



The 2012 Hanford Organizational Climate and SCWE Survey

U.S. Department Of Energy
Office of River Protection Site



Table of Contents

- I. Introduction..... 1
- II. Climate Factors and Focus Areas..... 2
- III. Methodology..... 4
- IV. Key Findings..... 7
- V. Recommendations 9
- VI. State of Hanford Site Organizational Climate and SCWE 11
 - 6.1. Overall Focus Areas and Factor Scores 11
 - 6.2. Organizational Outcomes..... 15
 - 6.3. The Overall Focus Areas and Outcomes Scores by Organization 16
 - 6.4. Overall Climate Scores by Organizations 18
 - 6.5. SCWE Index by Organization 19
 - 6.6. Comparison to External Benchmarks 20
 - 6.7. Areas of Strengths and Weaknesses..... 23
- VII. Focus Area Breakout Analysis: Leadership Involvement 24
 - 7.1. Leadership Involvement Factor Scores 25
 - 7.2. Focus Area Employee Group Scores 26
- VIII. Focus Area Breakout Analysis: Employee Engagement 27
 - 8.1. Employee Engagement Factor Scores 28
 - 8.2. Focus Area Employee Group Scores 29
- IX. Focus Area: Learning Organization 30
 - 9.1. Learning Organization Factor Scores 31
 - 9.2. Focus Area Employee Group Scores 32
- X. Focus Area: Safety Conscious Work Environment (SCWE)..... 33
 - 10.1. SCWE Factor Scores 34
 - 10.2. Focus Area Employee Group Scores 35
- XI. Organizational Outcomes..... 36
 - 11.1. Breakout Analysis: Work Environment..... 37
 - 11.2. Breakout Analysis: Organizational Trust..... 38
 - 11.3. Breakout analysis: Overall Satisfaction with Organization..... 39
 - 11.4. Breakout Analysis: Senior Leadership Assessment 40
- XII. Improving Climate: Focus on High-Impact Factors..... 43
- XIII. Key Drivers Analysis 46
- XIV. Employee Perspective on Safety Improvement..... 51
- XV. Question - Level Results 56
- XVI. Overall Climate Score by Organization..... 62
- XVII. SCWE Index by Organizations..... 64

I. Introduction

In October 2011, DOE developed and issued Safety Culture Attributes, embedded within the Department's Integrated Safety Management System (ISMS) Guidance, which established new guidelines for Federal and contractor employees. As part of these efforts, in order to further knowledge and awareness of safety culture at the Hanford Site, DOE tasked EurekaFacts to conduct a Hanford site-wide (federal and contractor) employee survey that measures employee perceptions associated with organizational climate, specifically focused on the attributes of a Safety Culture and Safety Conscious Work Environment (SCWE). The 2012 Hanford Organizational Climate and SCWE survey uses statistical methods to ensure reliability and validity of all employee responses, and to provide insightful and actionable feedback to managers and employees at all levels of organization that will support efforts to constantly strengthen safety culture.

The 2012 Organizational Climate and SCWE Survey measures attributes of Safety Culture and Safety Conscious Work Environment (SCWE) by examining 21 factors that provide information on the status of the Hanford organizational and safety climate. These 21 factors are grouped into four focus areas: Leadership Involvement, Employee Engagement, Learning Organization, and Safety Conscious Work Environment

To provide a comprehensive measure and feedback on safety culture focus areas and the factors of which they are composed, this report examines the 2012 Hanford Organizational Climate and SCWE survey results from various perspectives, including overall for Hanford, specifically for the Office of River Protection (ORP) site, and across its main organizations and contractors.

In addition to gauging the current state of the organizational and safety climate, this report can be used to identify areas for improvement. These include the identification of major factors that can be targeted as core objectives for improvement and areas of success that can be examined more closely in order to spread the use of successful practices that lead to high organizational and safety climate ratings by personnel.

II. Climate Factors and Focus Areas

The 2012 Organizational Climate and SCWE Survey measures organizational and safety climate by examining four focus areas and 21 factors that provide information on the safety culture attributes for the overall Hanford site and each parent organization. The focus areas and factors included in the survey are based on the model of safety culture proposed in the DOE Integrated Safety Management (ISM) Safety Culture Focus Areas and Associated Attributes (as identified in DOE Guide 450.4-1C, Attachment 10).

Table 1: Safety Climate Focus Areas and Factors Examined in the Survey

Focus Areas	Definition	Factors
Leadership Involvement	Measures the degree to which employees believe that their immediate managers and senior leaders demonstrate commitment to safety through their actions, support the implementation of safety culture attributes, ensure that the workplace is free from harassment, support employees with opportunities to improve their skills, and clearly define the job- and safety-related roles and responsibilities.	<ul style="list-style-type: none"> • Demonstrated Safety Leadership • Risk-Informed, Conservative Decision Making • Management Engagement and Time in Field • Staff Recruitment, Selection, Retention, and Development • Open Communication and Fostering an Environment Free from Retribution • Clear Expectations and Accountability
Employee Engagement	Measures the extent of employees' own and their co-workers' commitment to safety, and organizational objectives, degree to which employees are involved in planning and improvement of work practices, and the identification and prevention of hazards.	<ul style="list-style-type: none"> • Personal Commitment to Everyone's Safety • Teamwork and Mutual Respect • Participation in Work Planning and Improvement • Mindfulness of Hazards and Controls • Job Characteristics
Learning Organization	Measures the degree to which employees believe that the organization supports continuous improvement and effective resolution of problems, and encourages sharing and utilization of operational experience. This includes the degree to which employees can freely express differing opinions, and the extent to which they feel safe and respected by their co-workers and managers.	<ul style="list-style-type: none"> • Credibility, Trust and Reporting Errors and Problems • Effective Resolution of Reported Problems • Performance Monitoring Through Multiple Means • Use of Operational Experience • Questioning Attitude • Effective Safety/General Communication
Safety Conscious Work Environment	Measures the extent of employees' belief that the organization provides an environment in which employees feel free to raise concerns both to their management and/or the regulator without fear of harassment, intimidation, retaliation or discrimination.	<ul style="list-style-type: none"> • Management Support/Encouragement to Raise Safety Concerns • Internal Avenues of Redress • Alternate Problem Identification Processes • Detection & Prevention of Retaliation

The 2012 Organizational Climate and SCWE Survey also measured four organizational climate outcomes:

- Improvement in Work Environment
- Organizational Trust
- Overall Satisfaction with Organization
- Senior Management Performance

These outcomes were selected for measurement since they were proven by research and best practices as important end-states of a positive organizational climate. The table below presents the questions/statements that were used to measure each of the organizational outcomes. Respondents were asked to rate each statement on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

Table 2: Organizational Outcomes — Factors and Questions/Statements

Factors	Question/Ratings Statements
Work Environment	The work environment in my company has improved over the past year.
Organizational Trust	I trust my company to do the right things to protect environmental and public safety.
	I trust my company to do the right things to protect workers' safety and health.
Overall Satisfaction	I would recommend my company as a good place to work.
Senior Management Assessment	In your judgment, with all things considered, how good a job is your senior management doing:
	a) Stating objectives clearly
	b) Establishing priorities
	c) Making decisions promptly
	d) Providing leadership
	e) Communicating with people

III. Methodology

EurekaFacts developed the 2012 Organizational Climate and SCWE survey instrument based on the following three primary inputs: a literature review of existing research; survey instruments used to generate safety culture research findings both in the nuclear industry and in industries related to Hanford's onsite activities; and a review and mapping of previous survey instruments used by DOE and DOE contractors, the Nuclear Regulatory Commission or its licensees (commercial nuclear utilities), the Nuclear Energy Institute (NEI), and the Institute of Nuclear Power Operators (INPO).

The study was designed to obtain information from all Hanford employees and managers, including both DOE and contractor personnel. Data were gathered through online and hard copy versions of the same survey instrument. The online and hard copy surveys were pre-tested prior to deployment to the respondents.

The online survey was programmed and tested on the current and previous three versions of major internet browsers on PC, Mac and Windows mobile platforms. Testing was also conducted to meet Section 508 compliance. Invitation emails to complete the survey were sent to Hanford site employees on June 6, 2012. In order to maximize the response rates, a series of reminder emails were sent to those who had not responded to the survey. Sampling controls and survey software tools assisted in ensuring that only one response per participant was submitted to the survey. The survey was closed on June 27, 2012. In total, 6, 532 employees participated in the survey.

Analysis

As soon as the online survey closed, the EurekaFacts analysis team examined the dataset to make sure that there were no duplicative cases. Responses from the pilot test were also added to the dataset. Response rate analysis was conducted before analyzing the survey data. Specifically, response rates were carefully examined for each organization and each job category. In order to protect respondent confidentiality and anonymity, the results for the organizational units with less than 10 respondents were not reported however their responses were analyzed and included in the overall findings report.

The survey data was analyzed using the most recent version of SPSS software. Statistical techniques used for the overall findings report include descriptive statistics, means testing, factor analysis, regression analysis, t-test, significance testing and ANOVA. Analyses conducted for the site reports include descriptive statistics, means testing, regression analysis and ANOVA.

Survey Reliability

A reliability assessment of the survey results allows us to determine how precisely the questionnaire measures the safety climate factors. The most common approach to a reliability assessment is estimation of the survey item's internal consistency with the Cronbach alpha coefficient. The Cronbach alpha coefficient determines the extent to which item responses obtained correlate highly with each other. The widely-accepted rule is that the Cronbach alpha coefficient should be 0.70 or higher for a set of items to be considered a scale.

Each focus area measures different theoretical construct, thus separate reliability analyses were conducted on each focus area scale (e.g. group of questions that measure a focus area). The reliability analysis shows that the Cronbach alpha of the four focus area scales (i.e. group of questions/statements) ranges from 0.91 to 0.97. These results indicate a very high level of reliability of the survey instrument.

Limitations

The survey data collection has few limitations. There are no major issues in the design, data collection or analysis that require noting, with the exception of the population group that was eliminated from the sample frame. A statistical analysis of normality in the data shows the dataset is conducive for the types of testing and analytics that were conducted.

As with most online surveys, the challenges of firewalls and spam filtering present the risk of recipients not seeing or not noticing the arrival of the invitation to complete the survey. To limit this risk, prior to the deployment of the survey instrument EurekaFacts provided the DOE CIO with the link to the online survey to conduct electronic functionality testing and to prevent the email deployment from being filtered by anti-spam/security filtering software.

Survey Participant Characteristics

The following tables present the summaries of basic characteristics of respondents. The employee information includes samples size, length of time with current employer, job function and length of employment on the Hanford Site.

It is important to note that the total count of individuals in each demographic category may not add to the total number of respondents of the facility. Some individuals omitted responses to some of the demographic questions or miscoded their organizational affiliation.

Table 3: Sample Size

Supported Organization	Participation	
	N	%
Overall Hanford	6,532	100.0%
ORP Site	3,047	46.6%
Other*	521	8.0%

* Not Specified or Multiple Selection

Table 4: Participant Characteristics

Category	Demographic Group	Overall Hanford		ORP Site	
		N	%	n	%
Employer Tenure	Less than 1 year	543	8.5%	255	8.5%
	1 to 5 years	3,479	54.7%	1,511	50.4%
	6 to 10 years	1,055	16.6%	577	19.3%
	11 to 19 years	641	10.1%	364	12.1%
	20+ years	644	10.1%	289	9.6%
Job Function	HAMIC	904	14.1%	229	7.6%
	CWC&BTC	353	5.5%	216	7.2%
	HGU	46	0.7%	ND	-
	Nursing	12	0.2%	ND	-
	Administrative	414	6.5%	173	5.7%
	Technical/Scientific	2,001	31.2%	1,149	38.1%
	Business/Administrative	645	10.1%	296	9.8%
	Management	1,135	17.7%	538	17.9%
	Specialists/Others	899	14.0%	408	13.5%
Site Tenure	Less than 3 years	1,074	16.9%	554	18.5%
	3 to 10 years	2,113	33.2%	1,146	38.3%
	11 to 19 years	1,344	21.1%	639	21.4%
	20+ years	1,839	28.9%	652	21.8%

IV. Key Findings

The 2012 Organizational Climate and SCWE Survey was administered to all Hanford Site employees between June 6 and June 27, 2012. In total, 6,457 Hanford employees participated in the survey. A total of 3,047 employees at the ORP Site participated in the survey. All mean scores in this report are presented on a scale of 1 to 5, where 1 is the lowest possible score and 5 is the highest. The analysis examines organizational and safety climate from the perspective of four focus areas, 21 organizational and safety climate factors and four organizational outcome measures. The analysis of the results identifies both positive and negative drivers of employee perceptions of organizational and safety climate, indicating the elements to be celebrated, and in other cases, to be improved.

Summary of Survey Findings

The overall rating (e.g. mean score) for the ORP Site is 4.07 on a 5-point scale. All the ratings of the organizational and safety climate focus areas for the overall ORP Site are slightly higher than 4.0 and are in the range of 4.06 to 4.12. A rating of 4.0 or higher would indicate that, on average, there is agreement with statements that describe a positive climate. Ratings less than 4.0 are generally considered less than desirable, reflecting only moderate agreement among employees that desirable climate characteristics exist within their workplace, and indicate a need for growth.

A summary of key findings shows:

1. Of the 21 individual factors, eight factors achieved scores significantly above the overall Hanford Site score. These factors include: Risk-Informed, Conservative Decision Making, Open Communication and Environment Free from Retribution, Demonstrated Safety Leadership, Performance Monitoring through Multiple Means, Credibility, Trust and Reporting Errors and Problems, Questioning Attitude, Alternate Problem Identification Processes, and Detection and Prevention of Retaliation.
2. Seven factors attained ratings below 4.0 and below the overall ORP mean. These factors include: Staff Recruitment, Selection, Retention and Development, Use of Operational Experience, Mindfulness of Hazards and Controls, Job Characteristics, Questioning Attitude, Internal Avenue of Redress, and Alternate Problem Identification Processes.
3. The results show that the ORP Site received ratings below 4.0, on two organizational outcomes: Work Environment Assessment and Senior Management Assessment. However, when the ORP Site ratings on the organizational outcomes are compared to the overall Hanford Site mean, they are significantly higher.
4. The survey shows aggregate focus areas scores are in the range of 3.84 to 4.14 across four ORP Site organizations. The scores of the ORP Site organizations, with the exception of DOE-ORP, are closely aligned with the overall ORP Site focus area scores but DOE-ORP presents results significantly different and lower for one focus area - Learning Organization.
5. Among the ORP Site organizations, DOE-ORP assessment results for two organizational outcomes – Senior Management Assessment and Overall Satisfaction with Organization – are significantly lower than the overall ORP Site scores. WRPS ranks significantly higher on two organizational outcomes when compared to the overall ORP Site scores: Work Environment and Senior Management Assessment. While ATL ranks lower than the overall ORP Site on one outcome – Work Environment Assessment.
6. A key driver analysis identified three factors that have consistent significant and high impacts across all outcomes, reflecting their large importance to employees' attitudes towards the overall organizational climate. These factors include: Demonstrated Safety Leadership, Staff Recruitment, Selection, Retention and Development, and Questioning Attitude. The first factor, Demonstrated

Safety Leadership, has a significant impact on employees' perception of three of the four organizational outcomes – Work Environment, Organizational Trust, and Senior Management Performance. The second, Staff Recruitment, Selection, Retention and Development, has a significant effect on three of four organizational outcomes – Work Environment, Senior Management Assessment, and Overall Satisfaction with Organization. The third factor, Questioning Attitude, has a significant impact on employees' perceptions of two organizational outcomes: Work Environment and Senior Leadership Performance.

7. The Hanford Site results were compared to three benchmarks: the U.S. National Norm, the U.S. Transitioning Companies Norm, and the U.S. Engineering and Construction Companies Norm. Hanford Site results received ratings above the average benchmark level for the majority of compared questions. However, the assessment of Senior Management was significantly lower than the average level for the U.S. National Norm and the U.S. Transitioning Companies Norm. In addition, overall satisfaction with the company (as measured by willingness to recommend the company as a good place to work) was also lower than the average levels of the U.S. National Norm and the U.S. Engineering and Construction Companies Norm.

V. Recommendations

General recommendations

Two different analytical approaches used to analyze the survey results (factors analysis and key driver analysis) identified a similar core group of factors that have a high impact both on the global assessment of organizational and safety climate and organizational climate outcomes. These factors include: Demonstrated Safety Leadership, Staff Recruitment, Selection, Retention and Development, and Questioning Attitude. The results underscore the importance of these factors and suggest that special attention should be given to improvement and maintenance of high employee ratings for those factors. The fact that this core group of high impact factors include two factors such as Demonstrated Safety Leadership and Questioning Attitude emphasize the need for a comprehensive approach to organizational and safety culture improvement initiatives, which should include top to bottom (Demonstrated Safety Leadership) as well as bottom to top (Questioning Attitude) approaches.

The Demonstrated Safety Leadership was highly evaluated (4.09) both at the ORP and overall Hanford Site level. However, the Questioning Attitude received ratings below 4.0 and below the overall ORP and Hanford Site means. These results indicate the need to give special attention to the development and encouragement of employee-driven safety culture improvement initiatives and practices. The quantitative results are also supported by the analysis of the comments respondents provided in the open-ended questions. “Listen to the workers” was one of the most often repeated refrains among provided comments and was one of the major themes identified among various topics discussed by Hanford employees. Many respondents felt that senior management needs to spend more time out of their offices to observe working conditions and gather insights from employees who will be directly affected by management decisions. Respondents’ comments suggest that increased interaction with workers who were more familiar with “front line” issues would not only improve safety and productivity, but also raise morale among the workforce.

Specific recommendations

1. **Raise the bar.** The overall organizational and safety climate score, as well as scores for most of subordinate organization are only slightly over 4.0. However, across the ORP site, one-third of specific factors rated below 4.0. The best performing organizations target scores above a 4.0 on average. However, high-reliability organizations, due to the high impact and large consequences of any imperfections, need to strive to attain a score much closer to 5.0. The ORP Site and the overall Hanford Site need to set goals to strengthen their organizational and safety culture to set it well above the average level and bring it closer to the excellence level.
2. **Focus on improving the Learning Organization focus area.** Two high impact factors of this focus area received ratings below 4.0 and below the overall ORP mean. These two factors - Use of Operational Experience and Questioning Attitude - have a high impact on the global assessment of organizational and safety culture and organizational climate outcomes. These results support both existing theoretical and empirical research that emphasize the importance of sharing and use of operational experience to improving and maintaining safety culture in high-reliability organizations. Thus improvement of these factors will allow for enhancement of knowledge sharing across the functional organizational groups and hierarchical levels, and learning about useful and safe practices and experiences with unexpected and unpredictable situations that are the main sources of safety incidences.
3. **Focus on improving the Safety Conscious Work Environment (SCWE) focus areas.** The SCWE is the lowest rated focus area. This focus should emphasize the two lowest rated factors: Internal

Avenue of Redress, and Alternate Problem Identification Processes. Special attention should be placed on improvement of effectiveness and timeliness of the resolution of reported problems and concerns within the Corrective Action Systems as well as simplifying the submission and use of the Corrective Action Systems.

4. **Seize opportunities for improvement.** Five factors – Staff Recruitment, Selection, Retention, and Development, Clear Expectations and Accountability, Questioning Attitude, Use of Operational Experience, Internal Avenue of Redress –have a high impact on employees’ views, but those factors’ means are below the 4.0 score and/or below the overall ORP score, indicating that the relative importance of those factors combined with the relatively low scores is repressing overall ORP site ratings. These factors may be the best opportunities for improvement because positive changes will have the most impact on the overall scores of the organization and the overall quality of ORP site organizational and safety climate.
5. **Focus on high impact factors.** The remaining six factors have the lowest impact on employees’ views: Job Characteristics, Detection and Prevention of Retaliation, Personal Commitment to Safety, Effective Safety/General Communication, Mindfulness of Hazards and Controls, Alternate Problem Identification Processes. Findings such as these may appear surprising, given general perceptions of the importance of these particular issues. This may be an indication that Hanford employees feel that these issues are already being addressed, or the other issues discussed above may simply be more pressing at the present time. Although improvements to these factors are important, it may be more advantageous to concentrate on the factors mentioned above.
6. **Consider offering organizational improvement workshops.** We recommend that DOE and each respective parent organization offer organizational improvement workshops to members of its leadership teams to:
 - Determine relative areas of strengths and weaknesses for each respective organizational unit.
 - Prioritize initiatives to target improvements.
 - Require commitments from each organizational unit for improvements that they can define based on the unique needs of each command and location.
 - Assign ownership and responsibility, such as under the human capital initiatives or through “Tiger Teams” with specific assignments.
 - Track improvements and results over time through appropriate available mechanisms to ensure accountability for results.

VI. State of Hanford Site Organizational Climate and SCWE

The 2012 SCWE survey analysis that follows provides an examination of employees’ attitudes and behaviors relative to the four organizational and safety climate focus areas and the 21 factors for ORP Site organizations and comparison to the overall Hanford Site.

6.1. Overall Focus Areas and Factor Scores

All ratings of the organizational and safety climate focus areas for the ORP Site are slightly higher than 4.0, which indicates organization-wide agreement with the presence of a positive climate. The focus area scores for the ORP Site are in the range of 4.03 to 4.06 and are not significantly different than the scores for the overall Hanford Site.

Table 5: Overall Scores on Main Focus Areas

Focus Area	Overall Hanford	ORP Site	
	Mean	Mean	Diff
Leadership Involvement	4.04	4.06	0.03
Employee Engagement	4.12	4.12	-0.01
Learning Organization	4.04	4.06	0.02
Safety Conscious Work Environment	4.00	4.03	0.02

¹ Diff is the difference between each ORP site factor mean and the Hanford site factor mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the ORP site factor mean was statistically higher compared to the Hanford factor mean. A red triangle ▼ indicates that the ORP site factor mean was statistically lower compared to the Hanford factor mean. The test conducted is a two-tailed t test with a ± 5% margin of error at a 95% confidence level.

Of the 21 individual factors, eight achieved scores significantly above the overall Hanford Site scores. (Table 6) These include the following:

- Risk-Informed, Conservative Decision Making, Open Communication and Environment Free from Retribution, Demonstrated Safety Leadership – three of six factors under the Leadership Involvement focus area
- Performance Monitoring through Multiple Means, Credibility, Trust and Reporting Problems, Questioning Attitude– three of six factors under the focus area Organizational Learning
- Alternate Problem Identification Processes, and Detection and Prevention of Retaliation – two of four factors under the SCWE focus area

Table 6: Overall Scores on Climate Factors

Focus Area	Climate Factor	Overall Hanford	ORP Site	
		Mean	Mean	Diff
Leadership Involvement	Clear expectations and accountability	3.99	4.01	0.03
	Management engagement and time in field	4.03	4.05	0.02
	Risk-informed, conservative decision making	4.04	4.07	0.04▲
	Open communication and fostering an environment free from retribution	4.08	4.11	0.03▲
	Demonstrated safety leadership	4.09	4.14	0.04▲
	Staff recruitment, selection, retention, and development	3.99	3.99	0.00
Employee Engagement	Personal commitment to everyone's safety	4.51	4.52	0.01
	Teamwork and mutual respect	4.09	4.11	0.02
	Participation in work planning and improvement	4.27	4.26	0.00
	Mindfulness of hazards and controls	4.00	3.97	-0.03
	Job characteristics	3.74	3.71	-0.03
Learning Organization	Performance monitoring through multiple means	4.14	4.18	0.04▲
	Use of operational experience	3.90	3.88	-0.02
	Credibility, trust and reporting errors and problems	4.19	4.23	0.04▲
	Questioning attitude	3.88	3.92	0.04▲
	Effective resolution of reported problems	4.08	4.09	0.00
	Effective safety/general communication	4.03	4.03	0.00
Safety Conscious Work Environment	Management support/encouragement to raise safety concerns	4.16	4.18	0.02
	Internal Avenues of Redress	3.69	3.66	-0.03
	Alternate Problem Identification Processes	3.81	3.88	0.07▲
	Detection & Prevention of Retaliation	4.34	4.38	0.03▲

¹ Diff is the difference between each ORP site factor mean and the Hanford site factor mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the ORP site factor mean was statistically higher compared to the Hanford factor mean. A red triangle ▼ indicates that the ORP site factor mean was statistically lower compared to the Hanford factor mean. The test conducted is a two-tailed t test with a ± 5% margin of error at a 95% confidence level.

As shown in Table 7, the overall rating for the ORP Site, is 4.07 on a scale from one (most negative possible, or strongest level of disagreement) to five (most positive score possible, or highest possible level of agreement). The following table shows comparisons of the 21 individual factor-level scores to the overall mean of the ORP Site, and thus identifies the extent to which each of the 21 factors are above or below the ORP Site mean.

Four of the 21 factor means were significantly above the overall ORP mean. These include:

- Personal Commitment to Everyone's Safety;
- Detection and Prevention of Retaliation;
- Participation in Work Planning and Improvement;
- Credibility, Trust and Reporting Errors and Problems;

Particular emphasis should be placed on the nine factor means that are significantly below the overall mean for the ORP site. These include:

- Clear Expectations and Accountability, Staff Recruitment, Selection, Retention and Development – two factors under the focus area Leadership Involvement
- Mindfulness of Hazards and Controls, and Job Characteristics – two factors under the focus area Employee Engagement.
- Use of Operational Experience, Questioning Attitude, Effective Safety/General Communication – three factors under the focus area Organizational Learning
- Internal Avenue of Redress, and Alternate Problem Identification Processes– two factor under Safety Conscious Work Environment (SCWE)

Table 7: Overall Scores on ORP Climate Factors versus Overall Mean

Focus Area	Climate Factor	Overall Hanford	Overall ORP Site
		Mean	Mean
Leadership Involvement	Clear expectations and accountability	3.99▼	4.01▼
	Management engagement and time in field	4.03	4.05
	Risk-informed, conservative decision making	4.04	4.07
	Open communication and fostering an environment free from retribution	4.08▲	4.11▲
	Demonstrated safety leadership	4.09▲	4.14▲
	Staff recruitment, selection, retention, and development	3.99▼	3.99▼
Employee Engagement	Personal commitment to everyone's safety	4.51▲	4.52▲
	Teamwork and mutual respect	4.09▲	4.11▲
	Participation in work planning and improvement	4.27▲	4.26▲
	Mindfulness of hazards and controls	4.00▼	3.97▼
	Job characteristics	3.74▼	3.71▼
Learning Organization	Performance monitoring through multiple means	4.14▲	4.18▲
	Use of operational experience	3.90▼	3.88▼
	Credibility, trust and reporting errors and problems	4.19▲	4.23▲
	Questioning attitude	3.88▼	3.92▼
	Effective resolution of reported problems	4.08▲	4.09
	Effective safety/general communication	4.03	4.03▼
Safety Conscious Work Environment	Management support/encouragement to raise safety concerns	4.16▲	4.18▲
	Internal Avenues of Redress	3.69▼	3.66▼
	Alternate Problem Identification Processes	3.81▼	3.88▼
	Detection & prevention of retaliation	4.34▲	4.38▲
Overall Safety Climate		4.05	4.07

¹ Diff is the difference between each ORP site factor mean and the overall mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates the mean for each ORP site factor was statistically higher compared to the overall mean. A red triangle ▼ indicates the mean for each ORP site factor was lower compared to the overall mean. The test conducted is a two-tailed t test with a ± 5% margin of error at a 95% confidence level.

6.2. Organizational Outcomes

Table 8 provides a summary of results on organizational outcomes and provides comparisons of the ORP Site outcomes to the overall Hanford Site results. These outcomes were selected for measurement since they were proven by research and best practices as important end-states of positive organizational climate.

Three out of four ORP Site organizational outcome ratings are significantly higher than the overall Hanford Site ratings. However, two organizational outcomes for the ORP Site - Work Environment and Senior Management Assessment - achieved ratings in the range of 3.46 – 3.58, which are considered only mid-range. This is because any rating of less than 4.0 is generally considered less than desirable, reflecting only moderate agreement among employees that desirable climate characteristics exist within their workplace. Therefore, these scores indicate a need for improvement within those areas.

Table 8: Overall Scores on Organizational Climate Outcomes

Organizational Outcomes	Overall Hanford	ORP Site	
	Mean	Mean	Diff
Work Environment Assessment	3.39	3.46	0.08 ▲
Organizational Trust	4.07	4.15	0.08 ▲
Overall Satisfaction with Organization	4.04	4.09	0.05 ▲
Senior Management Assessment	3.55	3.58	0.02

¹ Diff is the difference between each ORP site factor mean and the Hanford site factor mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the ORP site factor mean was statistically higher compared to the Hanford factor mean. A red triangle ▼ indicates that the ORP site factor mean was lower compared to the Hanford factor mean. The test conducted is a two-tailed t test with a ± 5% margin of error at a 95% confidence level.

6.3. The Overall Focus Areas and Outcomes Scores by Organization

The 2012 Hanford Organizational Climate and SCWE Survey identified that mean scores for the organizational and safety climate focus areas range from 3.84 to 4.14 across ORP Site organizations. Table 9 presents comparisons between the overall ORP Site-level mean scores and the mean scores of the four ORP organizations. The comparison shows that there are few real differences across the organizational units in the ORP, and indicates that only one organization – DOE-ORP – has results significantly different, and lower than the ORP site means, for one focus area -- Learning Organization.

Table 9: Focus Areas Overall Scores by Organizations

MEAN SCORES BY ORP ORGANIZATIONS									
Focus Area	ORP Site	DOE-ORP		ATL		BNI/URS		WRPS	
	Mean	Mean	Diff ¹	Mean	Diff ¹	Mean	Diff ¹	Mean	Diff ¹
Leadership Involvement	4.06	3.96		4.07		4.05		4.10	
Employee Engagement	4.12	4.00		4.11		4.11		4.14	
Learning Organization	4.06	3.84	▼	4.06		4.05		4.10	
Safety Conscious Work Environment	4.03	4.02		4.04		4.03		4.03	

¹ Diff is the difference between organization's factor mean and the ORP Site mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the organization's factor mean was statistically higher compared to the ORP Site factor mean. A red triangle ▼ indicates that the organization's factor mean was statistically lower compared to the ORP Site..

Table 10 presents organizational-level mean scores for each organizational outcome area. Among ORP organizations, WRPS ranks significantly higher than the overall ORP site-level results on two organizational climate and safety climate areas, Work Environment and Senior Management Assessment. ATL ranks lower than the overall ORP results on Work Environment Assessment, while DOE-ORP ranks lower on Senior Management Assessment and Overall Satisfaction with Organization.

Table 10: Organizational Climate Outcomes Scores by Organizations

MEAN SCORES BY ORP ORGANIZATIONS									
Organizational Outcomes	ORP Site	DOE-ORP		ATL		BNI/URS		WRPS	
	Mean	Mean	Diff ¹	Mean	Diff ¹	Mean	Diff ¹	Mean	Diff ¹
Work Environment Assessment	3.46	3.33		3.04	▼	3.40		3.62	▲
Organizational Trust	4.15	3.99		4.21		4.16		4.12	
Overall Satisfaction with Organization	4.09	3.74	▼	3.91		4.13		4.08	
Senior Management Assessment	3.58	3.23	▼	3.52		3.54		3.69	▲

¹ Diff is the difference between organization's factor mean and the ORP Site mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the organization's factor mean was statistically higher compared to the ORP Site factor mean. A red triangle ▼ indicates that the organization's factor mean was lower compared to the ORP Site.

6.4. Overall Climate Scores by Organizations

All organizations were scored with an Overall Climate Index. The Overall Climate Index was derived from the composite mean of three focus areas: Leadership Involvement, Employee Engagement and Learning Organization. The 10 organizations with the highest overall index scores with more than 10 responses are shown in Table 11. A complete listing of index scores for all organizations is presented in the final section of this report.

Table 11: Ten Organizations with the Highest Climate Index Scores

HIGHEST CLIMATE INDEX SCORES		
Parent Organization	Child Organization	Climate Index
WRPS	President/Project Managers Office [Includes: PM Office, ECP, Legal, Internal Audit, Ext. Affairs]	114%
BNI/URS	Senior Leaders	114%
BNI/URS	Area Maintenance & Ops	112%
BNI/URS	Direct Reports/Program & Project Mgmt [Includes: Comm/Public Affairs, Six Sigma, Legal, APM, Direct Staff]	112%
WRPS	Project Integration	110%
BNI/URS	Project Ops [Includes: ECP, PAAA, SAS, Issues Mgmt, Start Up & Completions]	108%
BNI/URS	PT Project Engineering	107%
BNI/URS	Project Controls [Includes: Const/Startup HLW, LBL, PT and Proj Est. Ops, PCM Plant-Wide, Other]	107%
WRPS	One System IPT	107%
WRPS	President/Project Managers Office [Includes: PM Office, ECP, Legal, Internal Audit, Ext. Affairs]	114%

Table 12: Ten Organizations with the Lowest Climate Index Scores

LOWEST CLIMATE INDEX SCORES		
Parent Organization	Child Organization	Climate Index
BNI/URS	MHF	95%
DOE-ORP	TF	93%
BNI/URS	PT	92%
BNI/URS	HLW	89%
BNI/URS	LAB	88%
BNI/URS	Distrib.	88%
BNI/URS	LBL Project Engineering	88%
BNI/URS	BOF	87%
BNI/URS	LAW	87%
WRPS	Other (Subcontractor)	86%

6.5. SCWE Index by Organization

All organizational units (e.g. Child Organizations) were scored with a Safety Conscious Work Environment (SCWE) Index. The SCWE Index was derived from the composite mean of Safety Conscious Work Environment focus area items. The index sets the mean at 100, and then converts the scores to that base, so 113 means that it is 13% better than the mean. The 10 organizations with the highest overall scores among the individual sub-organizational units with more than 10 responses are shown in Table 13.

Table 13: Ten Organizations with the Highest SCWE Index Scores

HIGHEST SCWE INDEX SCORES		
Parent Organization	Child Organization	SCWE Index
WRPS	President/Project Managers Office [Includes: PM Office, ECP, Legal, Internal Audit, Ext. Affairs]	113%
BNI/URS	Area Maintenance & Ops	113%
BNI/URS	Senior Leaders	113%
BNI/URS	Direct Reports/Program & Project Mgmt [Includes: Comm/Public Affairs, Six Sigma, Legal, APM, Direct Staff]	112%
BNI/URS	Project Controls [Includes: Const/Startup HLW, LBL, PT and Proj Est. Ops, PCM Plant-Wide, Other]	110%
WRPS	Project Integration	109%
BNI/URS	O & AS	108%
BNI/URS	Project Ops [Includes: ECP, PAAA, SAS, Issues Mgmt, Start Up & Completions]	108%
BNI/URS	EN&S Plant Engineering	108%
BNI/URS	Quality Control	107%

The 10 organizational units (e.g. Child Organizations) with the lowest scores and at least 10 responses are shown in Table 14. A complete listing for all organizations is presented at the end of this report.

Table 14: Ten Organizations with the Lowest SCWE Index Scores

LOWEST SCWE INDEX SCORES		
Parent Organization	Child Organization	SCWE Index
BNI/URS	Other	93%
BNI/URS	MHF	91%
BNI/URS	PT	91%
BNI/URS	LBL Project Engineering	89%
BNI/URS	LAB	86%
BNI/URS	Distribs.	86%
BNI/URS	HLW	85%
WRPS	Other (Subcontractor)	85%
BNI/URS	LAW	84%
BNI/URS	BOF	83%

6.6. Comparison to External Benchmarks

The 2012 Hanford Organizational Climate and SCWE Survey included a group of questions that match those of external surveys and can be used a frame of reference or benchmark to compare the Hanford Site climate to other organizations. These questions, identified in the tables below, are linked to Towers Watson standardized normative data. The ORP Site results for these questions are compared to three benchmarks: U.S. National Norm, U.S. Transitioning Companies Norm, and U.S. Engineering and Construction Companies Norm. The U.S. National Norm is comprised of organizations representing a wide spectrum of industries of the United States and was updated in the last 12 months. The organizations included in the norms are weighted to ensure proper proportionality.

Comparisons to U.S. National Norms indicate that:

- Out of 8 questions, the ORP Site results are significantly higher on 5 questions. ORP Site employees rated the company’s focus on prioritizing safety and quality 14% higher than the national norm. In addition, large favorable differences were noted for the stability of work objectives - 12% above the national norm.
- ORP Site employees out-rate the national average in terms of being comfortable expressing differing opinions within their workgroup, and challenging traditional ways of doing things. They are also more likely to help each other at work even if it requires additional effort.
- ORP Site results are significantly lower on three indices than the national norm. ORP employees rate their senior leadership’s ability in establishing priorities 5% lower than the national average. Moreover, the ORP employees’ willingness to recommend their company as good place to work, which was considered as indicator of general satisfaction with organization, is rated 1% lower than the national norm.

Table 15: Comparison to U.S. National Norm

Items	ORP Site	U.S. NATIONAL NORM	
	Mean	Mean	Diff
In your judgment, with all things considered, how good a job is your senior management doing in establishing priorities	3.58	3.78	-5% ▼
My company <i>does not</i> sacrifice the quality of our products/services in order to meet schedules/deadlines*	3.53	3.09	14% ▲
People in my immediate work group continually try to improve our performance.	4.09	4.13	-1% ▼
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.24	2.88	12% ▲
My company has established an environment where people can challenge our traditional ways of doing things.	3.61	3.56	2% ▲
I would recommend my company as a good place to work.	4.09	4.13	-1%
I feel comfortable expressing differing opinions within my immediate workgroup	4.18	3.83	9% ▲
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.33	4.16	4% ▲

¹ Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 Hanford mean rating.

Comparisons to U.S. Transitioning Companies Norm indicate that:

- The ORP Site stands above the average benchmark level for transitioning companies in all except one category.
- Especially large favorable differences were noted for the stability of work objectives and priorities and comfort in expressing differing opinions. The company focus on prioritizing safety and quality was also assessed far above the transitioning companies' average.
- The senior management assessment is significantly lower than the national average.

Table 16: Comparison to U.S. Transitioning Companies Norm

Items	ORP Site	U.S. TRANSITIONING COMPANIES NORM	
	Mean	Mean	Diff
In your judgment, with all things considered, how good a job is your senior management doing in establishing priorities	3.58	3.60	-1%
My company <i>does not</i> sacrifice the quality of our products/services in order to meet schedules/deadlines*	3.53	3.11	14% ▲
People in my immediate work group continually try to improve our performance.	4.09	-	
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.24	2.76	17% ▲
My company has established an environment where people can challenge our traditional ways of doing things.	3.61	3.50	3% ▲
I would recommend my company as a good place to work.	4.09	3.96	3% ▲
I feel comfortable expressing differing opinions within my immediate workgroup	4.18	3.67	14% ▲
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.33	4.10	6% ▲

¹ Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 Hanford mean rating.

Comparisons to U.S. Engineering and Constructions Companies Norm:

- For this industry, the normative data exist only for three questions.
- ORP Site employees were more favorable in assessing their company’s environment in terms of ability to challenge traditional ways of doing things and coworkers’ willingness to help each other.
- ORP Site results do not differ from the benchmark in terms of willingness to recommend the company as good place to work.

Table 17: Comparison to U.S. Engineering and Construction Companies Norm

Items	ORP Site	U.S. ENGINEERING & CONSTRUCTIONS COMPANIES NORM	
	Mean	Mean	Diff
In your judgment, with all things considered, how good a job is your senior management doing in establishing priorities	3.58	-	
My company <i>does not</i> sacrifice the quality of our products/services in order to meet schedules/deadlines*	3.53	-	
People in my immediate work group continually try to improve our performance.	4.09	-	
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.24	-	
My company has established an environment where people can challenge our traditional ways of doing things.	3.61	3.39	7% ▲
I would recommend my company as a good place to work.	4.09	4.08	0%
I feel comfortable expressing differing opinions within my immediate workgroup	4.18	-	
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.33	4.25	2% ▲

¹ Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 Hanford mean rating.

6.7. Areas of Strengths and Weaknesses

The following section presents the organizational and safety climate factors with the highest and the lowest factor level scores. High rating factors can be examined to recognize successes and gain insight on how to replicate successful practices across the organization. Low rating factors identify the areas in need of improvement.

For the ORP Site, the five factors with the highest ratings are presented in Table 18. The ratings for these factors are not significantly different than the overall ratings for the Hanford Site.

Table 18: Areas of Strength

Climate Factor	Overall Hanford	ORP Site	
	Mean	Mean	Diff
Personal commitment to everyone's safety	4.51	4.52	0.01
Detection & Prevention of Retaliation	4.34	4.38	0.03
Participation in work planning and improvement	4.27	4.26	0.00
Credibility, trust and reporting errors and problems	4.19	4.23	0.04
Performance monitoring through multiple means	4.14	4.18	0.04

For the ORP Site, the five factors with the lowest ratings are depicted in Table 19. These factors received ratings below 4.0, indicating only moderate agreement among employees with the presence of a positive climate. The ratings for these factors are not significantly different than the overall ratings for the Hanford Site.

Table 19: Areas of Weakness

Climate Factor	Overall Hanford	ORP site	
	Mean	Mean	Diff
Questioning attitude	3.88	3.92	0.04
Alternate Problem Identification Processes	3.81	3.88	0.07
Use of operational experience	3.90	3.88	-0.02
Job characteristics	3.74	3.71	-0.03
Internal Avenues of Redress	3.69	3.66	-0.03

VII. Focus Area Breakout Analysis: Leadership Involvement

The Leadership Involvement focus area measures the degree to which employees believe that their immediate managers and senior leaders demonstrate commitment to safety through their actions, support the implementation of safety culture attributes, ensure that the workplace is free from harassment, support employees with opportunities to improve their skills, and clearly define job- and safety- related roles and responsibilities.

The level of respondent perceptions of Leadership Involvement was measured based on six factors. For each factor, respondents were asked to rate a series of questions/rating statements on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

Table 20: Leadership Involvement – Factors and Questions/Statements

Factors	Question/Rating Statements
Clear expectations and accountability	Senior management's expectations regarding safety and quality are clearly communicated.
	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.
	Personnel at all company levels are held accountable for standards and expectations.
Management engagement and time in field	My immediate supervisor listens to and acts on real-time operational information.
	My immediate supervisor gives me useful feedback about how to improve my performance.
	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.
Risk-informed, conservative decision making	My immediate supervisor supports my right to stop work if I see something unsafe.
	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.
	My company consistently makes decisions that support safe, reliable operations.
	My company sacrifices the quality of our products/services in order to meet schedules/deadlines
	Management allocates resources to meet safety needs.
Open communication and fostering an environment free from retribution	Managers in my company apply the disciplinary process fairly and consistently.
	My immediate supervisor encourages me to make suggestions to improve safety or quality.
	I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.
	I feel free to approach my immediate supervisor regarding any concern.
	There is honest communication about safety issues in my immediate workgroup.
Demonstrated safety leadership	Senior management sets high standards for safety performance through their own actions.
	Senior management actions demonstrate that safety is just as important as meeting production goals.
	Managers in my company show concern for workers' well-being.
	My immediate supervisor supports compliance with procedures.
Staff recruitment, selection, retention, and development	My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.
	People in my immediate work group continually try to improve our performance.
	My company values and practices learning from past experience and mistakes.
	My immediate supervisor supports my professional development.

7.1. Leadership Involvement Factor Scores

Figure 1 shows a graphic comparison of the aggregate focus area and factor means for the ORP Site versus the overall Hanford Site means. The dark blue bars show the average rating (mean score) for the overall Hanford Site. The light blue bars show the average rating for the ORP Site.

The mean score for the Leadership Involvement focus area is 4.06 at the ORP Site. Among the individual factors, Demonstrated Safety Leadership has the highest rating with a mean score of 4.14. The lowest-rated factor is Staff Recruitment, Selection, Retention, and Development with a mean score of 3.99.

Figure 1: Leadership Involvement Factor Means



7.2. Focus Area Employee Group Scores

The table below presents the ORP Site’s mean scores for three employee categories: length of time with current employer, job function, and length of employment on the Hanford site. The table also presents scores for this location’s 25th and 75th percentiles.

Table 21: Focus Area - Level Scores by Employee Group

Category	Demographic Group	Overall Hanford	ORP Site				
		Mean	N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.11	255	4.17	4.41	3.73	4.79
	1 to 5 years	4.03	1,511	4.06	4.25	3.59	4.68
	6 to 10 years	4.01	577	3.95	4.09	3.46	4.60
	11 to 19 years	4.09	364	4.13	4.38	3.77	4.74
	20+ years	4.09	289	4.18	4.43	3.77	4.79
Job Function	HAMTC	3.53	229	3.60	3.69	3.04	4.31
	CWC&BIC	3.73	216	3.62	3.65	3.17	4.21
	HGU	3.68	ND	-	-	-	-
	Nursing	3.45	ND	-	-	-	-
	Administrative	4.28	173	4.19	4.37	3.79	4.80
	Technical/Scientific	4.14	1,149	4.16	4.32	3.80	4.71
	Business/Administrative	4.26	296	4.21	4.35	3.78	4.76
	Management	4.36	538	4.41	4.61	4.17	4.85
	Specialists/Others	3.85	408	3.73	3.78	3.11	4.53
Site Tenure	Less than 3 years	4.17	554	4.18	4.37	3.76	4.76
	3 to 10 years	4.04	1,146	4.06	4.23	3.58	4.69
	11 to 19 years	4.04	639	4.07	4.24	3.63	4.69
	20+ years	3.98	652	4.00	4.20	3.55	4.66

VIII. Focus Area Breakout Analysis: Employee Engagement

Employee Engagement measures the extent of employees’ own and their co-workers’ commitment to safety, and organizational objectives, the degree to which employees are involved in planning and improvement of work practices, and identification and prevention of hazards.

The level of respondent perceptions of Employee Engagement was measured based on five factors. For each factor, respondents were asked to rate a series of questions/rating statements on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

Table 22: Employee Engagement — Factors and Questions/Statements

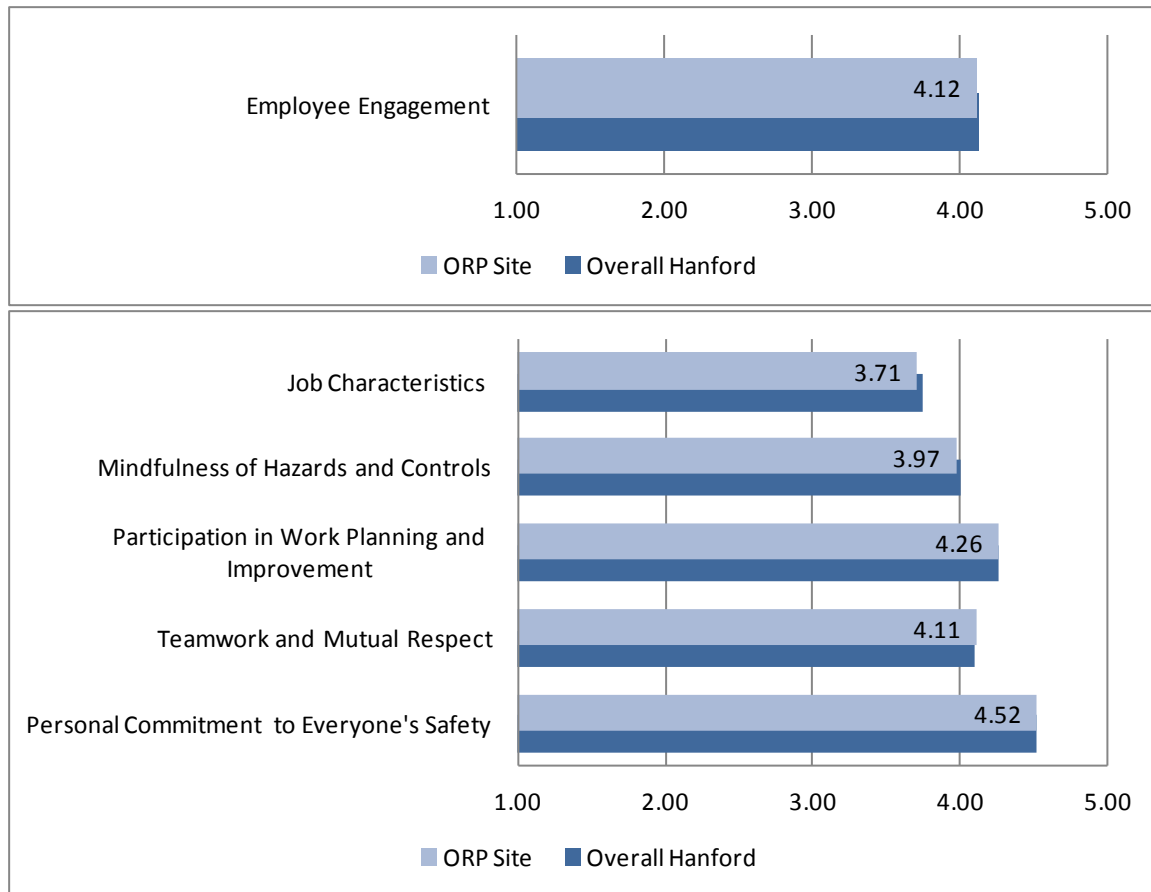
Factors	Question/Ratings Statements
Personal commitment to everyone's safety	I understand my responsibility for safety
	My company has clearly defined and written:
	a) Roles related to safety
	b) Responsibilities related to safety
	c) Authorities related to safety
	Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.
Teamwork and mutual respect	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.
	Within the last year, I have <u>NOT</u> observed retaliation among my peers.
	I feel comfortable enough to express my opinion when discussing safety issues with my team even if that means disagreeing with colleagues.
	The people I work with are willing to help each other, even if it means doing something outside their usual activities.
	My coworkers look out for each others' safety.
	At the Hanford site, organizational boundaries do <u>NOT</u> affect how we work as a team.
Participation in work planning and improvement	I feel I can personally stop unsafe work.
	I am encouraged to come up with new and better ways of performing work.
Mindfulness of hazards and controls	My company corrects problems the first time they are identified.
	My coworkers actively look for equipment or facilities that may be unsafe.
	My coworkers take the necessary precautions during their work to avoid hazards.
Job characteristics	My workload is reasonable.
	Priorities or work objectives are changed so frequently I have trouble getting my work done.
	Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.

8.1. Employee Engagement Factor Scores

Figure 2 shows a graphic comparison of the aggregate focus area and factor means for the ORP Site versus the overall Hanford Site means. The dark blue bars show the average rating (mean score) for the overall Hanford Site. The light blue bars show the average rating for the ORP Site.

The mean score for the Employee Engagement focus area is 4.12 at the ORP Site. Among the individual factors, Personal Commitment to Everyone’s Safety has the highest rating with a mean score of 4.52. The Job Characteristics factor is rated lowest, with a mean score of 3.71.

Figure 2: Employee Engagement Factor Means



8.2. Focus Area Employee Group Scores

The table below presents this organization’s mean scores for three employee categories: length of time with current employer, job function, and length of employment on Hanford site. The table also presents scores for this location’s 25th and 75th percentile.

Table 23: Focus Area Scores by Employee Group

Category	Demographic Group	Overall Hanford	ORP Site				
		Mean	N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.16	255	4.20	4.35	3.78	4.68
	1 to 5 years	4.12	1,511	4.12	4.24	3.75	4.59
	6 to 10 years	4.11	577	4.03	4.15	3.67	4.49
	11 to 19 years	4.16	364	4.15	4.32	3.82	4.67
	20+ years	4.15	289	4.18	4.39	3.82	4.72
Job Function	HAMIC	3.78	229	3.80	3.86	3.34	4.35
	CWC&BTC	3.98	216	3.91	4.02	3.48	4.35
	HGU	3.91	ND	-	-	-	-
	Nursing	3.64	ND	-	-	-	-
	Administrative	4.28	173	4.20	4.32	3.81	4.73
	Technical/Scientific	4.16	1,149	4.14	4.25	3.80	4.60
	Business/Administrative	4.24	296	4.19	4.30	3.85	4.67
	Management	4.37	538	4.38	4.50	4.19	4.73
Specialists/Others	4.01	408	3.92	4.02	3.47	4.43	
Site Tenure	Less than 3 years	4.19	554	4.19	4.31	3.83	4.65
	3 to 10 years	4.12	1,146	4.12	4.22	3.74	4.60
	11 to 19 years	4.13	639	4.11	4.23	3.77	4.60
	20+ years	4.09	652	4.07	4.22	3.67	4.59

¹ For employee groups that have less than 10 responses, the data were not presented and are labeled ND (no data).

IX. Focus Area: Learning Organization

The Learning Organization factor measures the degree to which employees believe that the organization supports continuous improvement and effective resolution of problems, and encourages sharing and utilization of operational experience. This includes the degree to which employees can freely express differing opinions, and the extent to which they feel safe, and respected by their co-workers, and managers.

The level of respondent perceptions of Learning Organization was measured based on six factors. For each factor, respondents were asked to rate a series of questions/rating statements on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

Table 24: Learning Organization — Factors and Questions/Statements

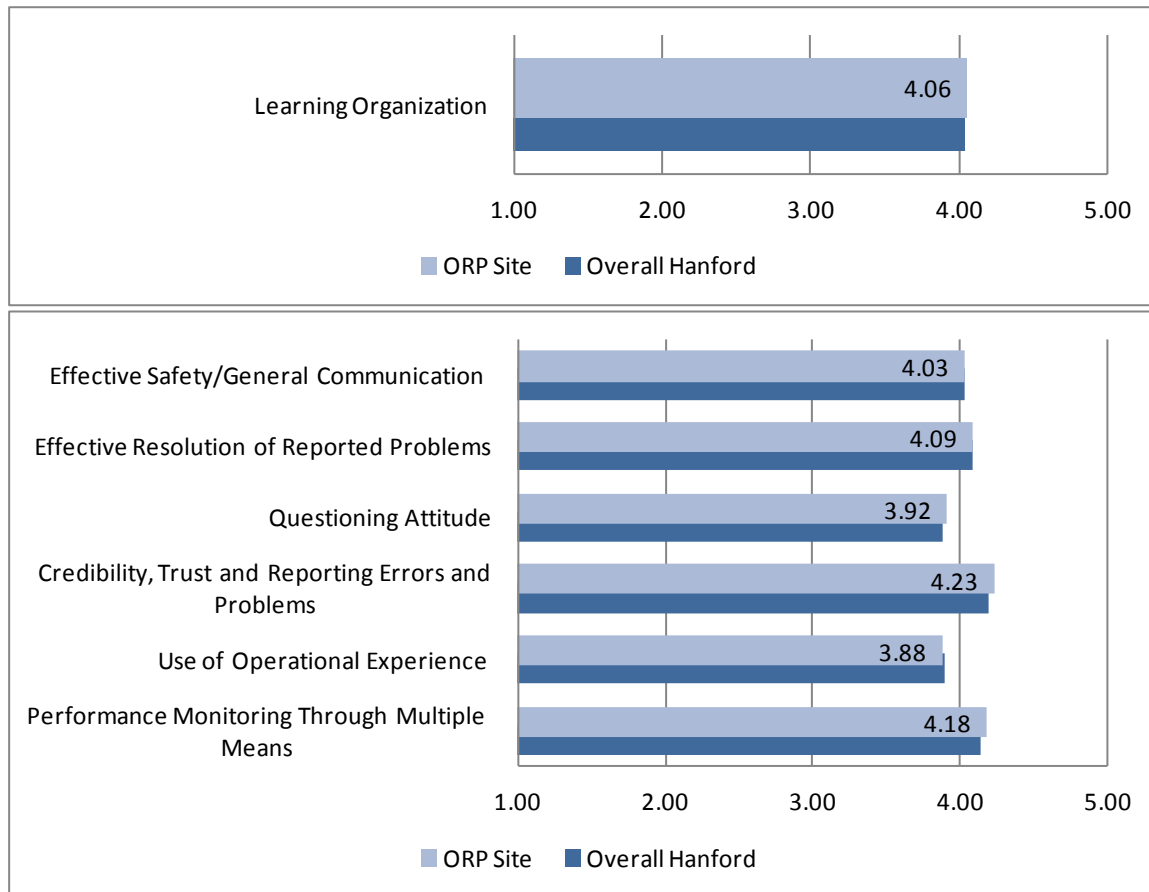
Factors	Question/Ratings Statements
Performance monitoring through multiple means	My company's commitment to quality is apparent in what we do on a day-to-day basis.
	My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).
	My company responds when safety indicators show that performance is degrading.
Use of operational experience	We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.
	The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.
	Mistakes are used as opportunities to learn rather than blame.
Credibility, trust and reporting errors and problems	In my company, people are willing to report safety issues.
	There is a feeling of trust and respect in my immediate workgroup.
	My immediate supervisor is trustworthy.
Questioning attitude	I am treated with dignity and respect when I raise a safety issue.
	My company has established an environment where people can challenge our traditional ways of doing things.
	I feel comfortable expressing differing opinions within:
	<ul style="list-style-type: none"> a) My company b) My immediate workgroup
Effective resolution of reported problems	Management takes action to investigate and correct accidents and incidents.
	I am confident that safety concerns I raise will be listened to and acted on.
	Management acts decisively when a safety concern is raised.
Effective safety/general communication	My company communicates important information in a timely manner.
	My immediate supervisor informs me about risks associated with my work.

9.1. Learning Organization Factor Scores

Figure 3 shows a graphic comparison of the aggregate focus area and factor means for the ORP Site versus the overall Hanford Site means. The dark blue bars show the average rating (mean score) for the overall Hanford Site. The light blue bars show the average rating for the ORP Site.

The mean score for this focus area is 4.06 at the ORP Site. Among the individual factors, Credibility, Trust, and Reporting Errors and Problems is the factor with the highest rating, achieving a mean score of 4.23. The factor with the lowest rating, Use of Operational Experience, has a mean score of 3.88.

Figure 3: Learning Organization Factors Means



9.2. Focus Area Employee Group Scores

The table below presents this organization’s mean scores for three employee categories: length of time with current employer, job function, and length of employment on Hanford site. The table also presents scores for this location’s 25th and 75th percentile.

Table 25: Focus Area - Level Scores by Employee Group Scores

Category	Demographic Group	Overall Hanford	ORP Site				
		Mean	N	Mean	Median	0.25	0.75
Employment Tenure	Less than 1 year	4.07	255	4.13	4.40	3.69	4.74
	1 to 5 years	4.03	1,511	4.05	4.22	3.56	4.67
	6 to 10 years	4.01	577	3.95	4.08	3.53	4.60
	11 to 19 years	4.11	364	4.15	4.40	3.78	4.78
	20+ years	4.09	289	4.17	4.42	3.79	4.81
Job Function	HAMIC	3.52	229	3.57	3.72	2.92	4.32
	CWC&BTC	3.70	216	3.57	3.61	3.02	4.17
	HGU	3.66	ND	-	-	-	-
	Nursing	3.36	ND	-	-	-	-
	Administrative	4.26	173	4.17	4.39	3.74	4.75
	Technical/Scientific	4.14	1,149	4.16	4.32	3.81	4.69
	Business/Administrative	4.25	296	4.21	4.37	3.81	4.77
	Management	4.37	538	4.42	4.60	4.19	4.85
Specialists/Others	3.85	408	3.70	3.74	3.06	4.49	
Site Tenure	Less than 3 years	4.15	554	4.14	4.33	3.69	4.74
	3 to 10 years	4.03	1,146	4.05	4.19	3.58	4.65
	11 to 19 years	4.05	639	4.08	4.28	3.64	4.71
	20+ years	4.00	652	4.00	4.22	3.56	4.68

¹ For employee groups that have less than 10 responses, the data were not presented and are labeled ND (no data).

X. Focus Area: Safety Conscious Work Environment (SCWE)

Safety Conscious Work Environment Measures the extent of employees’ belief that the organization maintains an environment in which employees understand how and are encouraged to raise safety concerns both to their own management and to the DOE without fear of retaliation.

The level of respondents’ perceptions of Safety Conscious Work Environment (SCWE) was measured based on four factors. Respondents were asked to rate each statement on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

Table 26: SCWE — Factors and Questions/Statements

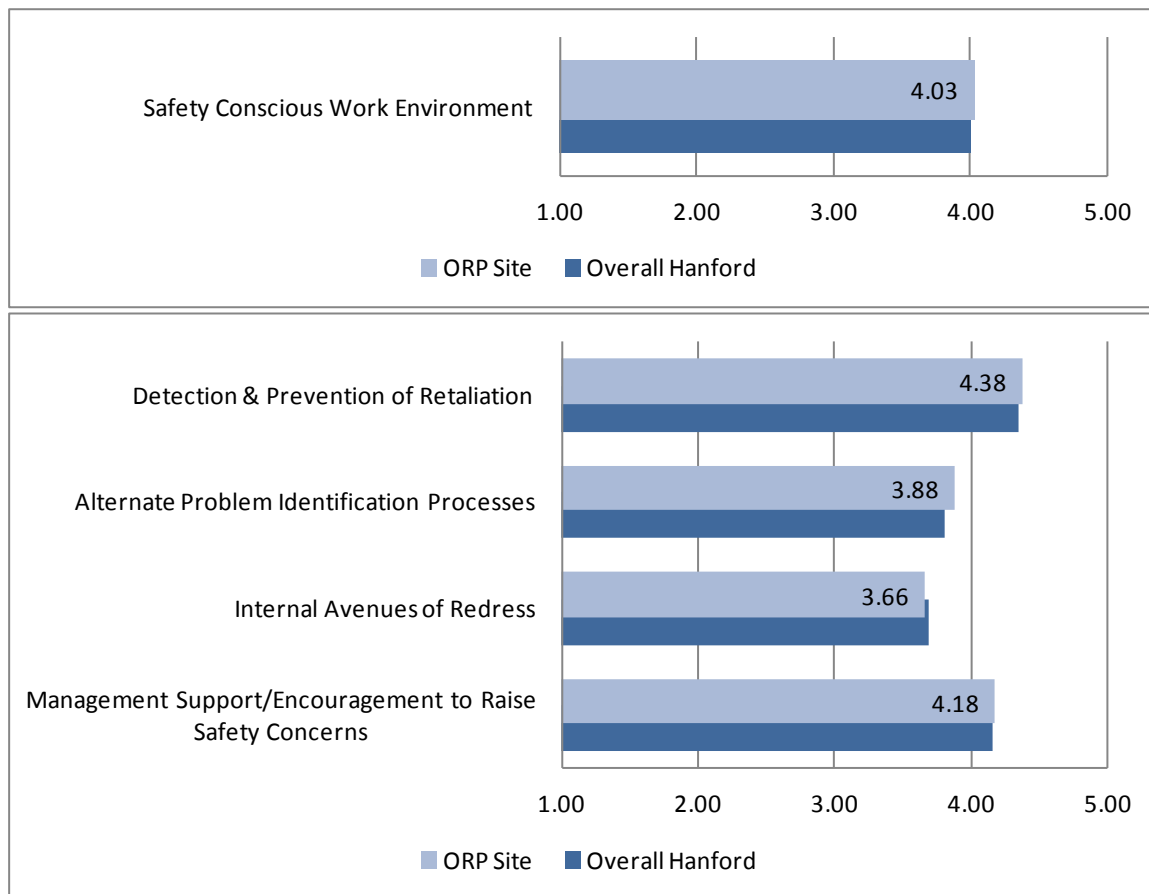
Factors	Question/Ratings Statements
Management support/encouragement to raise safety concerns	Management at all levels encourages me to raise safety concerns through my avenue of choice.
	I believe my immediate supervisor wants me to report any concerns I might have.
	I am free to raise safety concerns without fear of retaliation
	If I raise a safety issue to my immediate supervisor:
	a) The issue/opinion is listened to
	b) The issue/opinion is resolved in an open/transparent manner
Internal Avenues of Redress	c) The issue/opinion is resolved promptly
	d) Feedback is provided to me in a timely manner
	I am confident my company's corrective action system:
	a) Effectively prioritizes issues
	b) Provides both traceability and transparency in how issues are resolved
	c) Enables rapid response to imminent problems while closing minor issues in a timely manner
	d) Is supported by my company senior management
	My company's corrective action system is easy to use.
	I am comfortable raising concerns to:
	a) A Union Safety Representative, if applicable
b) Human Resources	
c) Labor Relations	
Alternate Problem Identification Processes	I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.
	I am aware of the DOE Differing of Professional Opinion process.
	I know how, or who to contact, to submit a concern with my company's Employee Concern Program.
	I believe senior management supports my company's Employee Concerns Program.
	If I were uncomfortable raising a concerns through other means, I would raise the concern with my company's
	I know how, or who to contact, to submit a concern with the DOE Employee Concern Program.
	I believe senior management supports the DOE Employee Concerns Program.
If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE	
Detection & Prevention of Retaliation	Within the past year I have <u>NOT</u> experienced retaliation for raising a safety issue/concern from:
	a) My immediate supervisor
	b) Any of my company managers
	c) My peers
	d) DOE
	For the purpose of this survey, a <i>chilling effect</i> exists when an employee is unwilling or unable to raise a safety
	A chilling effect does <u>NOT</u> exist in my immediate workgroup.
	If I were aware of a chilling effect, I would report it.

10.1. SCWE Factor Scores

Figure 4 shows a graphic comparison of the aggregate focus area and factor means for the ORP Site versus the overall Hanford Site means. The dark blue bars show the average rating (mean score) for the overall Hanford Site. The light blue bars show the average rating for the ORP Site.

The mean score for this focus area is 4.03 at the ORP Site. Among the individual factors, Detection and Prevention of Retaliation has the highest rating with a mean score of 4.38, and Internal Avenues of Redress is rated lowest, with a mean score of 3.66.

Figure 4: Safety Conscious Work Environment Factors



10.2. Focus Area Employee Group Scores

The table below presents this organization’s mean scores for three employee categories: length of time with current employer, job function, and length of employment on Hanford site. The table also presents scores for this location’s 25th and 75th percentile.

Table 27: Focus Area – Level Scores by Employee Group Scores

Category	Demographic Group	Overall Hanford	ORP Site				
		Mean	N	Mean	Median	0.25	0.75
Employment Tenure	Less than 1 year	4.02	255	4.08	4.33	3.60	4.73
	1 to 5 years	3.99	1,510	4.00	4.17	3.50	4.63
	6 to 10 years	3.99	577	3.95	4.10	3.40	4.63
	11 to 19 years	4.09	364	4.16	4.37	3.81	4.79
	20+ years	4.07	289	4.15	4.38	3.74	4.80
Job Function	HAMIC	3.53	229	3.56	3.60	2.97	4.27
	CWC&BTC	3.63	216	3.52	3.51	2.94	4.15
	HGU	3.66	ND	-	-	-	-
	Nursing	3.32	ND	-	-	-	-
	Administrative	4.18	173	4.10	4.23	3.49	4.68
	Technical/Scientific	4.10	1,149	4.15	4.28	3.77	4.71
	Business/Administrative	4.21	296	4.17	4.22	3.73	4.76
	Management	4.37	538	4.40	4.58	4.21	4.83
Specialists/Others	3.78	407	3.64	3.66	2.99	4.39	
Site Tenure	Less than 3 years	4.09	554	4.10	4.27	3.68	4.71
	3 to 10 years	4.00	1,146	4.02	4.16	3.50	4.68
	11 to 19 years	4.01	638	4.04	4.23	3.55	4.67
	20+ years	3.98	652	3.99	4.21	3.45	4.69

¹ For employee groups that have less than 10 responses, the data were not presented and are labeled ND (no data).

XI. Organizational Outcomes

The organizational climate outcome measures are based on the four factors listed below. These outcomes were selected for measurement since they were proven by research and best practices as important end-states of a positive organizational climate. Respondents were asked to rate each statement on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

- Improvement in Work Environment
- Organizational Trust
- Overall Satisfaction with Organization
- Assessment of Senior Management

Table 28: Organizational Outcomes — Factors and Questions/Statements

Factors	Question/Ratings Statements
Work Environment	The work environment in my company has improved over the past year.
Organizational Trust	I trust my company to do the right things to protect environmental and public safety.
	I trust my company to do the right things to protect workers' safety and health.
Overall Satisfaction	I would recommend my company as a good place to work.
Senior Management Assessment	In your judgment, with all things considered, how good a job is your senior management doing:
	a) Stating objectives clearly
	b) Establishing priorities
	c) Making decisions promptly
	d) Providing leadership
	e) Communicating with people

Table 29 provides a summary of results on organizational outcomes and comparisons of the ORP Site results to the overall Hanford Site results. While three organizational outcomes received ratings significantly higher than the overall Hanford Site mean, it should be noted that two (Work Environment Assessment and Senior Management Assessment), fall below the generally accepted “positive” 4.0 level.

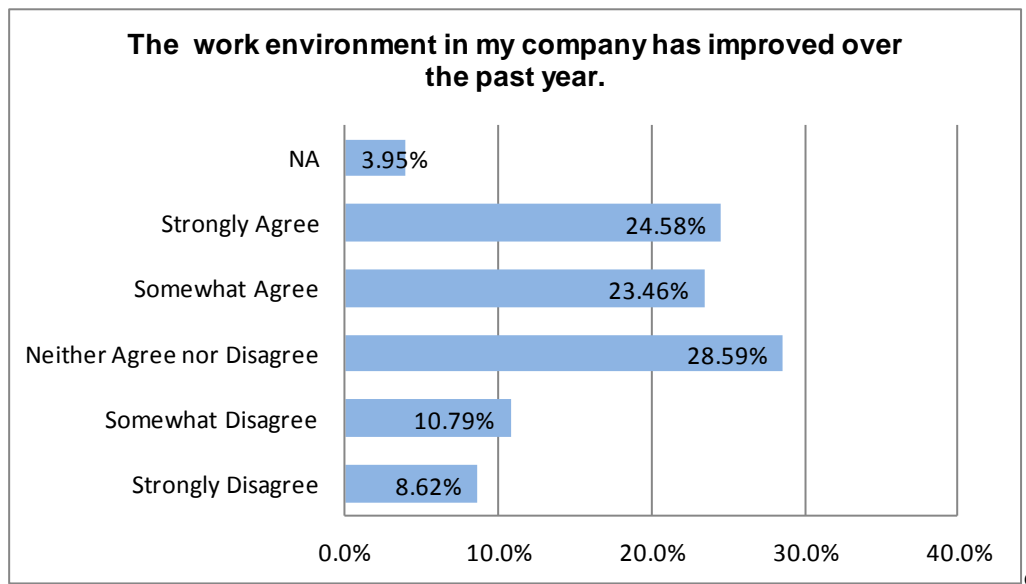
Table 29: Overall Scores on Organizational Outcomes

Organizational Outcomes	Overall Hanford	ORP Site	
	Mean	Mean	Diff
Work Environment Assessment	3.39	3.46	0.08 ▲
Organizational Trust	4.07	4.15	0.08 ▲
Overall Satisfaction with Organization	4.04	4.09	0.05 ▲
Senior Management Assessment	3.55	3.58	0.02

11.1. Breakout Analysis: Work Environment

The 2012 Organizational Climate and SCWE Survey measures Hanford employees' perception of their work environment based on perceptions of improvement compared to the previous year. The figure below presents the distribution of ORP Site responses. Although less than a quarter (19.41%) of respondents either strongly disagreed or somewhat disagreed with this statement, when those who chose the neutral neither agree nor disagree mid-point are factored in, the negative and neutral assessments are nearly equal to positive ones.

Figure 5: Work Environment Assessment Distribution



11.2. Breakout Analysis: Organizational Trust

Organizational trust is measured as the degree to which employees believe that organizational structures, systems, and organizational culture ensure implementation of safety culture attributes and protection of environmental and public safety and workers' safety and health.

Survey participants who identified ORP as the organization they spend the majority of their time supporting were asked to provide their level of agreement with the following two statements:

- I trust my company to do the right things to protect environmental and public safety.
- I trust my company to do the right things to protect workers' safety and health.

With individual question-level mean scores of 4.15 and 4.14, respectively, there was little variation in item level responses (Figure 6 and 7). For both statements, response was heavily tipped toward the highly positive (e.g. strong agreement) response options.

In response to the first statement (Figure 6) 9.8% of respondents either strongly disagreed or somewhat disagreed with the statement "I trust my company to do the right things to protect environmental and public safety," and three-quarters (78.61%) strongly agreed or somewhat agreed with the statement. When asked to provide their level of agreement to the second statement (Figure 7) "I trust my company to do the right things to protect workers' safety and health," 11.17% of respondents strongly disagreed or somewhat disagreed, while nearly eight out of ten (79%) strongly agreed or somewhat agreed with the statement.

Figure 6: Distribution of statement: "I trust my company to do the right things to protect environmental and public safety"

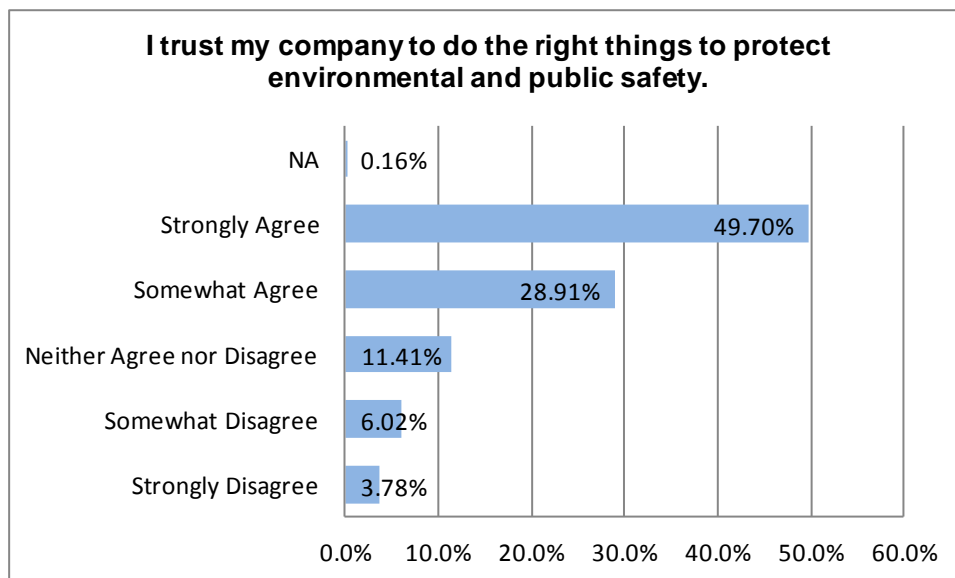
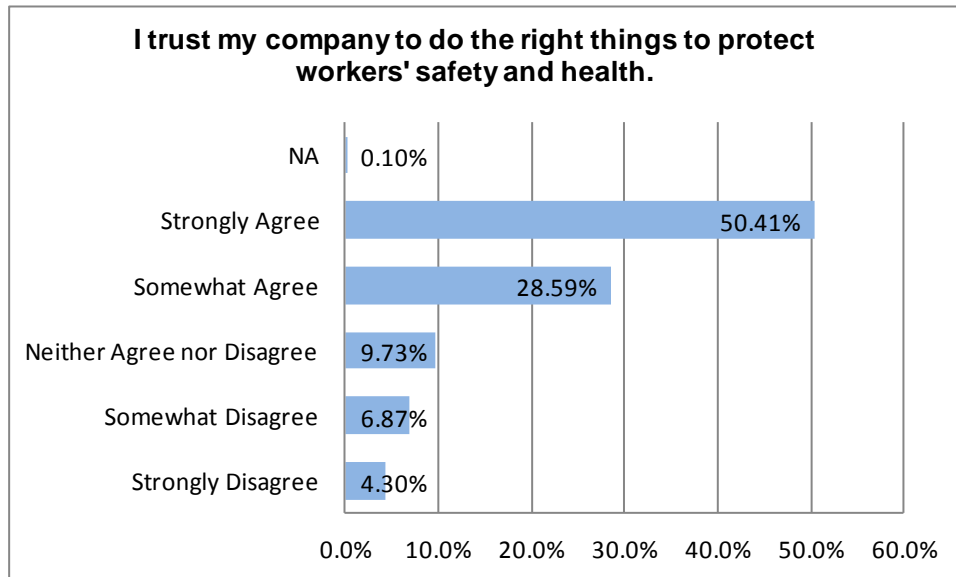


Figure 7: Distribution of statement: “I trust my company to do the right things to protect workers' safety and health.”



11.3. Breakout analysis: Overall Satisfaction with Organization

Employees’ overall satisfaction with their organization was measured indirectly by assessing whether or not they would recommend their organization as a good place to work. Over three-quarters (76.44%) of respondents strongly agreed or somewhat agreed that they would recommend their organization as a good place to work, and again, like ratings of organizational trust, response tipped heavily into the more positive realm with just under half (48.95%) of ORP Site respondents voicing strong agreement with this statement.

Figure 8: Overall Satisfaction



11.4. Breakout Analysis: Senior Leadership Assessment

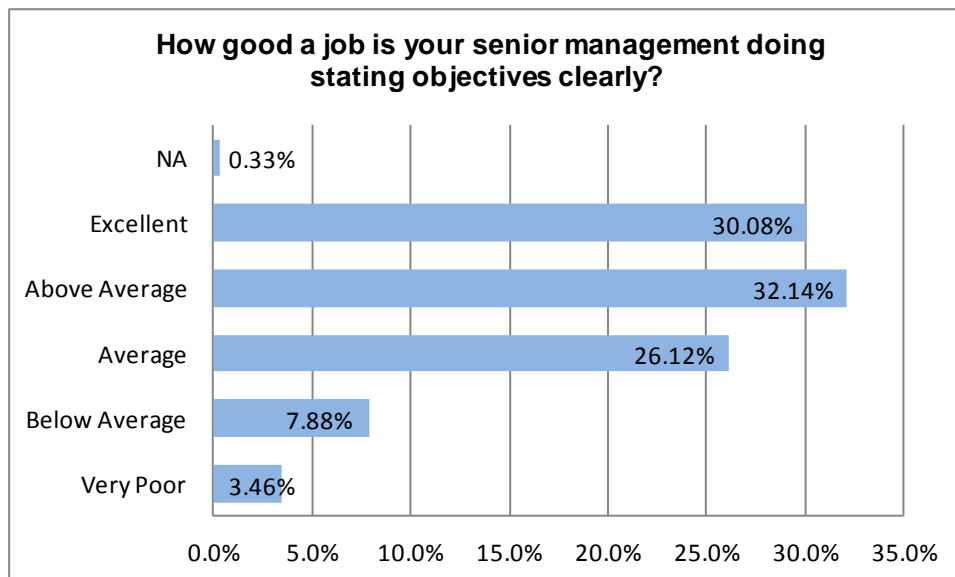
Employees' perception of senior leadership's performance was assessed in terms of:

- Stating objectives clearly
- Establishing priorities
- Making decisions promptly
- Providing leadership
- Communicating with people

Respondents were asked to rate each statement on a five point scale for which 1 means very poor, 2 means below average, 3 means average, 4 means above average and 5 means excellent.

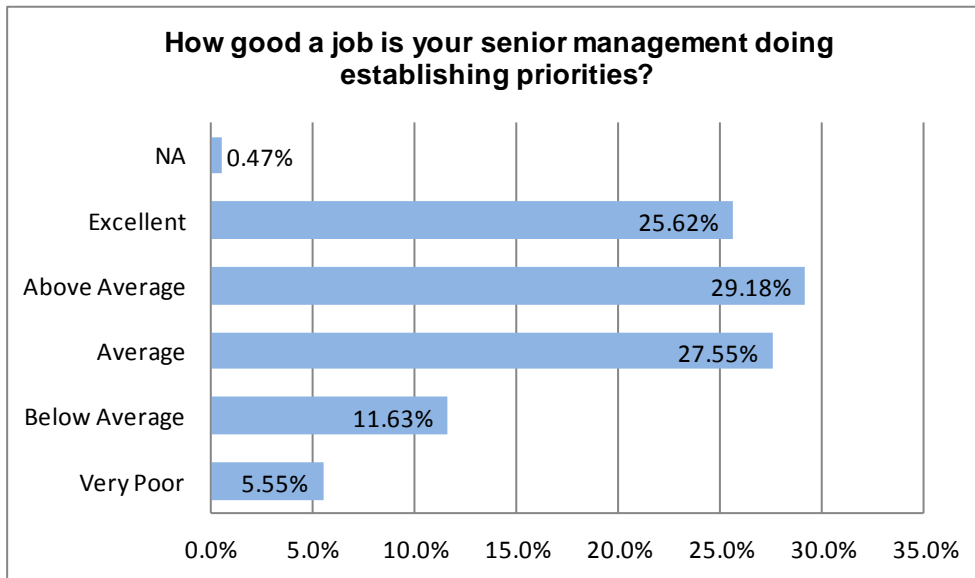
The figures below present the distribution of ORP site-level responses. When asked to provide a rating for the question “How good a job is your senior management doing stating objectives clearly?” nearly two-thirds (62.22%) of respondents provided a rating of “Excellent” or “Above Average.” About one-quarter of respondents provided a rating of “Average,” while 11.34% rated their senior management as “Below Average” or “Very Poor” at stating objectives clearly.

Figure 9: Distribution of Responses: “How good a job is your senior management doing stating objectives clearly?”



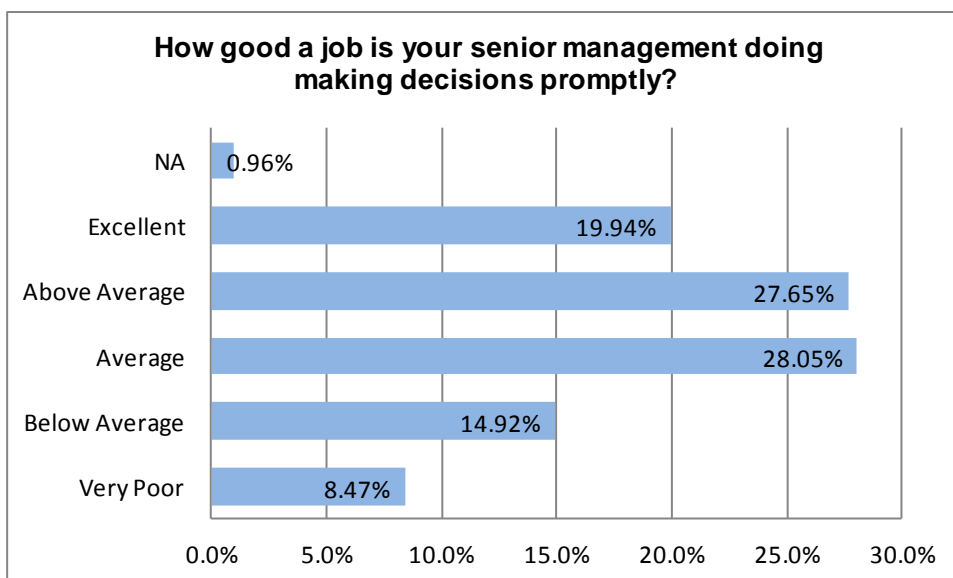
When asked to provide a rating for the question “How good a job is your senior management doing establishing priorities?” 29.18% of respondents provided a rating of “Above Average,” while about a quarter of respondents rated their senior management as “Excellent” and another quarter (27.55%) provided a rating of “Average.” However, 17.18% of respondents rated senior management “Below Average” or “Very Poor” at establishing priorities.

Figure 10: Distribution of Responses: “How good a job is your senior management doing establishing priorities?”



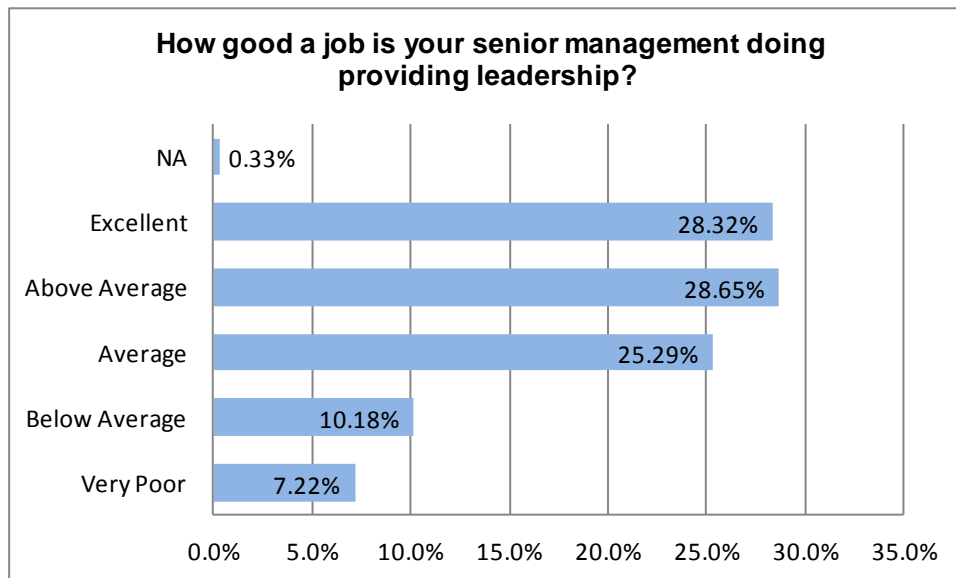
When asked to provide a rating for the question “How good a job is your senior management doing making decisions promptly?” nearly one half (47.59%) of ORP respondents provided a rating of “Excellent” or “Above Average,” while nearly one quarter (23.39%) respondents provided a rating of “Below Average” or “Very Poor” to the same question.

Figure 11: Distribution of Responses: “How good a job is your senior management doing making decisions promptly?”



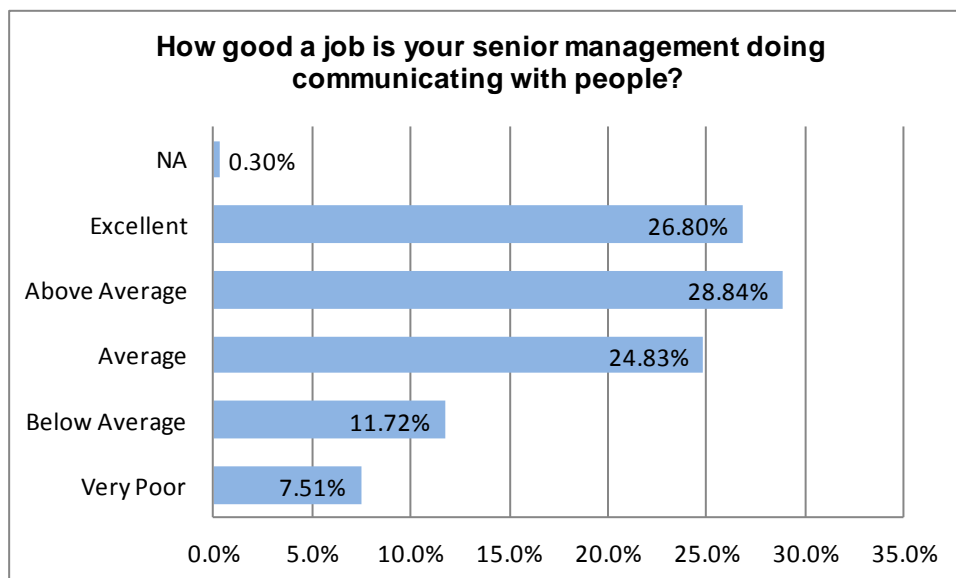
When asked to provide a rating for the question “How good a job is your senior management doing providing leadership?” 28.32% of respondents provided a rating of “Excellent,” while 28.65% of respondents provided ratings of “Above Average” and a quarter responded “Average” (25.29%). Nearly eighteen percent (17.4%) of respondents rated senior management “Below Average” or “Very Poor” at providing leadership.

Figure 12: Distribution of Responses: “How good a job is your senior management doing providing leadership?”



Over a quarter (26.80%) of respondents rated their senior management as “Excellent” at communicating with people, while a similar proportion of respondents each provided a rating of “Above Average” (28.84%) and “Average” (24.83%). However, 19.23% of respondents provided a rating of “Below Average” or “Very Poor.”

Figure 13: Distribution of Responses: “How good a job is your senior management doing communicating with people?”



XII. Improving Climate: Focus on High-Impact Factors

A factor analysis showed that all of the 21 factors evaluated by 2012 Hanford Organizational Climate and SCWE Survey have considerable impact on the global assessment of organizational and safety culture at the Hanford Site. They are presented in the following table and grouped by the strength of their impact. The eight factors listed in the Very High Impact portion of the table, along with the focus areas to which they pertain, have the most impact on overall climate scores. The table also lists the focus areas and the corresponding factors that have a high impact and a moderate/low impact on Hanford's organizational and safety climate.

Table 30: Organizational Climate Survey Assessment Factors

ORGANIZATIONAL AND SAFETY CLIMATE FACTORS		
	Climate Survey Assessment Factors <i>(Listed from High to Low Impact)</i>	Focus Areas
Very High Impact	Open Communication and Environment Free From Retribution	Leadership Involvement
	Credibility, Trust, And Reporting Error And Problems	Organizational Learning
	Demonstrated Safety Leadership	Leadership Involvement
	Performance Monitoring Through Multiple Means	Organizational Learning
	Management Support To Raise Safety Concerns	SCWE
	Effective Resolution of Reported Problems	Organizational Learning
	Staff Recruitment, Selection, Retention, And Development	Leadership Involvement
	Management Engagement And Time In Field	Leadership Involvement
	Climate Survey Assessment Factors <i>(Listed from High to Low Impact)</i>	
High Impact	Questioning Attitude	Organizational Learning
	Use Of Operational Experience	Organizational Learning
	Clear Expectations And Accountability	Leadership Involvement
	Internal Avenues Of Redress	SCWE
	Teamwork and Mutual Respect	Employee Engagement
	Participation In Work Planning And Improvement	Employee Engagement
	Climate Survey Assessment Factors <i>(Listed from High to Low Impact)</i>	
Moderate/Low Impact	Detection and Prevention Of Retaliation	SCWE
	Personal Commitment To Everyone's Safety	Employee Engagement
	Effective Safety/General Communication	Organizational Learning
	Mindfulness Of Hazards And Controls	Employee Engagement
	Alternate Problem Identification Processes	SCWE
	Job Characteristics	Employee Engagement

The following table shows the 21 individual factors ordered according to the strength of their impact and compared to the overall mean of the ORP Site. This table allows for the identification of high-impact factors that have scores that are below the overall mean, and thus need special attention. The description of those factors follows.

Table 31: Organizational Climate Survey Assessment Factors and ORP Site

ORGANIZATIONAL AND SAFETY CLIMATE FACTORS			
	Climate Survey Assessment Factors (Listed from High to Low Impact)	ORP Site	
		Mean	Diff ¹
Very High Impact	Open Communication and Environment Free From Retribution	4.11	▲
	Credibility, Trust, And Reporting Error And Problems	4.23	▲
	Demonstrated Safety Leadership	4.14	▲
	Performance Monitoring Through Multiple Means	4.18	▲
	Management Support To Raise Safety Concerns	4.18	▲
	Effective Resolution of Reported Problems	4.09	
	Staff Recruitment, Selection, Retention, And Development	3.99	▼
	Management Engagement And Time In Field	4.05	
Climate Survey Assessment Factors (Listed from High to Low Impact)			
High Impact	Questioning Attitude	3.92	▼
	Use Of Operational Experience	3.88	▼
	Clear Expectations And Accountability	4.01	▼
	Internal Avenues Of Redress	3.66	▼
	Teamwork and Mutual Respect	4.11	▲
	Participation In Work Planning And Improvement	4.26	▲
Climate Survey Assessment Factors (Listed from High to Low Impact)			
Moderate/Low Impact	Detection and Prevention Of Retaliation	4.38	▲
	Personal Commitment To Everyone's Safety	4.52	▲
	Effective Safety/General Communication	4.03	▼
	Mindfulness Of Hazards And Controls	3.97	▼
	Alternate Problem Identification Processes	3.88	▼
	Job Characteristics	3.71	▼
Overall Safety Climate			4.07

Diff is the difference between each factor mean and the ORP site overall mean. A triangle is shown only if the two-tailed t test value is statistically significant. A green triangle ▲ indicates that the mean of the factor was statistically higher compared to the ORP site overall mean. A red triangle ▼ indicates that the mean of the factor was statistically lower compared to the ORP site overall mean. The test conducted is a two-tailed t test with a ± 5% margin of error at a 95% confidence level.

As shown in the table above, five out of eight high-impact factors are above the overall mean for the ORP site:

- Open Communication and Environment Free from Retribution,
- Credibility, Trust and Reporting Errors,
- Demonstrated Safety Leadership,
- Performance Monitoring Through Multiple Means,
- Management Support to Raise Safety Concerns.

These factors have a very high impact on global assessment of organizational and safety culture. The means of these factors are higher than 4.0, which indicate organization-wide agreement with the presence of a positive climate and are driving the results in a positive direction.

Four high-impact factors have means below the overall mean for the ORP Site:

- Staff Recruitment, Selection, Retention, and Development,
- Questioning Attitude,
- Use of Operational Experience,
- Internal Avenue of Redress

The means of these high-impact factors are also below 4.0. The relative importance of those factors combined with the relatively low scores is repressing overall ORP Site ratings. Those factors may be the best opportunities for improvement because positive changes will have the most impact on the overall scores of the organization and the overall quality of Hanford's organizational and safety climate.

The remaining six factors have the lowest impact on employees' views:

- Job characteristics,
- Detection and prevention of retaliation,
- Personal commitment to everyone safety,
- Effective safety/general communication,
- Mindfulness of hazards and controls,
- Alternate problem identification processes.

Findings such as these may appear surprising, given general perceptions of the importance of these particular issues. This may be an indication that ORP employees feel that these issues are already being addressed, or that the other issues discussed above may simply be more pressing at the present time. Although improvements to these factors are important, it may be more advantageous to concentrate on the factors mentioned above.

XIII. Key Drivers Analysis

A key driver analysis is a statistical technique that enables the identification of the critical safety climate factors that drive broader organizational-level outcomes. This analysis provides an explanation of which safety climate factors have the largest influence on employees’ perceptions of key organizational outcomes such as employees’ perceptions of the improvements in their work environment, their level of trust in their company to protect environmental and worker’s health and safety, their overall satisfaction with their company, and their assessment of how well they perceive senior management to be leading their organizations. In addition, such an analysis can also indicate aspects of the organization that require more attention if a company hopes to improve particular aspects of its organizational and safety climate.

The 2012 Organizational Climate and SCWE Survey measured the following organizational outcome categories:

- Work Environment
- Organizational Trust
- Overall Satisfaction with the Organization
- Senior Management Assessment

The first three factors – Work Environment, Organizational Trust, and Organizational Satisfaction - were rated on a five-point scale for which “1” means strongly disagree and “5” means strongly agree. The senior management factor was on a five-point scale for which “1” means very poor and “5” means excellent.

Table 32: Organizational Outcomes — Factors and Questions/Statements

Factors	Question/Ratings Statements
Work Environment	The work environment in my company has improved over the past year.
Organizational Trust	I trust my company to do the right things to protect environmental and public safety.
	I trust my company to do the right things to protect workers' safety and health.
Overall Satisfaction	I would recommend my company as a good place to work.
Senior Management Assessment	In your judgment, with all things considered, how good a job is your senior management doing:
	a) Stating objectives clearly
	b) Establishing priorities
	c) Making decisions promptly
	d) Providing leadership
	e) Communicating with people

For each outcome, the analysis identified a unique combination of the key drivers that have the highest impact on employees’ perceptions of organizational outcomes. The analysis identified three factors that appear to have consistent significant and high impact across all outcomes, which might reflect their influence on employees’ attitude towards organizational climate. These factors include: Demonstrated Safety Leadership, Staff Recruitment, Selection, Retention and Development, and Questioning Attitude. Demonstrated Safety Leadership has significant effect on three out of four organizational outcomes – Work Environment, Organizational Trust, and Senior Management Assessment. Staff Recruitment, Selection, Retention and Development, has significant effect on three out of four organizational outcomes – Work Environment, Senior Management Assessment, and Overall satisfaction with Organization. Questioning Attitude factor has significant effect on employees’ perceptions of two organizational outcomes: Work Environment and Senior Leadership Performance.

The results for the key driver analysis for each organizational outcome are presented on the following pages.

Drivers of Work Environment Assessment

Key driver analysis identified that the Work Environment Assessment Outcome is most affected by the employee perception of four factors: Demonstrated Safety Leadership, Use of Operational Experience, Questioning Attitude, and Staff Recruitment, Selection, Retention and Development. Figure 14 shows the significant factors that affect Work Environment Assessment Outcome. The 0.4, 0.2, 0.19, and 0.15 for the key driver categories are the regression coefficient, which indicate relative strength of each factor in driving the work environment assessment.

Figure 14: Driving factors of Work Environment Assessment Outcome

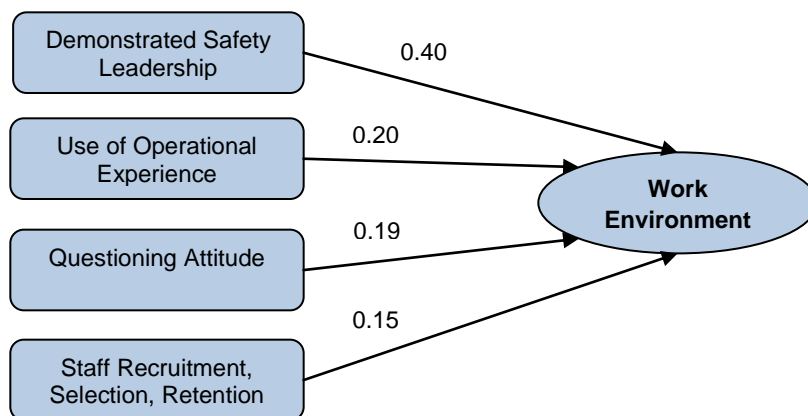


Table 33: Driving Factors of Work Environment Assessment Outcome

Factors	Effect Strength	Sig
Demonstrated Safety Leadership	0.40	✓
Use of Operational Experience	0.20	✓
Questioning Attitude	0.19	✓
Staff Recruitment, Selection, Retention, and Development	0.15	✓

Drivers of Organizational Trust

Organizational Trust is measured as the degree to which employees believe that organizational structures, systems, and organizational culture ensure the implementation of safety culture attributes and protection of environmental and public safety and workers’ safety and health.

The analysis identified that Organizational Trust is most affected by the employee attitude toward Demonstrated Safety Leadership, Risk-informed Decision Making, Performance Monitoring through Multiple Means and Effective Resolution of Reported Problems. Figure 15 shows the significant factors that affect Organizational Trust Assessment Outcome. The 0.53, 0.26, 0.16, and 0.11 for the key driver categories are the regression coefficient, which indicate relative strength of each factor in driving the organizational trust.

Figure 15: Driving Factors of Organizational Trust Outcome

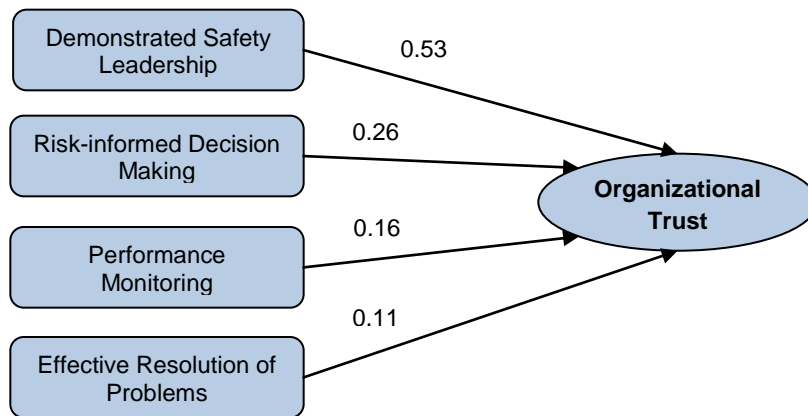


Table 34: Driving Factors of Organizational Trust Outcome

Factors	Effect Strength	Sig
Demonstrated Safety Leadership	0.53	✓
Risk-informed, Conservative Decision Making	0.26	✓
Performance Monitoring through Multiple Means	0.16	✓
Effective Resolution of Reported Problems	0.11	✓

Drivers of Overall Satisfaction with the Organization

The employees’ overall satisfaction with the organization was measured indirectly by a level of respondents’ agreement with the statement: “I would recommend my organization as a good place to work.”

The analysis identified that Organizational Satisfaction is most affected by the employee perception of the following factors: Questioning Attitude, Staff Recruitment, Selection, Retention, and Development, and Demonstrated safety Leadership. Figure 16 shows the significant factors that affect Organizational Trust Assessment Outcome. The 0.27, 0.25, and 0.20, for the key driver categories are the regression coefficients, which indicate relative strength of each factor in driving the overall satisfaction with the organization.

Figure 16: Driving Factors of Overall Satisfaction with Organization

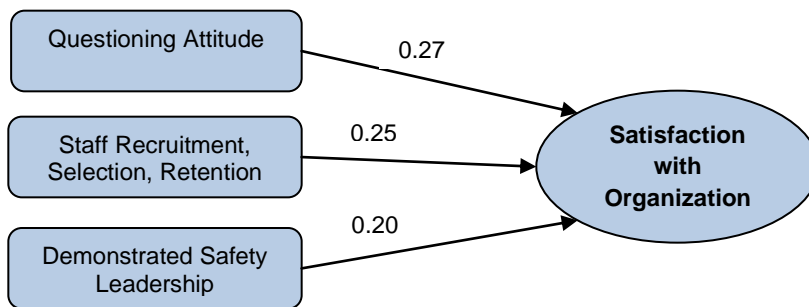


Table 35: Driving Factors of Overall Satisfaction with Organization

Factors	Effect Strength	Sig
Questioning Attitude	0.27	✓
Staff Recruitment, Selection, Retention, and Development	0.25	✓
Demonstrated Safety Leadership	0.20	✓

Drivers of Senior Management Performance Assessment

Employees’ perception of senior leadership performance was assessed in respect to the following categories: stating objectives clearly, establishing priorities, making decisions promptly, providing leadership, communicating with people.

The analysis identified that employees’ assessment of Senior Management’s performance is most affected by employee perception of the following factors: Internal Avenues of Redress, Demonstrated Safety Leadership, Effective Resolution of Reported Problems, Staff Recruitment, Selection, Retention, and Development. Figure 17 shows the significant factors that affect the Organizational Trust Assessment Outcome. The 0.31, 0.24, 0.19, and 0.18, for the key driver categories are the regression coefficient, which indicate relative strength of each factor in driving the senior management performance assessment.

Figure 17: Driving Factors of Senior Management Performance Outcome

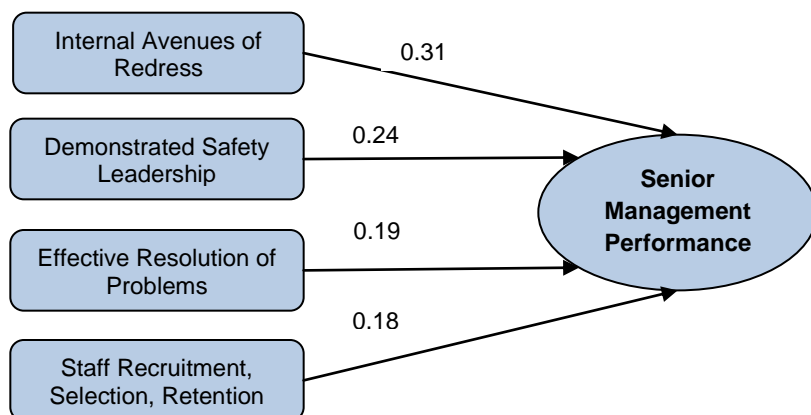


Table 36: Driving Factors of Senior Management Assessment Outcome

Factors	Effect Strength	Sig
Internal Avenues of Redress	0.31	✓
Demonstrated Safety Leadership	0.24	✓
Effective Resolution of Reported Problems	0.19	✓
Staff Recruitment, Selection, Retention, and Development	0.18	✓

XIV. Employee Perspective on Safety Improvement

As a final question all survey participants were asked to provide suggestions for what would they change to improve safety and to provide general comments. 40% of respondents (n=2640) provided specific suggestions for improvement, while 26% (n=1673) provided general comments. A total of 4,313 comments were collected.

These comments were analyzed to identify common themes or key categories. The comments were coded with respect to the ISM safety culture focus areas and factors (as identified in DOE Guide 450.4-1C, Attachment 10), as well as into various additional respondent-driven areas that were identified based on their frequency and the fact that they were not addressed either by ISM or survey questions. The following are the top eight common themes that emerged:

1. Streamline the Safety System.
2. Set clear expectation and accountability
3. Prioritize safety over production, costs and schedule.
4. Reduce fear of retaliation for reporting safety concerns.
5. Improve resolution of reported problems.
6. Address staffing and skill deficiencies resulting from layoffs.
7. Increase communication across units and between management and workers.
8. “Listen to the workers”.

The eight major themes are discussed below, accompanied by a representative sample of quotes directly from the survey respondents. These quotes do not include any identifying information or references to very specific incidents, but illustrate broad attitudes and occurrences that have emerged from our analysis in the words of the survey participants themselves.

1. Streamline the Safety System.

The call for streamlined safety procedures was the most frequent type of comment overall. Respondents expressed their frustration and fatigue with safety procedures and regulations that are difficult to follow and understand, that are numerous and complex, and that vary among safety programs at Hanford. They reported that they feel overloaded with paperwork and excessive safety related communications or meetings.

- a. The large volume and inundation of safety information.
 - o *There is such a never-ending barrage of safety communication (multiple, often redundant, safety topics, thousands of emails, and repetitive safety meetings). If there is ever a real safety concern, my fear is that it would be tuned out or deleted from email without being read.*
 - o *The amount of trivial information concerning minor, commonsense safety issues is “mind-numbing” and for the most part ignored. This results in important safety concerns being overlooked by workers during daily operation*
- b. Employees are receiving safety information that is not relevant to their work. Some felt it would be better to eliminate site-wide procedures to focus on company-specific information, while others felt company-specific procedures should be eliminated in favor of fewer, site-wide processes for everyone to follow.
 - o *Maybe safety needs to be more focused on specific groups and activities, with a little less companywide bombardment.*
 - o *Need to have ONE safety program that everyone is required to follow and all steps should be the same no matter who you are working for at the time.*
 - o *Having safety messages that are not applicable to the actual work wastes time and interest.*

- c. Regulations are difficult to understand and difficult to keep track of which procedures are most up to date.
 - *Make procedures more readable. There is a lot of material to read through and it is frequently very difficult to follow.*
 - *There are way too many procedures that are in addition to the already volumes safety codes and standards. No way to remember that much stuff.*
 - *I think that safety policies and standard operating procedures change so often it is hard to remember what is current.*
 - *Decrease the number of procedures. There are so many that it is impossible to follow them all. They are often out of date and not updated in a timely manner.*
- d. Large number and complexity of safety programs
 - *Reduce the number and complexity of the safety programs. Too many programs, too many acronyms. The current programs delay work.*
 - *I understand the importance of ensuring all employees' compliance and knowledge of their roles and responsibilities, but I believe that the amount of meetings, held daily, to ensure these things, is also detrimental to the time allotted, in work schedules, to complete daily tasks assigned.*
 - *Simplify work processes. The typical reaction within the DOE complex to address a safety issue is to add layers of controls to a procedure or process without consideration of the consequences. This is usually done to the detriment of a clear concise work instruction that supports human performance.*

2. Set clear expectations and enforce accountability for safe and unsafe actions.

Comments about accountability primarily focused on respondents' desires to see changes in incentives for safe behavior or in disciplinary practices for unsafe behavior. Numerous respondents stated they would like an incentives program to be instated (or re-instated) so that all individuals who worked safely – not just some - would be rewarded. These respondents especially favored an opportunity to receive monetary rewards for safe behavior. Meanwhile, respondents expressed disapproval over the current disciplinary system for employees whose behavior was unsafe. They believed that harsher punishments are needed for employees who violated serious safety regulations, including termination. Respondents who commented on accountability also frequently noted that safety would be improved if all employees – regardless of management level, position, union membership, or whistleblower status – were held to the same consistent standards, expectations, and system of positive and negative consequences.

- *Start holding people accountable for their actions that mean everyone from top senior management all the way down to the work force.*
- *Employee accountability across all departments and at all levels.*
- *People that do not perform need to be dealt with by management instead of left in their jobs and everyone else expected to deal with the problem.*
- *Implement a safety rewards program that includes a large quarterly sum of money for individuals who work safely.*

3. Prioritize safety over production schedules and deadlines.

Numerous responses noted that pressure to meet production schedules and deadlines is undermining safety regulations and can put workers at risk. Respondents stated that leadership, including immediate supervisors, often talked about prioritizing safety, but did not consistently follow through with this commitment while work was in progress, particularly when timelines and budgets were tight. Incentives for managers to meet budget and schedule demands were regarded as detrimental to workforce safety. This could leave employees feeling that their personal safety was not genuinely valued by leadership.

- *Worry less about production and more about safety! Safety should be #1.*

- *Quit putting budget/deadline ahead of safety.*
- *Slow down. Do it right, do it safe. Schedule is not as important as safety or quality.*
- *Do things right the first time – stops rework & putting workers in a more hazardous work environment. It's not all about the money (milestone's) this mentality is getting people hurt & loss of jobs because we rush through quality inspections!*
- *Safety is only important if it does not cost the company money or slow/stop production. If it does we skirt safety to get the job done.*
- *Actually put safety before production. We are told to do our job safely and in return we are chastised for not accomplishing enough.*
- *Eliminate schedule incentives for contractors.*

4. Reduce fear of retaliation from management for reporting safety concerns.

Numerous respondents discussed personally experiencing, witnessing, or hearing about retaliation taken against employees who brought safety concerns to the attention of management. Comments varied in where they placed blame – senior management, middle management, or supervisors, and sometimes all levels of management. Some respondents indicated that the retaliation was more subtle and led to strained relationships with management who reportedly viewed or treated the employee who raised a concern or issued a stop work as a “trouble maker.” Numerous respondents stated that raising safety concerns made them vulnerable to transfer from their current position or even termination. Workforce restructuring created a climate in which employees were less willing to raise concerns in order to keep their jobs. Comments also noted that incentives to management for meeting production goals or having no injuries within their company led employees to feel a backlash if they reported a problem that interfered with achieving these goals. This may suggest that respondents doubt that work was actually becoming safer. Instead, they perceive that safety issues were more likely to be hidden.

- *Look into how management retaliates back towards the work force for bringing up safety issues and hold management accountable for their actions.*
- *When I have had issues, it sometimes feels like management gangs up on me and almost makes fun of my comments in front of others (intimidation). It needs to stop.*
- *Lots of retaliation for bringing up a safety concern or a stop work, retaliation from senior management.*
- *Management supports all the programs like employees concerns, VPP, safety committees, etc. However they don't really want you to use them.*
- *Most people are not going to bring up ANY safety issues while the threat of another workforce restructuring looms ahead.*
- *Provide a stable work environment. No one wants to raise concerns because they do not want to be put on the black list for the next round of layoffs.*

5. Improve resolution of reported problems.

Respondents noted dissatisfaction with resolutions to reported problems. This dissatisfaction appeared in two main forms: respondents perceived responses to reported problems as too slow, or as inappropriate for adequately addressing the issue. Some comments attributed the slow response time to a lack of interest in the problem, a lack of resources to address the problem, or the number or qualifications of the people involved in addressing the problem. The lack of timeliness in addressing concerns raised through official systems (such as safety logs or the PER system) could leave employees feeling less willing to raise concerns in the future, or believing they were seen as a nuisance to management. There were also a number of comments referencing management's “knee-jerk” responses (a term used in multiple comments) to reported problems that respondents felt created complicated solutions to simple issues and resulted in more problems that would need to be solved later.

- *Using our safety concern system (PER Process) is essentially easy, it's is the other end - resolving them, the paperwork involved, approvals necessary, where the process become onerous.*
- *It's one thing to voice a concern, quite another to see it acted upon and corrected. Eventually, we just give up on getting things fixed or corrected.*
- *Equipment that is taken out of service for a safety concern is not repaired in a timely manner, other support services take way too long to repair facilities, sometimes causes a safety concern.*
- *When a safety concern is brought up, it should be acted on in a timely manner. Not months or even years later.*
- *Once a concern is raised or issue is identified, the process of resolving the concern becomes so cumbersome that it impacts regular work such that retaliation is not necessary because the process of resolving the concern itself is punishment enough.*

6. Increase communication across units and companies and between management and the work force.

Respondents stated that greater communication was needed among all managers, employees, companies, and work units collaborating on a project. Among comments on management, respondents most frequently mentioned the need for improved communication from company senior management. Some stated that the work force felt uneasy when employees felt as if managers were hiding information from them, and commented about finding out information through the newspapers or rumors instead. Multiple respondents specifically mentioned a desire for management to be more transparent about upcoming layoffs. These feelings of confusion and distress and were cited as intrusions to safety in the workplace. Respondents also noted that safety communication could be improved by presenting more personally relevant information during safety meetings and providing information about safety incidents more quickly.

- *Communication across organizations is always a challenge, and always in need of improvement.*
- *Communication! Consistency with expectations keep us informed, not letting "unknowns" take hold and derail the project.*
- *Better communication on how the project is really doing. Hearing things in the newspaper or not having the whole story when its available isn't helpful to those trying to perform work.*
- *Communications is lacking. Information is not distributed to all levels, in fact most information is only distributed through the "rumor mill" without validation.*
- *More frequent, consistent communication from all levels of management.*
- *General communication within the work force is very poor. The appearance that Senior Management always knows something that they are not sharing with the work group is a continuous feeling among the work force. Cohesiveness among projects and the interface among different organizations has broken down to the point that workers are just not performing as a team. It feels as though the whole site has an "every man for himself" mentality. This is not promoting job accomplishment or safety.*

7. Address staffing and skill deficiencies resulting from layoffs.

According to respondents, the workforce has become understaffed and more inexperienced due to layoffs, increasing the risk for safety incidents. The subject of employees being asked to do too much, too quickly, with not enough manpower came up repeatedly in comments. Respondents noted that seasoned employees were being let go and replaced with less experienced workers who would be less likely to understand or follow all procedures to work as efficiently or safely. While this problem was mainly addressed in reference to the general workforce ("worker bees" as some respondents called them), multiple comments also lamented the high turnover of management, resulting in less knowledgeable managers. Some argued that there were too many managers and not enough employees to conduct day-to-day work. In addition, respondents expressed an interest in receiving more training opportunities.

- *Stop the high turnover of qualified and experienced personnel.*
- *Don't lay off employees that have a long history on the site. It makes it VERY DIFFICULT when you have the blind leading the blind.*
- *Stop reducing the workforce and increasing the workload on the remaining employees. Doing so can overwhelm and overwork employees, which can lead to accidents on the job.*
- *Have the correct number of employee's whether its craft or non-manual alike to perform the work. Seems when there are layoffs the worker bee's are laid off which puts stress on the remaining work force to get the job done which increases the potential for accidents and injuries.*
- *We are so understaffed; we are only putting out brush fires and can't get organized. There are too many managers, project controls and people who don't actually get the work done. We need more worker bees.*

8. “Listen to the workers”.

When asked what one thing they would recommend to improve safety in their company, numerous respondents replied “Listen to the workers.” They felt that senior management needs to spend more time out of their offices to observe working conditions and gather insights from employees who will be directly affected by management decisions. They felt that managers, especially senior managers, needed to be more visible to the employees in the field. They commented that a greater presence would enable senior managers to gather employees’ opinions on specific problems and their ideas for more practical solutions within their work environment. Respondents criticized senior management for not appearing to be sufficiently aware of conditions “on the front line” and stated that increased interaction with workers who were more familiar with issues would not only improve safety and productivity, but also raise morale among the workforce.

- *Listen to the workers when an issue arises, they are the ones that have to perform the work on the project.*
- *Have more visibility of management in the field so that they are more aware of work ongoing and challenges/work conditions/environments the workers have to deal with to perform their work.*
- *Have the upper management come through our buildings/areas/rooms to show their support and ask questions on how we feel.*
- *Management needs to better understand what you do in your day to day activities so they can help resolve issues.*

XV. Question - Level Results

Table 37: Question-Level Response Frequencies

No.	Item	ORP Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
FOCUS AREA: LEADERSHIP								
<i>Clear expectations and accountability</i>								
1	Senior management's expectations regarding safety and quality are clearly communicated.	4.32	2.34%	5.21%	7.43%	27.49%	57.26%	0.26%
2	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.	4.24	4.01%	4.51%	10.43%	24.74%	54.99%	1.32%
3	Personnel at all company levels are held accountable for standards and expectations.	3.48	11.82%	16.21%	13.11%	29.71%	29.05%	0.10%
<i>Management engagement and time in field</i>								
4	My immediate supervisor listens to and acts on real-time operational information.	4.30	2.21%	4.33%	9.45%	26.88%	53.86%	3.27%
5	My immediate supervisor gives me useful feedback about how to improve my performance.	3.86	4.84%	9.59%	15.68%	33.74%	35.52%	0.63%
6	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.	4.02	5.15%	7.76%	13.67%	26.51%	46.35%	0.56%
<i>Risk-informed, conservative decision making</i>								
7	My immediate supervisor supports my right to stop work if I see something unsafe.	4.55	1.61%	2.34%	6.05%	18.95%	69.17%	1.88%
8	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.	4.07	2.63%	6.43%	16.03%	30.38%	43.35%	1.18%
9	My company consistently makes decisions that support safe, reliable operations.	4.07	2.79%	7.59%	11.83%	34.90%	42.49%	0.39%
10	My company sacrifices the quality of our products/services in order to meet schedules/deadlines	3.53	9.49%	17.66%	13.38%	29.39%	30.08%	0.00%
11	Management allocates resources to meet safety needs.	4.18	2.14%	6.52%	10.87%	31.74%	47.88%	0.86%
<i>Open communication and fostering an environment free from retribution</i>								
12	Managers in my company apply the disciplinary process fairly and consistently.	3.41	11.99%	10.54%	24.37%	22.79%	25.36%	4.95%
13	My immediate supervisor encourages me to make suggestions to improve safety or quality.	4.23	3.07%	4.62%	11.74%	26.97%	53.28%	0.33%
14	I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.	4.07	6.50%	7.75%	9.46%	24.40%	51.24%	0.66%
15	I feel free to approach my immediate supervisor regarding any concern.	4.43	3.41%	4.63%	5.19%	18.72%	67.76%	0.30%
16	There is honest communication about safety issues in my immediate workgroup.	4.38	1.29%	2.57%	8.47%	31.67%	55.04%	0.96%

2012 Hanford Climate Survey Report – ORP Site

Item	ORP Site						
	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
Demonstrated safety leadership							
Senior management sets high standards for safety performance through their own actions.	3.94	4.38%	7.04%	17.70%	31.23%	38.99%	0.66%
Senior management actions demonstrate that safety is just as important as meeting production goals.	3.90	6.91%	9.48%	13.19%	27.73%	42.43%	0.26%
Managers in my company show concern for workers' well-being.	4.16	3.23%	6.09%	10.99%	30.81%	48.65%	0.23%
My immediate supervisor supports compliance with procedures.	4.56	1.32%	2.51%	4.57%	21.44%	69.85%	0.30%
Staff recruitment, selection, retention, and development							
My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.	3.74	7.08%	12.59%	12.78%	33.84%	33.38%	0.33%
People in my immediate work group continually try to improve our performance.	4.09	1.58%	6.12%	10.43%	45.43%	36.45%	0.00%
My company values and practices learning from past experience and mistakes.	4.09	3.63%	6.82%	11.54%	32.41%	45.24%	0.36%
My immediate supervisor supports my professional development.	4.05	4.81%	6.03%	15.42%	25.20%	47.13%	1.42%
FOCUS AREA: EMPLOYEE ENGAGEMENT							
Personal commitment to everyone's safety							
I understand my responsibility for safety	4.83	0.16%	0.07%	1.48%	13.65%	84.56%	0.07%
My company has clearly defined and written:							
a) Roles related to safety	4.41	1.55%	2.99%	7.59%	28.96%	58.71%	0.20%
b) Responsibilities related to safety	4.40	1.55%	3.46%	7.14%	29.49%	58.10%	0.26%
c) Authorities related to safety	4.31	1.52%	4.14%	9.34%	31.15%	53.25%	0.60%
Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.	4.45	0.92%	3.07%	6.03%	29.33%	60.05%	0.59%
I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.	4.76	0.46%	0.56%	3.04%	14.35%	80.90%	0.69%
Teamwork and mutual respect							
Within the last year, I have <u>NOT</u> observed retaliation among my peers.	4.09	8.18%	7.45%	9.56%	15.40%	57.68%	1.72%
I feel comfortable enough to express my opinion when discussing safety issues with my team even if that means disagreeing with colleagues.	4.38	2.31%	4.06%	6.90%	26.18%	59.99%	0.56%
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.33	1.25%	3.66%	8.43%	33.28%	52.72%	0.66%
My coworkers look out for each others' safety.	4.53	0.83%	1.42%	6.28%	26.23%	64.55%	0.69%
At the Hanford site, organizational boundaries do <u>NOT</u> affect how we work as a team.	3.18	13.03%	19.56%	19.47%	24.74%	19.10%	4.09%

2012 Hanford Climate Survey Report – ORP Site

Item	ORP Site						
	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
Participation in work planning and improvement							
I feel I can personally stop unsafe work.	4.47	1.52%	3.90%	6.61%	21.20%	66.20%	0.56%
I am encouraged to come up with new and better ways of performing work.	4.05	3.69%	7.54%	12.85%	31.39%	44.20%	0.33%
Mindfulness of hazards and controls							
My company corrects problems the first time they are identified.	3.50	7.89%	13.67%	22.00%	32.01%	23.48%	0.94%
My coworkers actively look for equipment or facilities that may be unsafe.	3.90	2.93%	5.73%	19.91%	34.50%	30.55%	6.39%
My coworkers take the necessary precautions during their work to avoid hazards.	4.51	0.30%	0.83%	6.54%	31.19%	58.90%	2.25%
Job characteristics							
My workload is reasonable.	3.89	4.31%	9.35%	12.55%	40.45%	33.04%	0.30%
Priorities or work objectives are changed so frequently I have trouble getting my work done.	3.24	12.85%	21.87%	15.09%	28.99%	21.18%	0.03%
Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.	4.02	3.17%	10.52%	10.29%	33.10%	42.57%	0.36%
FOCUS AREA: LEARNING ORGANIZATION							
Performance monitoring through multiple means							
My company's commitment to quality is apparent in what we do on a day-to-day basis.	3.91	5.48%	10.01%	12.02%	33.12%	39.27%	0.10%
My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).	4.49	1.09%	1.95%	8.36%	23.36%	63.88%	1.35%
My company responds when safety indicators show that performance is degrading.	4.16	1.98%	4.43%	15.66%	30.52%	45.88%	1.54%
Use of operational experience							
We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.	4.11	2.30%	4.86%	13.00%	39.07%	40.38%	0.39%
The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.	3.79	3.27%	7.16%	21.58%	37.51%	25.70%	4.78%
Mistakes are used as opportunities to learn rather than blame.	3.74	7.95%	11.40%	13.44%	32.67%	34.24%	0.30%
Credibility, trust and reporting errors and problems							
In my company, people are willing to report safety issues.	4.22	2.93%	5.80%	8.97%	30.83%	50.97%	0.49%
There is a feeling of trust and respect in my immediate workgroup.	4.12	4.44%	7.12%	9.21%	30.26%	48.84%	0.13%
My immediate supervisor is trustworthy.	4.36	3.34%	4.16%	9.21%	19.68%	63.47%	0.13%

2012 Hanford Climate Survey Report – ORP Site

Item	ORP Site						
	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
Questioning attitude							
I am treated with dignity and respect when I raise a safety issue.	4.17	2.97%	5.51%	13.95%	22.99%	49.87%	4.72%
My company has established an environment where people can challenge our traditional ways of doing things.	3.61	7.15%	14.06%	13.70%	40.38%	24.67%	0.03%
I feel comfortable expressing differing opinions within:							
a) My company	3.73	6.51%	12.85%	13.61%	35.61%	31.42%	0.00%
b) My immediate workgroup	4.18	3.41%	6.81%	6.78%	34.27%	48.66%	0.07%
Effective resolution of reported problems							
Management takes action to investigate and correct accidents and incidents.	4.25	1.98%	4.40%	11.85%	29.09%	51.54%	1.14%
I am confident that safety concerns I raise will be listened to and acted on.	3.99	4.61%	8.92%	13.06%	29.57%	43.45%	0.40%
Management acts decisively when a safety concern is raised.	4.03	3.55%	7.67%	13.08%	32.16%	42.32%	1.23%
Effective safety/general communication							
My company communicates important information in a timely manner.	3.94	4.41%	10.13%	8.85%	40.30%	36.22%	0.10%
My immediate supervisor informs me about risks associated with my work.	4.12	2.74%	5.41%	13.92%	28.83%	44.66%	4.45%
FOCUS AREA: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)							
Management support/encouragement to raise safety concerns							
Management at all levels encourages me to raise safety concerns through my avenue of choice.	4.39	1.53%	3.65%	9.26%	25.20%	59.83%	0.53%
I believe my immediate supervisor wants me to report any concerns I might have.	4.45	1.93%	3.66%	7.35%	21.72%	64.98%	0.37%
I am free to raise safety concerns without fear of retaliation	4.07	5.72%	5.76%	14.34%	23.73%	49.52%	0.93%
If I raise a safety issue to my immediate supervisor:							
a) The issue/opinion is listened to	4.35	1.37%	3.89%	10.52%	25.10%	56.40%	2.71%
b) The issue/opinion is resolved in an open/transparent manner	4.09	2.86%	5.85%	15.76%	26.69%	44.97%	3.87%
c) The issue/opinion is resolved promptly	3.90	4.17%	7.56%	18.99%	27.87%	37.28%	4.13%
d) Feedback is provided to me in a timely manner	3.93	4.35%	7.18%	17.79%	28.10%	38.17%	4.41%

2012 Hanford Climate Survey Report – ORP Site

Item	ORP Site						
	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
Internal Avenues of Redress							
Corrective Action Systems							
I am confident my company's corrective action system:							
a) Effectively prioritizes issues	3.45	6.63%	14.09%	25.13%	33.00%	19.54%	1.61%
b) Provides both traceability and transparency in how issues are resolved	3.64	5.56%	11.56%	22.12%	32.74%	26.27%	1.74%
c) Enables rapid response to imminent problems while closing minor issues in a timely manner	3.34	8.79%	17.10%	23.84%	29.11%	19.65%	1.51%
d) Is supported by my company senior management	3.93	3.49%	7.10%	19.97%	30.23%	38.00%	1.21%
My company's corrective action system is easy to use.	3.27	7.96%	16.45%	29.05%	26.56%	15.85%	4.13%
Other Avenues of Redress							
I am comfortable raising concerns to:							
a) A Union Safety Representative, if applicable	4.09	2.09%	3.06%	9.17%	11.72%	26.47%	47.49%
b) Human Resources	3.70	9.75%	11.74%	15.07%	22.75%	38.42%	2.26%
c) Labor Relations	3.61	7.40%	7.83%	15.67%	14.10%	26.03%	28.97%
I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.	3.99	4.28%	6.83%	17.60%	22.37%	42.96%	5.97%
Alternate Problem Identification Processes							
Differing of Professional Opinions Process							
I am aware of the DOE Differing of Professional Opinion process.	3.72	10.50%	8.78%	16.30%	22.23%	38.72%	3.48%
Contractor Employee Concerns Programs							
I know how, or who to contact, to submit a concern with my company's Employee Concern Program.	4.38	2.17%	4.38%	7.24%	25.88%	59.95%	0.38%
I believe senior management supports my company's Employee Concerns Program.	4.17	3.59%	5.30%	14.00%	24.19%	52.42%	0.50%
If I were uncomfortable raising a concerns through other means, I would raise the concern with my company's Employee Concerns Program.	4.10	6.19%	5.54%	12.14%	24.21%	51.32%	0.61%
DOE Employee Concerns Programs							
I know how, or who to contact, to submit a concern with the DOE Employee Concern Program.	3.83	7.58%	10.20%	13.02%	28.72%	39.26%	1.21%
I believe senior management supports the DOE Employee Concerns Program.	4.06	3.53%	5.11%	19.44%	24.01%	46.50%	1.41%
If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE Employee Concerns Program.	3.92	5.63%	7.01%	18.91%	24.92%	41.81%	1.72%

2012 Hanford Climate Survey Report – ORP Site

Item	ORP Site						
	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
Detection & Prevention of Retaliation							
Within the past year I have <u>NOT</u> experienced retaliation for raising a safety issue/concern from:							
a) My immediate supervisor	4.64	1.69%	1.69%	5.44%	9.59%	71.23%	10.35%
b) Any of my company managers	4.50	2.70%	3.03%	6.86%	10.42%	65.75%	11.25%
c) My peers	4.63	0.87%	1.77%	6.78%	10.88%	69.28%	10.42%
d) DOE	4.61	1.10%	1.26%	8.01%	9.01%	65.91%	14.70%
For the purpose of this survey, a <i>chilling effect</i> exists when an employee is unwilling or unable to raise a safety concern because he/she fears reprisal for doing so. In my opinion:							
A chilling effect does <u>NOT</u> exist in my immediate workgroup.	4.12	6.49%	7.51%	9.85%	18.79%	56.62%	0.73%
If I were aware of a chilling effect, I would report it.	4.06	6.18%	7.60%	12.43%	21.12%	51.93%	0.73%
Work Environment Assessment							
The work environment in my company has improved over the past year.	3.46	8.62%	10.79%	28.59%	23.46%	24.58%	3.95%
Organizational Trust							
I trust my company to do the right things to protect environmental and public safety.	4.15	3.78%	6.02%	11.41%	28.91%	49.70%	0.16%
I trust my company to do the right things to protect workers' safety and health.	4.14	4.30%	6.87%	9.73%	28.59%	50.41%	0.10%
Overall Satisfaction with Organization							
I would recommend my company as a good place to work.	4.09	4.85%	6.66%	11.90%	27.49%	48.95%	0.16%
Senior Management Assessment							
In your judgment, with all things considered, how good a job is your senior management doing:							
a) Stating objectives clearly	3.78	3.46%	7.88%	26.12%	32.14%	30.08%	0.33%
b) Establishing priorities	3.58	5.55%	11.63%	27.55%	29.18%	25.62%	0.47%
c) Making decisions promptly	3.36	8.47%	14.92%	28.05%	27.65%	19.94%	0.96%
d) Providing leadership	3.61	7.22%	10.18%	25.29%	28.65%	28.32%	0.33%
e) Communicating with people	3.56	7.51%	11.72%	24.83%	28.84%	26.80%	0.30%

XVI. Overall Climate Score by Organization

Table 38: Overall Climate Score by Organization

SUPPORTED ORGANIZATION		Overall Safety Climate Index
Organization	Sub-Organization	
Overall ORP Site		100%
DOE-ORP	Overall DOE-ORP	97%
DOE-ORP	MGR [Includes: AMs, Direct Rpts.]	106%
DOE-ORP	WTP	98%
DOE-ORP	TF	93%
DOE-ORP	TRS	98%
DOE-ORP	CPM	
ATL	Overall ATL	101%
ATL	Office of the President [Includes: Project Controls]	
ATL	Analytical Operations	101%
ATL	Operations Support [Includes: ESH, Quality, HR, ECP, Comm. Outreach, Tech/PE]	101%
BNI/URS	Overall BNI/URS	100%
BNI/URS	BOF	87%
BNI/URS	HLW	89%
BNI/URS	LAB	88%
BNI/URS	LAW	87%
BNI/URS	PT	92%
BNI/URS	MHF	95%
BNI/URS	Distrib.	88%
BNI/URS	Other	95%
BNI/URS	Senior Leaders	114%
BNI/URS	Direct Reports/Program & Project Mgmt [Includes: Comm/Public Affairs, Six Sigma, Legal, APM, Direct Staff]	112%
BNI/URS	Engineering [Includes: Other Eng.]	97%
BNI/URS	HLW Project Engineering	101%
BNI/URS	LBL Project Engineering	88%
BNI/URS	PT Project Engineering	107%
BNI/URS	Requirements Management	102%
BNI/URS	EN&S Plant Engineering	106%
BNI/URS	Project Ops [Includes: ECP, PAAA, SAS, Issues Mgmt, Start Up & Completions]	108%
BNI/URS	Quality & Performance Assurance [Includes: Site QA, Supplier Qual, QE&P, PA]	103%
BNI/URS	Safety Assurance [Includes: S.A. Ops, ES&H]	102%
BNI/URS	Construction [Includes: Property Mgmt, Const. Training, Subcontract Coord.]	106%
BNI/URS	Superintendents	104%
BNI/URS	Field Engineering	
BNI/URS	Quality Control	106%
BNI/URS	Area Maintenance & Ops	112%
BNI/URS	WGI Business Services [Includes: Controller, HR, IS&T, URS Bus. Services, Bus. Processes, Prime Contract]	105%
BNI/URS	O & AS	106%
BNI/URS	Procurement & Subcontracts [Includes: Material Mgmt; Nuc Material/Serv.; PTP, HLW and LBL Procurement, etc.]	104%
BNI/URS	Project Controls [Includes: Const/Startup HLW, LBL, PT and Proj Est. Ops, PCM Plant Wide, Other]	107%
BNI/URS	Vessel Completion, Plant Ops, Business & Support [Includes: VTC Project, Plant Ops, Training & Procedures]	98%
WRPS	Overall WRPS	101%
WRPS	President/Project Managers Office [Includes: PM Office, ECP, Legal, Internal Audit, Ext. Affairs]	114%

SUPPORTED ORGANIZATION		Overall Safety Climate Index
Organization	Sub-Organization	
Overall ORP Site		100%
WRPS	Workforce Resources [Includes: HR, LR, Training]	104%
WRPS	Business Operations	105%
WRPS	Strategic Planning/Technology	104%
WRPS	Environment, Safety, Health & Quality	100%
WRPS	Project Integration	110%
WRPS	SST Retrieval & Closure	101%
WRPS	Base Operations	98%
WRPS	Tank Farms Project	98%
WRPS	Engineering	102%
WRPS	One System IPT	107%
WRPS	Subcontractor - Electrical	
WRPS	Other (Subcontractor)	86%

XVII. SCWE Index by Organizations

Table 39: SCWE Index by Organizations

SUPPORTED ORGANIZATION		SCWE Index
Organization	Sub-Organization	
Overall ORP Site		101%
DOE-ORP	Overall DOE-ORP	100%
DOE-ORP	MGR [Includes: AMs, Direct Rpts.]	106%
DOE-ORP	WTP	101%
DOE-ORP	TF	93%
DOE-ORP	TRS	101%
DOE-ORP	CPM	
ATL	Overall ATL	101%
ATL	Office of the President [Includes: Project Controls]	
ATL	Analytical Operations	102%
ATL	Operations Support [Includes: ESH, Quality, HR, ECP, Comm. Outreach, Tech/PE]	100%
BNI/URS	Overall BNI/URS	101%
BNI/URS	BOF	83%
BNI/URS	HLW	85%
BNI/URS	LAB	86%
BNI/URS	LAW	84%
BNI/URS	PT	91%
BNI/URS	MHF	91%
BNI/URS	Distribs.	86%
BNI/URS	Other	93%
BNI/URS	Senior Leaders	113%
BNI/URS	Direct Reports/Program & Project Mgmt [Includes: Comm/Public Affairs, Six Sigma, Legal, APM, Direct Staff]	112%
BNI/URS	Engineering [Includes: Other Eng.]	100%
BNI/URS	HLW Project Engineering	101%
BNI/URS	LBL Project Engineering	89%
BNI/URS	PT Project Engineering	106%
BNI/URS	Requirements Management	103%
BNI/URS	EN&S Plant Engineering	108%
BNI/URS	Project Ops [Includes: ECP, PAAA, SAS, Issues Mgmt, Start Up & Completions]	108%
BNI/URS	Quality & Performance Assurance [Includes: Site QA, Supplier Qual, QE&P, PA]	106%
BNI/URS	Safety Assurance [Includes: S.A. Ops, ES&H]	105%
BNI/URS	Construction [Includes: Property Mgmt, Const. Training, Subcontract Coord.]	107%
BNI/URS	Superintendents	106%
BNI/URS	Field Engineering	
BNI/URS	Quality Control	107%
BNI/URS	Area Maintenance & Ops	113%
BNI/URS	WGI Business Services [Includes: Controller, HR, IS&T, URS Bus. Services, Bus. Processes, Prime Contract]	106%
BNI/URS	O & AS	108%
BNI/URS	Procurement & Subcontracts [Includes: Material Mgmt; Nuc Material/Serv.; PTP, HLW and LBL Procurement, etc.]	104%
BNI/URS	Project Controls [Includes: Const/Startup HLW, LBL, PT and Proj Est. Ops, PCM Plant-Wide, Other]	110%
BNI/URS	Vessel Completion, Plant Ops, Business & Support [Includes: VTC Project, Plant Ops, Training & Procedures]	99%
WRPS	Overall WRPS	100%
WRPS	President/Project Managers Office [Includes: PM Office, ECP, Legal, Internal Audit, Ext. Affairs]	113%

SUPPORTED ORGANIZATION		SCWE Index
Organization	Sub-Organization	
Overall ORP Site		101%
WRPS	Workforce Resources [Includes: HR, LR, Training]	105%
WRPS	Business Operations	105%
WRPS	Strategic Planning/Technology	101%
WRPS	Environment, Safety, Health & Quality	99%
WRPS	Project Integration	109%
WRPS	SST Retrieval & Closure	102%
WRPS	Base Operations	97%
WRPS	Tank Farms Project	97%
WRPS	Engineering	101%
WRPS	One System IPT	107%
WRPS	Subcontractor - Electrical	
WRPS	Other (Subcontractor)	85%