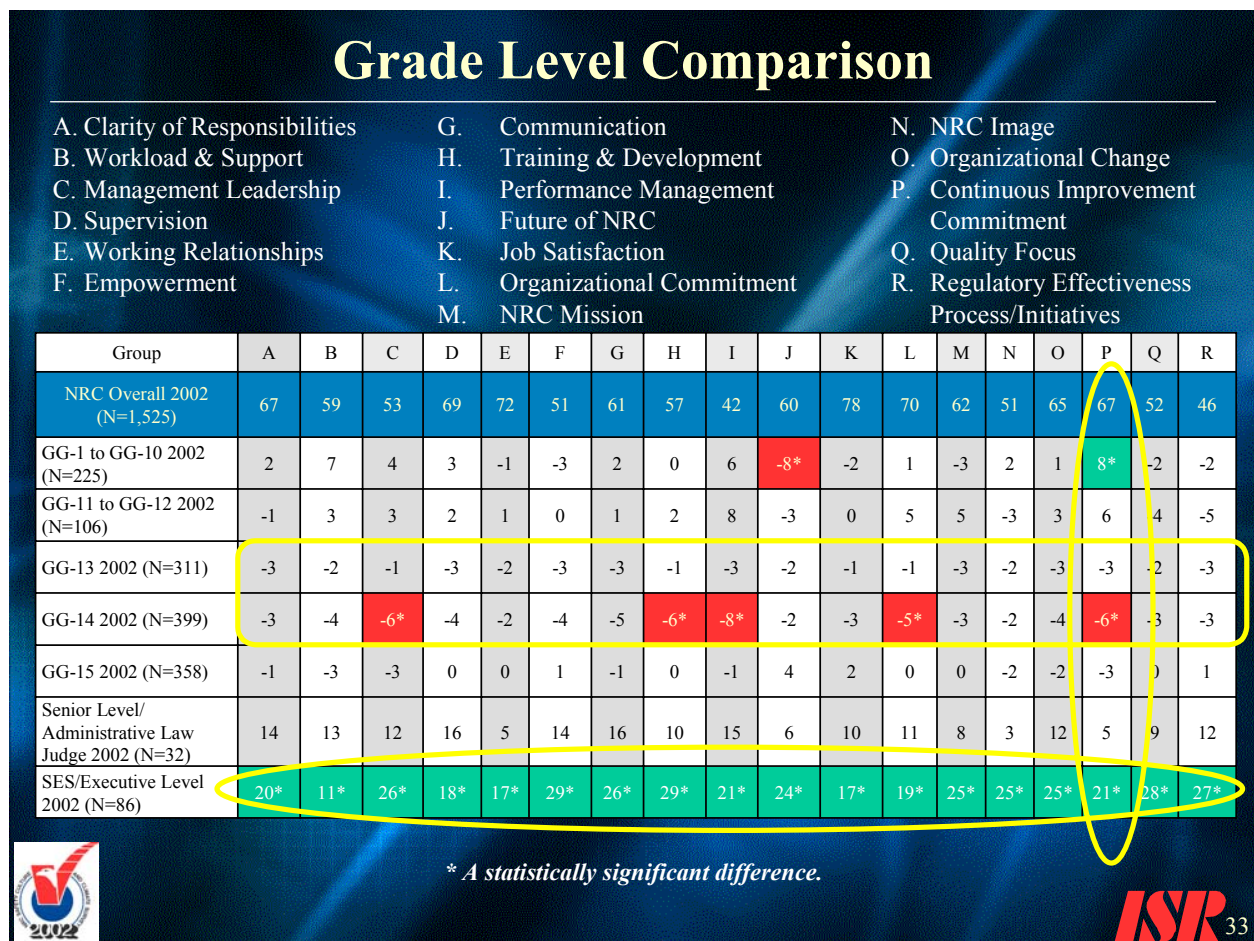






### GRADE LEVEL COMPARISON

Another comparison of interest is grade level. The pattern demonstrated in the graphic below 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 organization (the bottom-most row in the graphic). Pursuing this issue further, highly positive scores, albeit not statistically significant, are also evidenced among the *Senior Level/Administrative Law Judge* group. It should be noted that very small groups, such as the *Senior Level/Administrative Law Judge* group, within these comparisons must demonstrate extreme deviation, such as the *SES/Executive* group, to achieve "statistical significance". As group size increases, smaller differences are required to achieve statistical significance. Therefore, although the *Senior Level/Administrative Law Judge* group is not "statistically significant" it is remarkably positive and should be noted as such.





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An interesting population that deserves comment is the GG-14 group. Employees of the NRC mentioned GG-14 across focus group interviews as 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. These qualitative findings have been buttressed with the quantitative analysis. Looking at the GG-14 level, this group is statistically significantly negative on items associated with *Training and Development* and *Performance Management*, which often correlate with less favorable opinions of senior level staff. The GG-14 group does demonstrate statistically significantly negative opinions of senior leaders as evidenced through their deviation (-6) from the NRC overall *Management Leadership* score.

### **GRADE LEVEL HISTORICAL COMPARISON**

To further explore grade level, the historical comparison demonstrates the 2002 Grade Level results versus the Grade Level results from 1998. As can be expected from the general increase in favorability at the overall NRC level across categories, classification of the population into appropriate grade levels does not eliminate this positive trend.

We can see across grade levels that scores have significantly increased with the exception of one group: *Senior Level/Administrative Law Judge*. This is the only grade level distinction that shows a reduction in favorability scores at the categorical level. Although, due to a small group size, these negative deviations cannot always be expected to achieve statistical significance, pronounced in some cases, is noteworthy.



## Grade Level Historical Comparison

- |                                |                              |   |
|--------------------------------|------------------------------|---|
| A. Clarity of Responsibilities | G. Communication             | M. NRC Image                                    |
| B. Workload & Support          | H. Training & Development    | N. Organizational Change                        |
| C. Management Leadership       | I. Future of NRC             | O. Continuous Improvement Commitment            |
| D. Supervision                 | J. Job Satisfaction          | P. Quality Focus                                |
| E. Working Relationships       | K. Organizational Commitment | Q. Regulatory Effectiveness Process/Initiatives |
| F. Empowerment                 | L. NRC Mission               |   |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
GG-1 to GG-10 2002 (N=225) vs. GG-1 to GG-10 1998 (N=287)	5	7	11*	5	6	6	7	9*	18*	7	10*	14*	11*	10*	9*	6	13*
GG-11 to GG-12 2002 (N=106) vs. GG-11 to GG-12 1998 (N=100)	7	6	18*	14*	11	9	6	9	18*	7	11	17*	9	22*	6	9	14*
GG-13 2002 (N=311) vs. GG-13 1998 (N=298)	5	9*	13*	5	9*	7	5	8*	17*	4	11*	6	9*	12*	3	6	9*
GG-14 2002 (N=399) vs. GG-14 1998 (N=423)	7*	8*	12*	8*	8*	6	8*	8*	17*	5	12*	11*	14*	15*	3	5	11*
GG-15 2002 (N=358) vs. GG-15 1998 (N=363)	5	5	8*	2	5	3	6	7	17*	2	10*	8*	10*	15*	-1	3	9*
Senior Level/ Administrative Law Judge 2002 (N=32) vs. Senior Level/Administrative Law Judge 1998 (N=27)	8	-2	3	2	3	-3	5	8	16	0	-7	-1	1	12	-11	-3	12
SES/Executive Level 2002 (N=86) vs. SES/Executive Level 1998 (N=117)	10	13	14*	8	9	11	11*	17*	24*	6	14*	12*	23*	20*	7	17*	14*

\* A statistically significant difference.

Note: Performance Management category has no historical comparisons



## JOB FUNCTION AND JOB FUNCTION HISTORICAL COMPARISON

The NRC results were also compared by job function (Administrative/Support, Engineering, Legal, and Scientific). It is quickly visible that there is no emergent pattern of particular relevance.

However, if we further investigate job function distinctions in a historical context, a clear pattern manifests. The Administrative/Support and Engineering functions have dramatically improved during the period 1998-2002, showing statistically significant increases in category scores versus the movement of the NRC Overall workforce.





## Job Function Comparison

- |                                |                              |                             |
|--------------------------------|------------------------------|-----------------------------|
| A. Clarity of Responsibilities | G. Communication             | N. NRC Image                |
| B. Workload & Support          | H. Training & Development    | O. Organizational Change    |
| C. Management Leadership       | I. Performance Management    | P. Continuous Improvement   |
| D. Supervision                 | J. Future of NRC             | Commitment                  |
| E. Working Relationships       | K. Job Satisfaction          | Q. Quality Focus            |
| F. Empowerment                 | L. Organizational Commitment | R. Regulatory Effectiveness |
|                                | M. NRC Mission               | Process/Initiatives         |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
Administrative/ Support 2002 (N=506)	-1	3	-2	0	0	-3	1	-4	5	-2	0	1	-3	-1	1	4	-3	-6*
Engineering 2002 (N=724)	1	-1	2	1	1	2	0	3	-3	2	1	0	3	2	0	-2	2	4
Legal 2002 (N=40)	6	5	-3	2	0	3	2	-5	2	2	6	1	-7	-9	0	-7	6	-6
Scientific 2002 (N=234)	-3	-4	-1	-4	-3	-1	-4	-1	-2	-3	-3	-3	-2	-5	-3	-3	-2	3

\* A statistically significant difference.



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## Job Function Historical Comparison

- |                                |                              |                             |
|--------------------------------|------------------------------|-----------------------------|
| A. Clarity of Responsibilities | G. Communication             | M. NRC Image                |
| B. Workload & Support          | H. Training & Development    | N. Organizational Change    |
| C. Management Leadership       | I. Future of NRC             | O. Continuous Improvement   |
| D. Supervision                 | J. Job Satisfaction          | Commitment                  |
| E. Working Relationships       | K. Organizational Commitment | P. Quality Focus            |
| F. Empowerment                 | L. NRC Mission               | Q. Regulatory Effectiveness |
|                                |                              | Process/Initiatives         |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Administrative/ Support 2002 (N=506) vs. Administrative/ Support 1998 (N=616)	4	6*	9*	6*	8*	6*	5	7*	20*	8*	9*	11*	10*	14*	5	5	10*
Engineering 2002 (N=724) vs. Engineering 1998 (N=743)	8*	9*	13*	5*	7*	7*	9*	10*	16*	3	12*	9*	14*	15*	3	5*	11*
Legal 2002 (N=40) vs. Legal 1998 (N=46)	2	-6	-1	-4	-5	-1	-4	0	18	12	2	2	5	10	-11	-3	7
Scientific 2002 (N=234) vs. Scientific 1998 (N=230)	5	9	12*	7	8	3	7	8	14*	2	9*	8	7	12*	2	5	11*

\* A statistically significant difference.

Note: Performance Management category has no historical comparisons



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### JOB CATEGORY COMPARISON

A particularly interesting distinction that can be drawn for the NRC workforce is a dissecting of the population by job category. This allows a differentiation of opinions for senior management, middle management, line management, and non-supervisory classifications. The graphic illustrates the result that emerges. This pattern is particularly common among government and private sector organizations alike. However, it remains interesting, regardless of the commonality of this pattern, to view the sharp differences that can be expected among how higher layers of management envisions their own leadership capabilities (*Management Leadership* category) versus the perceptions of other groups distinguished in the comparison. The senior management and middle management deviate 29 points and 25 points above the NRC respectively, on their favorability of management and leadership at the NRC. Upon moving to the line management and non-supervisory layers within the hierarchy, significant deviation from the NRC overall score for this category disappears. Overall, the most negative pocket of population is the non-supervisory group which trends toward negative on nearly each category.

## Job Category Comparison

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
NRC Overall 2002 (N=1,525)	67	59	53	69	72	51	61	57	42	60	78	70	62	51	65	67	52	46
Senior Management 2002 (N=41)	20*	20*	29*	22*	16*	34*	26*	28*	22*	24*	21*	23*	24*	28*	26*	22*	26*	23*
Middle Management 2002 (N=53)	21*	6	25*	17*	19*	26*	24*	24*	20*	21*	15*	18*	22*	22*	25*	19*	28*	25*
Line Management 2002 (N=244)	5	-2	5	3	3	5	5	5	1	7	8*	6	7*	5	4	5	8*	6
Non-Supervisor 2002 (N=1,180)	-3	0	-3	-2	-2	-3	-3	-3	-2	-3	-3	-3	-3	-3	-3	-3	-4	-3

\* A statistically significant difference.





## JOB CATEGORY HISTORICAL COMPARISON

Reviewing change among the job category scores during the period 1998-2002 shows that the two least favorable groups of 2002 tended to show the most significant improvement during the 1998-2002 interval. The *Future of NRC* and *NRC Image* both reveal very robust and statistically significant increases in scores across all job categories.

<h3>Job Category Historical Comparison</h3>																	
	A. Clarity of Responsibilities					G. Communication					M. NRC Image						
	B. Workload & Support					H. Training & Development					N. Organizational Change						
	C. Management Leadership					I. Future of NRC					O. Continuous Improvement Commitment						
	D. Supervision					J. Job Satisfaction					P. Quality Focus						
	E. Working Relationships					K. Organizational Commitment					Q. Regulatory Effectiveness Process/Initiatives						
	F. Empowerment					L. NRC Mission											
Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Senior Management 2002 (N=41) vs. Senior Management 1998 (N=42)	7	13	7	8	11	9	4	13	26*	6	10	10	21*	14	4	14	7
Middle Management 2002 (N=53) vs. Middle Management 1998 (N=63)	14	11	14	6	9	9	10	12	22*	7	9	13	21*	23*	4	19*	17
Line Management 2002 (N=244) vs. Line Management 1998 (N=233)	10*	12*	16*	10*	6	10*	11*	11*	19*	5	17*	13*	16*	18*	4	9	13*
Non-Supervisor 2002 (N=1,180) vs. Non-Supervisor 1998 (N=1,319)	5*	6*	10*	5*	7*	5*	6*	7*	17*	4*	9*	9*	9*	13*	2	4	10*

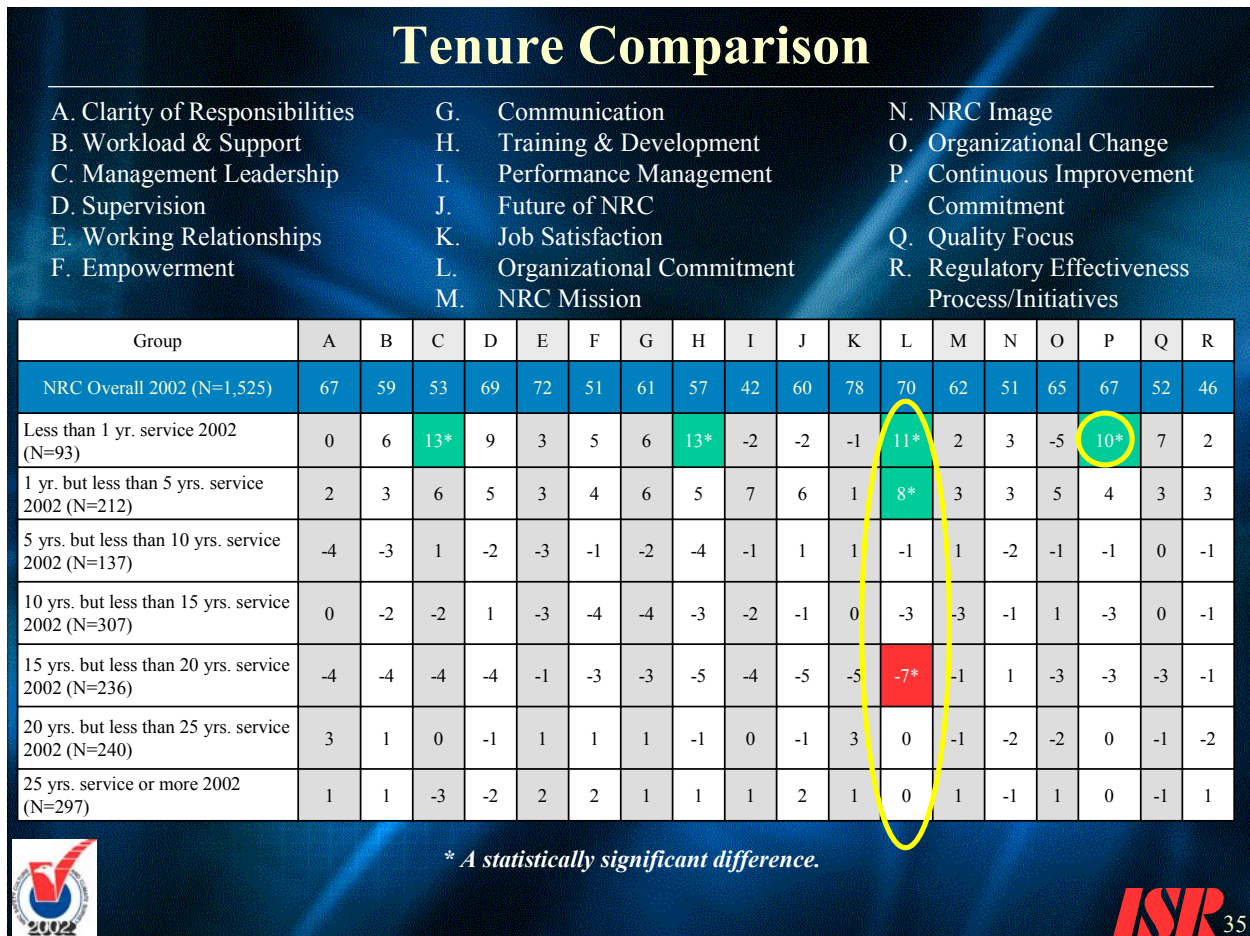
\* A statistically significant difference.  
Note: Performance Management category has no historical comparisons





## TENURE COMPARISON

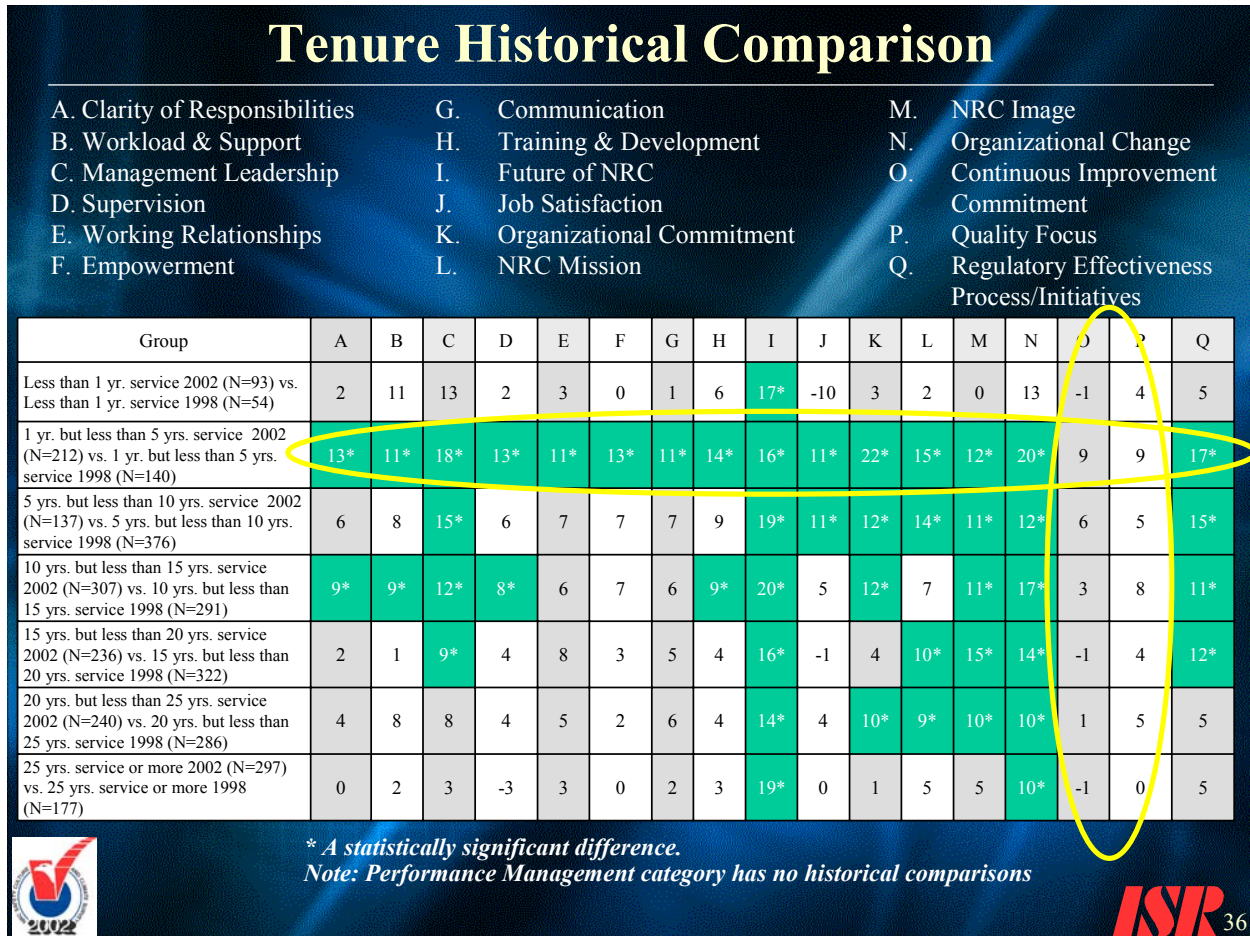
When employee opinion data are segmented according to tenure groups, a “curvilinear” relationship is often expressed, in that, new employees and long tenured employees tend to have more positive attitudes than mid-tenured employees. The results for the NRC are consistent with this finding, although much less so among the long-tenured employees. As the following graphic illustrates, new employees (less than 1 year of service) tend to be the most positive population within the NRC. While some leveling of this high favorability is generally noted among the 1 to 5 year tenure interval, this also tends to be a relatively positive group. The three following intervals, comprising tenure groups from 5 to 20 years, are typically the most negative pocket of population within an organization. This also tends to be the unstable population, characterized as the group with the greatest propensity for leaving an organization. The final intervals, representing the groups with 20 or more years of service, often show a slight increase in favorability. Typically, individuals devoting their careers to an organization for this duration have decided that the organization is the appropriate environment for their pursuits. Recent events may have diminished the differences in attitude we often expect among longer service employees.





### TENURE HISTORICAL COMPARISON

The following graphic illustrates the change in perceptions by tenure groups across categories over time. This is a very positive indication that advances are being made at each tenure level within the organization. It is a particularly positive result when viewing the significant increases evidenced by the tenure groups comprising the 5 to 20 year pocket that, together, can be a troublesome tenure group in terms of retention.





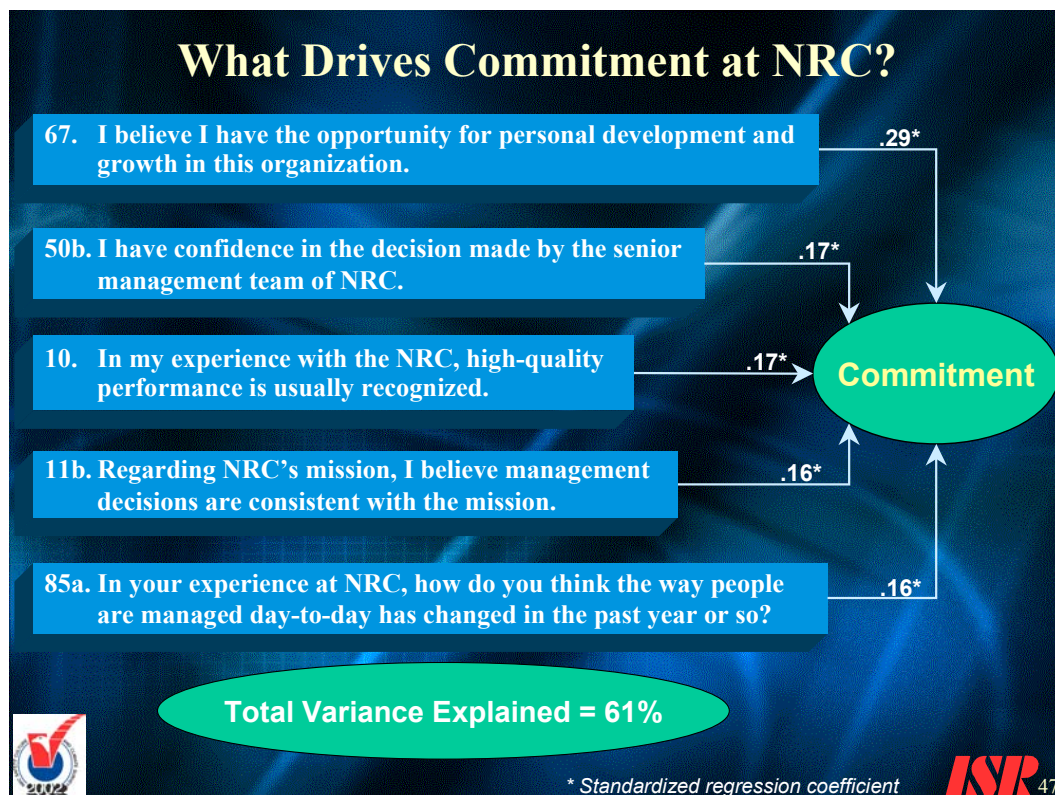


## KEY DRIVER ANALYSIS

A key driver analysis (multiple regression) enables the identification of the few critical areas that influence an outcome most significantly. In the case of the 2002 NRC Safety Culture and Climate Survey, employee commitment was investigated. In order to determine the critical factors that influence employee commitment, the *Commitment* category that is designed to empirically gauge employee commitment 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 Commitment Index. The *Commitment* category is comprised of the following items:

- The longer you work for the NRC, the more you feel a part of the agency. (Question 13)
- I would recommend the NRC as a good place to work. (Question 29)
- I am proud to be associated with the NRC. (Question 43)
- How would you rate the NRC overall as an organization to work for compared with other organizations you know or have heard about? (Question 75)
- At the present time are you seriously considering leaving the NRC? (Question 80)

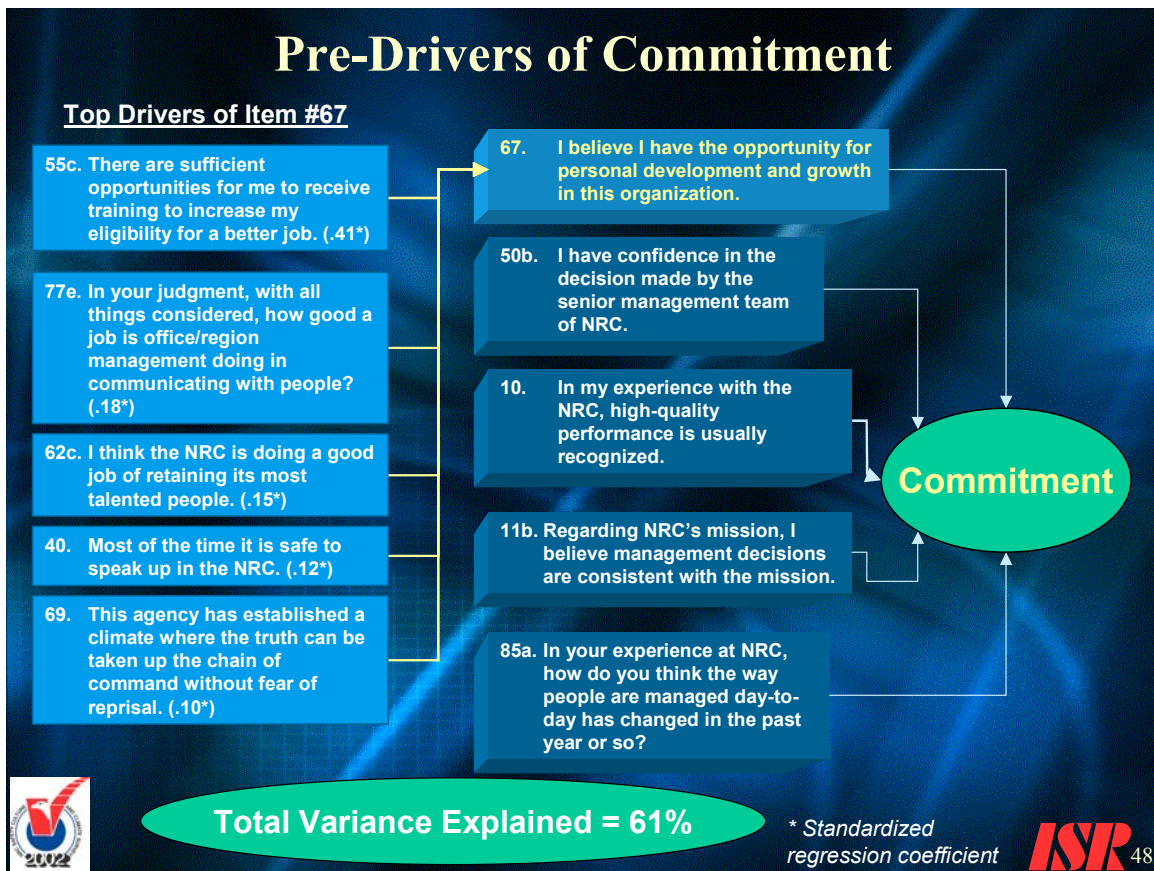
The results of this analysis are show below.





The R<sup>2</sup> or, Total Variance Explained, for this model is 61%, which is considered highly predictive of the dependent variable *Commitment*. This indicates that 61% of all of the variation in responses to *Commitment* can be accounted for by the responses to these five items. In interpretation of this model, we can assume that individuals responding favorably to *Commitment* also responded favorably to the items determined to most influence *Commitment*. Conversely, individuals responding unfavorably to *Commitment* also tended to respond unfavorably to the items determined to most influence *Commitment*. It is apparent that employee engagement at the NRC is highly affected by attitudes toward career development and management. This is a very frequent finding among government agencies and private industry alike.

Further, the most predictive item of *Commitment* at the NRC is Item 67: "I believe I have the opportunity for personal growth and development in this organization." Because this is the most predictive, or important item in explaining responses to commitment, a second key driver analysis was performed in order to establish the items most directly influencing Item 67. The results for this key driver analysis are shown in the graphic below.





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The key driver analysis to determine top predictors of Item 67, "I believe I have the opportunity for personal growth and development in this organization", reveals a mixture of items associated with training and development, empowerment, management leadership, and communication. The top driver of Item 67 is Item 55c, "There are sufficient opportunities for me to receive training to increase my eligibility for a better job." Item 55c ranges from twice to four times as strong a predictor of Item 67 than any other items in the survey. Similar to the first key driver to explain *Commitment*, the above model explains 61% of the variance in responses to Item 67.

Key driver analysis serves as an important tool in prioritizing issues for post-survey follow-up activities. In many cases the items determined through the key driver analysis to have the greatest impact on an outcome variable (in this case *Commitment*) may be strengths of an organization. In this case, these are areas to leverage moving forward. However, it is just as common to discover key drivers that may be areas of opportunity. The table below shows the results of the key driver analysis for *Commitment* compared with NRC scores from 1998, the U.S. Research & Development norm, and the Government Research & Technology norm.

## NRC Key Drivers of Commitment and Variance from NRC 1998 and Norms

Category	Item	NRC % Fav	▲		
			NRC 1998	U.S. R&D Norm	Gov't R&T Norm
<i>Training and Development</i>	67. I believe I have the opportunity for personal development and growth in this organization.	57	N/A	-5*	1
<i>Management Leadership</i>	50b. I have confidence in the decision made by the senior management team of NRC.	61	11*	15*	17*
<i>Performance Management</i>	10. In my experience with the NRC, high-quality performance is usually recognized.	60	7*	N/A	N/A
<i>NRC Mission</i>	11b. Regarding NRC's mission, I believe management decisions are consistent with the mission.	56	10*	N/A	12*
<i>Organizational Change</i>	85a. In your experience at NRC, how do you think the way people are managed day-to-day has changed in the past year or so?	58	16*	N/A	N/A





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The most predictive item on responses to *Commitment*, Item 67, is shown to be an area of opportunity for the NRC. With just over half of the NRC employees responding favorably to this item, its score is 5 percentage points below (a statistically significant difference) the U.S. Research and Development Norm. Although it is not significantly different than the U.S. Government Research and Technology Composite, this item demonstrates an area of concern.

Among items that predict *Commitment* at the NRC, significant increases have been evidenced since 1998. Item 50b, "I have confidence in the decisions made by the senior management team of NRC," shows remarkable improvement. Only half of the NRC population responded favorably to this item in 1998. In 2002, 61% of the employees responded favorably. In relation to other Research and Development organizations in the U.S., NRC employees responded 15 percentage points higher than average (a statistically significant difference). In comparison with other U.S. Government Research and Technology agencies, NRC employees responded 17 percentage points more favorably.

Overall, the items that most predict *Commitment* have shown significant improvement during the four-year period. While some of the items exceed the external benchmarks, as predictors of *Commitment*, the importance of continued attention to these areas cannot be overemphasized.



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## CONCLUSION

In conclusion the NRC safety culture and climate appears to be improving significantly. In reviewing the 1998 results, it is clear that the NRC has evidenced significant improvement across virtually every category or topical area. In most cases, the scores significantly exceed the U.S. Government Research and Technology Composite as well as the U.S. Research and Development Norm. Additionally, scores are close to the U.S. National Norm in several categories.

In reviewing NRC regions, with respect to improvement during the 1998-2002 period, Region IV has made outstanding strides. In 13 of the 18 categories, significantly positive improvement has been demonstrated. The remaining five categories also display positive upswings in favorability scores. While other regions have also shown vast improvement, this magnitude of improvement is unique to Region IV.

The *Future of the NRC* category deserves particular comment as its scores have shown dramatic positive improvement (18 percentage points) between 1998 and 2002. The 2002 results demonstrate a 30-point advantage over other Government agencies, a 20-point advantage over Research and Development organizations, and an 11-point advantage over the broader U.S. workforce.

Another particularly positive finding for the NRC is the significant increases within the *Organizational Change* category. This category is critical as it is typically correlated strongly with employee perceptions of stability and ultimately their desires to remain with an organization (retention). As a category score, *Organizational Change* has increased significantly between 1998 and 2002. This significant improvement manifests across all regions.

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 show significant improvement in comparison with the 1998 survey.

The cause for concern among the findings at the NRC would be the *Continuous Improvement Commitment* category (assesses employee views on NRC's commitment to public safety, and whether employees are encouraged to communicate ideas to improve safety/regulations/operations). An insignificant improvement (3 percentage points) was demonstrated between 1998 and 2002. In comparison with other U.S. Government Research and Technology agencies, U.S. Research and Development organizations and the broader U.S. labor force, this category is well below norm.



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The good news in considering the scores below norm for this category is that dramatic improvement was demonstrated among the *Future of NRC* category that tends to focus on items that evaluate employees' views on how the NRC's regulation of its licensees has changed in the past year. 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. Improvement in topics encapsulated by this category can often positively impact issues gauged in a category such as *Continuous Improvement Commitment*.

Based on the overall results, listed below are the key strengths to maintain and key areas for improvement for the NRC overall. These themes are based on a careful review of both category and individual item-level survey results. Criteria used include percent favorable scores, variance from normative data, and areas of special interest to NRC.

### KEY STRENGTHS TO MAINTAIN

1. Eighty percent of NRC employees have a clear understanding of the goals and objectives of their division. Seventy-four percent understand the goals and objectives of the NRC as an organization. These scores are significantly above all comparative norms.
2. Seventy-eight percent of NRC employees feel that there are sufficient opportunities to receive training to increase skills required for their current position.
3. Employees report that they are very positive about the future of the NRC (68% favorable) as an organization as well as the future of their specific work unit (60% favorable). These scores are significantly above all comparative norms.
4. Over seventy percent of the employees, on average, indicate low levels of job-stress and an ability to balance personal and family needs.
5. Fifty-six percent of employees feel that the NRC does not compromise the quality of its work to meet budget constraints. This score significantly exceeds the U.S. R & D and U.S. National Norms.
6. In relation to other government agencies, NRC employees feel that the management is providing a clear sense of direction for the organization (55% favorable) and have confidence in the decisions being made by management (61% favorable).
7. A majority of employees (56%) report that they have the opportunity for input before changes are made that may affect their job.



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8. Seventy-eight percent of employees report having the computer systems support they need to effectively do their jobs.

**KEY AREAS FOR IMPROVEMENT**

1. A majority of employees feel that the NRC has not established a climate where traditional ways of doing things can be challenged (40% favorable), or that innovative ideas can fail without penalty (34% favorable).
2. Less than half (48%) of NRC employees feel that management actually trusts the judgment of employees at their level in the organization.
3. Slightly more than half (53%) of the employees feel that it is "safe to speak up in the NRC."
4. Only 43% of NRC employees feel that all employees across the NRC are held to the same standards of ethical behavior.
5. Less than half of NRC employees (46%) feel that the NRC does an excellent job of keeping employees informed about matters affecting the agency.
6. Only 43% of NRC employees feel that the NRC is highly regarded by the public.
7. Less than half of NRC employees feel that the management style encourages employees to give their best.
8. Sixty-five percent of NRC employees feel that people in their work units are encouraged to come up with innovative solutions to work related problems (below all normative comparisons) while less than three out of four (73%) feel that people in their work units try to improve their performance (below National and Government Norms).
9. Slightly more than half of the employees (57%) feel that they have the opportunity for personal growth and development within the NRC.
10. In comparison with 1998 survey data, the only item that shows a significant decrease (-5 percentage points) in favorability is "I believe NRC's commitment to public safety is apparent in what we do on a day-to-day basis." Seventy-six percent of NRC employees responded favorably to this item in 2002.



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NRC-01	NRC 2002: OVERALL, NORMATIVE, AND HISTORICAL REPORT
NRC-02	NRC 2002: OFFICE OVERALL REPORT (1)
NRC-03	NRC 2002: OFFICE HISTORICAL REPORT (1)
NRC-04	NRC 2002: OFFICE OVERALL AND HISTORICAL REPORT (2)
NRC-05	NRC 2002: REGION OVERALL AND HISTORICAL REPORT
NRC-06	NRC 2002: JOB FUNCTION OVERALL AND HISTORICAL REPORT
NRC-07	NRC 2002: JOB CATEGORY OVERALL AND HISTORICAL REPORT
NRC-08	NRC 2002: GRADE LEVEL OVERALL AND HISTORICAL REPORT
NRC-09	NRC 2002: TENURE OVERALL AND HISTORICAL REPORT
NRC-10	NRC 2002: REGIONS REPORT
NRC-11	NRC 2002: HEADQUARTERS REPORT
NRC-12	NRC 2002: CHAIRMAN'S OFFICE/COMMISSIONERS' OFFICES/OEDO REPORT
NRC-13	NRC 2002: OIG REPORT
NRC-14	NRC 2002: OGC REPORT
NRC-15	NRC 2002: OCFO REPORT
NRC-16	NRC 2002: OCIO REPORT
NRC-17	NRC 2002: ADM REPORT
NRC-18	NRC 2002: OI/OE REPORT
NRC-19	NRC 2002: HR/SBCR/CSU REPORT
NRC-21	NRC 2002: SECY/OIP/OPA/OCA/OCAA/OSTP REPORT
NRC-22	NRC 2002: OFFICE OF NUCLEAR SECURITY AND INCIDENT RESPONSE REPORT
NRC-23	NRC 2002: NMSS REPORT





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NRC-24	NRC 2002: NMSS - DIRECTOR'S OFFICE/PROGRAM MANAGEMENT, POLICY DEV & ANALYSIS STAFF REPORT
NRC-25	NRC 2002: NMSS - DIVISION OF FUEL CYCLE SAFETY & SAFEGUARDS REPORT
NRC-26	NRC 2002: NMSS - DIVISION OF INDUSTRIAL & MEDICAL NUCLEAR SAFETY REPORT
NRC-27	NRC 2002: NMSS - DIVISION OF WASTE MANAGEMENT REPORT
NRC-28	NRC 2002: NMSS - SPENT FUEL PROJECT OFFICE REPORT
NRC-29	NRC 2002: NRR REPORT
NRC-30	NRC 2002: NRR - DIRECTOR'S OFFICE/PROGRAM MGMT, POLICY DEVELOPMENT, AND PLANNING STAFF REPORT
NRC-31	NRC 2002: NRR - DIVISION OF ENGINEERING REPORT
NRC-32	NRC 2002: NRR - DIVISION OF INSPECTION PROGRAM MGMT/ASSOC DIR FOR INSPECTN & PROGRAMS REPORT
NRC-33	NRC 2002: NRR - DIV OF LICENSING PROGRAM MANAGEMENT/NEW REACTOR LICENSING PROJECT OFFICE/ASSOC DIR FOR LIC & TECH EVAL REPORT
NRC-34	NRC 2002: NRR - DIVISION OF REGULATORY IMPROVEMENT PROGRAMS REPORT
NRC-35	NRC 2002: NRR - DIVISION OF SYSTEMS SAFETY AND ANALYSIS REPORT
NRC-36	NRC 2002: RES REPORT
NRC-38	NRC 2002: RES - DIVISION OF ENGINEERING TECHNOLOGY REPORT
NRC-39	NRC 2002: RES - ALL OTHER RES REPORT
NRC-40	NRC 2002: RES - DIVISION OF SYSTEMS ANALYSIS AND REGULATORY EFFECTIVENESS REPORT
NRC-41	NRC 2002: REGION I REPORT



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NRC-43	NRC 2002: REGION I - DIVISION OF REACTOR PROJECTS REPORT
NRC-44	NRC 2002: REGION I - DIVISION OF REACTOR SAFETY REPORT
NRC-45	NRC 2002: REGION I - DIVISION OF NUCLEAR MATERIALS SAFETY REPORT
NRC-46	NRC 2002: REGION II REPORT
NRC-48	NRC 2002: REGION II - DIVISION OF REACTOR PROJECTS REPORT
NRC-49	NRC 2002: REGION II - DIVISION OF REACTOR SAFETY REPORT
NRC-50	NRC 2002: REGION II - DIVISION OF NUCLEAR MATERIALS SAFETY REPORT
NRC-51	NRC 2002: REGION III REPORT
NRC-52	NRC 2002: REGION III - OFFICE OF THE REG ADMINISTRATOR/ DIVISION OF RESOURCE MANAGEMENT & ADMINISTRATOR REPORT
NRC-53	NRC 2002: REGION III - DIVISION OF REACTOR PROJECTS REPORT
NRC-54	NRC 2002: REGION III - DIVISION OF REACTOR SAFETY REPORT
NRC-55	NRC 2002: REGION III - DIVISION OF NUCLEAR MATERIALS SAFETY REPORT
NRC-56	NRC 2002: REGION IV REPORT
NRC-58	NRC 2002: REGION IV - DIVISION OF REACTOR PROJECTS REPORT
NRC-59	NRC 2002: REGION IV - DIVISION OF REACTOR SAFETY REPORT
NRC-60	NRC 2002: REGION IV - DIVISION OF NUCLEAR MATERIALS SAFETY REPORT