



# The 2012 Hanford Organizational Climate and SCWE Survey

U.S. Department Of Energy  
Richland Operations Office Site



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## 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 with 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, Organizational Learning, and Safety Conscious Work Environment (SCWE).

To provide a comprehensive measure and feedback on safety culture focus areas and 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 Richland Operations (RL) 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.
- 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.
- Identification of drivers of the organizational climate outcomes.

## II. Organizational and Safety Climate Focus Areas and Factors

The 2012 Organizational Climate and SCWE Survey measures organizational and safety climate by examining 4 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 defines the job- and safety- related roles and responsibilities.	<ul style="list-style-type: none"> <li>• Demonstrated Safety Leadership</li> <li>• Risk-Informed, Conservative Decision Making</li> <li>• Management Engagement and Time in Field</li> <li>• Staff Recruitment, Selection, Retention, and Development</li> <li>• Open Communication and Fostering an Environment Free from Retribution</li> <li>• Clear Expectations and Accountability</li> </ul>
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, identification and prevention of hazards.	<ul style="list-style-type: none"> <li>• Personal Commitment to Everyone's Safety</li> <li>• Teamwork and Mutual Respect</li> <li>• Participation in Work Planning and Improvement</li> <li>• Mindfulness of Hazards and Controls</li> <li>• Job Characteristics</li> </ul>
Learning Organization	Measures degree of employee belief that the organization supports continuous improvement and effective resolution of problems, and encourages sharing and utilization of operational experience. This includes degree to which employee 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"> <li>• Credibility, Trust and Reporting Errors and Problems</li> <li>• Effective Resolution of Reported Problems</li> <li>• Performance Monitoring Through Multiple Means</li> <li>• Use of Operational Experience</li> <li>• Questioning Attitude</li> <li>• Effective Safety/General Communication</li> </ul>
Safety Conscious Work Environment	Measures the extent of employees' belief that the organization provide 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"> <li>• Management Support/Encouragement to Raise Safety Concerns</li> <li>• Internal Avenues of Redress</li> <li>• Alternate Problem Identification Processes</li> <li>• Detection &amp; Prevention of Retaliation</li> </ul>

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. Study Description

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 major 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 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 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 alphas 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.

### Survey Participant Characteristics

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

It is important to note that the total count of individuals in each demographic category may not add up 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%
Overall DOE-RL	2,964	45.4%
Other*	521	8.0%

Table 4: Respondent Characteristics Summary

Category	Demographic Group	Overall Hanford		RL site	
		N	%	n	%
<b>Employer Tenure</b>	Less than 1 year	543	8.5%	215	7.5%
	1 to 5 years	3,479	54.7%	1,718	59.6%
	6 to 10 years	1,055	16.6%	378	13.1%
	11 to 19 years	641	10.1%	245	8.5%
	20+ years	644	10.1%	328	11.4%
<b>Job Function</b>	HAMTC	904	14.1%	600	20.5%
	CWC&BTC	353	5.5%	40	1.4%
	HGU	46	0.7%	39	1.3%
	Nursing	12	0.2%	ND	-
	Administrative	414	6.5%	228	7.8%
	Technical/Scientific	2,001	31.2%	800	27.3%
	Business/Administrative	645	10.1%	336	11.5%
	Management	1,135	17.7%	550	18.8%
Specialists/Others	899	14.0%	326	11.1%	
<b>Site Tenure</b>	Less than 3 years	1,074	16.9%	409	14.1%
	3 to 10 years	2,113	33.2%	778	26.8%
	11 to 19 years	1,344	21.1%	624	21.5%
	20+ years	1,839	28.9%	1,095	37.7%

### 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.



## 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, 6 532 Hanford employees participated in the survey. A total of 2, 964 employees at the RL 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 safety climate, indicating elements of the organizational and safety climate to be celebrated, and in other cases, to be improved.

### Summary of Survey Findings

The overall rating (e.g. mean score) for the RL Site is 4.07 on a 5-point scale. All the ratings of the organizational and safety climate focus areas for the RL Site are slightly higher than 4.0 and are in the range of 4.02 to 4.15. 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, six factors provided scores significantly above the overall Hanford Site mean score. These factors include: Participation in Work Planning and Improvement, and Mindfulness of Hazards and Controls, Use of Operational Experience, Effective Resolution of Reported Problems, Effective Safety/General Communication, Internal Avenue of Redress.
2. Five factors attained ratings below 4.0 and below the Overall RL Site mean. These factors include: Use of Operational Experience, and Questioning Attitude that belong to the Organizational Learning focus area; Internal Avenue of Redress, and Alternate Problem Identification Processes under the Safety Conscious Work Environment (SCWE) focus area; Job Characteristics under the Employee Engagement focus area.
3. The results show that the RL Site received ratings below 4.0, on two organizational outcomes: Work Environment Assessment and Senior Management Assessment. In addition, the Work Environment Assessment for the RL Site ranks lower than Hanford site results.
4. The 2012 Organizational Climate Survey shows aggregate scores for the focus areas are in the range of 3.91 to 4.24 across the RL Site subordinate organizations.
5. Among the RL organizations, CHPRC and WCH outcome assessment results for all focus areas are significantly different than the RL Site results. WCH ranks significantly higher on all organizational outcomes than the RL Site results. CHPRC received significantly lower scores than the RL Site results for all organizational outcomes. DOE-RL has all outcomes, except Work Environment, significantly higher than the RL Site results.
6. A key driver analysis identified three factors that have consistent significant and high impacts across all organizational climate outcomes, reflecting their large importance to employees' attitude 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 out of 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 out of the four organizational outcomes – Work Environment, Senior

Management Assessment, and Overall satisfaction with Organization. And the third, Questioning Attitude factor has a significant impact on employees' perceptions of two organizational outcomes: Work Environment and Senior Leadership Performance.

7. The RL 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. The RL Site results received ratings above the average benchmark level for the majority of compared questions. However, the assessment of Senior Management was statistically 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 drivers analysis) identified a similar core group of factors that have high impact both on the global assessment of organizational and safety climate and organizational climate outcomes, which cross-validates our results. 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 of those factors. The fact that these core groups of 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 quite highly evaluated (4.09) both at the RL Site and Hanford site-level. However, the Questioning Attitude received ratings below 4.0 score and below the overall RL and Hanford means. These results indicating the need to give a special attention to 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 open-ended questions. “Listen to the workers” was one of the most often repeated refrain 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 organizations are only slightly over 4.0. However, the RL Site and its subordinate organizations also have several 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 a score much closer to 5.0. The RL Site and 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 RL Site mean. These two factors - Use of Operational Experience and Questioning Attitude - have a high impact both 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 maintenance 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 two lowest rated factors: Internal Avenue of Redress, and Alternate problem Identification Processes. The special attention should be

placed on improvement of effectiveness and timeliness of resolution of reported problems and concerns within Corrective Action Systems as well as simplifying the submission and use of the Corrective Action Systems.

4. **Seize opportunities for improvement.** Four 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 overall RL score, indicating that the relative importance of those factors combined with the relatively low scores is repressing overall RL 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, the overall quality of RL 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 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 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 RL Site organizations and comparison to the overall Hanford Site.

### 6.1. The Overall Focus Areas and Factor Scores

All ratings of the organizational and safety climate focus areas for the RL 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 RL Site are in the range of 4.02 to 4.15. A single focus area, Employee Engagement, attained a RL Site rating significantly higher than the overall Hanford Site.

Table 5: Overall Scores on Main Focus Areas

Focus Area	Overall Hanford	RL site	
	Mean	Mean	Diff
Leadership Involvement	4.04	4.05	0.01
Employee Engagement	4.12	4.15	<b>0.03 ▲</b>
Learning Organization	4.04	4.06	0.02
Safety Conscious Work Environment	4.00	4.02	0.02

<sup>1</sup> Diff is the difference between each RL 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 RL Site factor mean was statistically higher compared to the Hanford factor mean. A red triangle ▼ indicates that the RL 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.

The detailed examination of RL Site evaluation factors within each focus area identified that five factors are below 4.0. In addition, the ratings of these factors are significantly lower than the overall climate mean. These include:

- Job Characteristics – a factor under the focus area Employee Engagement.
- Use of Operational Experience and Questioning Attitude – two factors under the focus area Organizational Learning
- Internal Avenue of Redress, and Alternate Problem Identification Processes– two factor under Safety Conscious Work Environment (SCWE)

All of above listed factors have ratings above the mid-range. However, ratings less than 4.0 are generally considered less than desirable among high-performing organizations, reflecting only moderate agreement among employees that desirable climate characteristics exist within their workplace, and indicate a need for growth.

As shown in Table 6, of the 21 individual factors, six achieved scores significantly above the Overall Hanford scores:

- Participation in Work Planning and Improvement, and Mindfulness of Hazards and Controls

- Use of Operational Experience, Effective Resolution of Reported Problems, Effective safety/General Communication
- Internal Avenue of Redress – a factor under Safety Conscious Work Environment (SCWE)

Table 6: Overall Scores on RL Climate Factors versus Overall Hanford

Focus Area	Climate Factor	Overall Hanford	RL Site	
		Mean	Mean	Diff
<b>Leadership Involvement</b>	Clear expectations and accountability	3.99	4.01	0.02
	Management engagement and time in field	4.03	4.04	0.01
	Risk-informed, conservative decision making	4.04	4.04	0.00
	Open communication and fostering an environment free from retribution	4.08	4.10	0.01
	Demonstrated safety leadership	4.09	4.09	-0.01
	Staff recruitment, selection, retention, and development	3.99	4.00	0.02
<b>Employee Engagement</b>	Personal commitment to everyone's safety	4.51	4.53	0.01
	Teamwork and mutual respect	4.09	4.11	0.01
	Participation in work planning and improvement	4.27	4.30	<b>0.04 ▲</b>
	Mindfulness of hazards and controls	4.00	4.04	<b>0.04 ▲</b>
	Job characteristics	3.74	3.77	0.02
<b>Learning Organization</b>	Performance monitoring through multiple means	4.14	4.13	-0.01
	Use of operational experience	3.90	3.94	<b>0.04 ▲</b>
	Credibility, trust and reporting errors and problems	4.19	4.20	0.01
	Questioning attitude	3.88	3.87	-0.01
	Effective resolution of reported problems	4.08	4.12	<b>0.04 ▲</b>
	Effective safety/general communication	4.03	4.08	<b>0.04 ▲</b>
<b>Safety Conscious Work Environment</b>	Management support/encouragement to raise safety concerns	4.16	4.19	0.04
	Internal Avenues of Redress	3.69	3.75	<b>0.06 ▲</b>
	Alternate Problem Identification Processes	3.81	3.78	-0.03
	Detection & Prevention of Retaliation	4.34	4.37	0.03

<sup>1</sup> Diff is the difference between each RL 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 RL Site factor mean was statistically higher compared to the Hanford factor mean. A red triangle ▼ indicates that the RL 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.

As shown in Table 7, the overall rating for the RL Site is 4.07 on a scale from 1 (most negative possible) to 5 (most positive score possible).

The following table shows comparisons of the 21 individual factor-level scores to the overall mean of the RL Site, and thus identifies the extent to which each of the 21 factors are above or below the RL Site mean.

Eight of the 21 factors across all focus areas are significantly above the overall mean for the RL Site. The following factor scores represent the largest differences from the overall mean:

- 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 seven factor means that are significantly below the overall mean for ORP site. These include:

- Clear Expectations and Accountability, Staff Recruitment, Selection, Retention and Development – two factors under the focus area Leadership Involvement
- Job Characteristics – a factor under the focus area Employee Engagement.
- Use of Operational Experience and Questioning Attitude – two 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 RL Climate Factors versus Overall Mean

Focus Area	Climate Factor	Overall Hanford	Overall RL Site
		Mean	Mean
<b>Leadership Involvement</b>	Clear expectations and accountability	3.99▼	4.01▼
	Management engagement and time in field	4.03	4.04
	Risk-informed, conservative decision making	4.04	4.04
	Open communication and fostering an environment free from retribution	4.08▲	4.10
	Demonstrated safety leadership	4.09▲	4.09
	Staff recruitment, selection, retention, and development	3.99▼	4.00▼
<b>Employee Engagement</b>	Personal commitment to everyone's safety	4.51▲	4.53▲
	Teamwork and mutual respect	4.09▲	4.11▲
	Participation in work planning and improvement	4.27▲	4.30▲
	Mindfulness of hazards and controls	4.00▼	4.04
	Job characteristics	3.74▼	3.77▼
<b>Learning Organization</b>	Performance monitoring through multiple means	4.14▲	4.13▲
	Use of operational experience	3.90▼	3.94▼
	Credibility, trust and reporting errors and problems	4.19▲	4.20▲
	Questioning attitude	3.88▼	3.87▼
	Effective resolution of reported problems	4.08▲	4.12▲
	Effective safety/general communication	4.03	4.08
<b>Safety Conscious Work Environment</b>	Management support/encouragement to raise safety concerns	4.16▲	4.19▲
	Internal Avenues of Redress	3.69▼	3.75▼
	Alternate Problem Identification Processes	3.81▼	3.78▼
	Detection & prevention of retaliation	4.34▲	4.37▲
<b>Overall Safety Climate</b>		<b>4.05</b>	<b>4.07</b>

<sup>1</sup> Diff is the difference between each 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 that the mean of the factor was statistically higher compared to the overall mean. A red triangle ▼ indicates that the mean of the 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 of organizational outcomes and provides comparisons of the RL 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.

The results show that the RL Site received ratings below 4.0 on two organizational outcomes: Work Environment Assessment and Senior Management Assessment. These ratings should be considered as 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	RL Site	
	Mean	Mean	Diff
Work Environment Assessment	3.39	3.31	<b>-0.08 ▼</b>
Organizational Trust	4.07	4.03	-0.03
Overall Satisfaction with Organization	4.04	4.00	-0.04
Senior Management Assessment	3.55	3.56	0.01

<sup>1</sup> Diff is the difference between each RL 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 RL site factor mean was statistically higher compared to the overall Hanford factor mean. A red triangle ▼ indicates that the RL site factor mean was lower compared to the overall 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 organizational and safety climate focus areas range from 4.02 to 4.24 across the RL Site organizations.

The following table presents comparisons between the RL site-level mean scores and the mean scores of the five RL organizations. The comparisons show that two organizations – CHPRC and WCH – differ significantly from the RL site-level mean for all focus areas. All focus area ratings for WCH are significantly higher than the RL Site results, while all focus area ratings for CHPRC are significantly lower than the RL Site results. DOE-RL show ratings for one focus area, Safety Conscious Work Environment, significantly higher than the RL Site results. The focus area ratings for CSC/HOHS and MSA are closely aligned with the RL Site results.



Table 9: Focus Areas Overall Scores by Organizations

MEAN SCORES BY RL ORGANIZATIONS											
Focus Area	Overall RL Site	DOE-RL		CSC/HOHS		CHPRC		MSA		WCH	
	Mean	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>
Leadership Involvement	4.05	4.13		4.14		3.91	▼	4.04		4.18	▲
Employee Engagement	4.15	4.19		4.15		4.03	▼	4.17		4.24	▲
Learning Organization	4.06	4.11		4.10		3.93	▼	4.05		4.19	▲
Safety Conscious Work Environment	4.02	4.21	▲	4.10		3.92	▼	4.00		4.11	▲

<sup>1</sup> Diff is the difference between organization's factor mean and the RL 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 RL Site factor mean. A red triangle ▼ indicates that the organization's factor mean was lower compared to the RL Site.

The following table presents results for organizational-level mean scores for each organizational outcome. Among the RL Site organizations, CHPRC and WCH results for all organizational outcomes areas are significantly different than the overall RL Site. WCH ranks significantly higher on all organizational outcomes than the RL Site. CHPRC received significantly lower scores than the overall RL Site for all organizational outcomes. For DOE-RL all outcomes, except Work Environment, are significantly higher than the RL Site means, while CSC/HOHS received significantly lower scores than the overall RL Site on Work Environment and Organizational Trust. MSA ranks lower than the RL Site on one outcome - Senior Management Assessment.

Table 10: Organizational Climate Outcomes Scores by Organizations

MEAN SCORES BY RL ORGANIZATIONS											
Organizational Outcomes	RL Site	DOE-RL		CSC/HOHS		CHPRC		MSA		WCH	
	Mean	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>	Mean	Diff <sup>1</sup>
Work Environment Assessment	3.31	3.43		3.65	▼	2.98	▼	3.33		3.60	▲
Organizational Trust	4.03	4.24	▲	3.65	▼	3.81	▼	4.02		4.22	▲
Overall Satisfaction with Organization	4.00	4.17	▲	3.65		3.79	▼	3.93		4.28	▲
Senior Management Assessment	3.56	3.77	▲	3.65		3.38	▼	3.44	▼	3.85	▲

<sup>1</sup> Diff is the difference between organization's factor mean and the RL 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 RL Site factor mean. A red triangle ▼ indicates that the organization's factor mean was lower compared to the RL Site factor mean.

## 6.4. Overall Climate Scores by Organizations

All organizations were scored with an Overall Safety Climate Index. The Overall Safety Climate was derived from the composite mean of three organizational and safety climate focus areas: Leadership Involvement, Employee Engagement, and Learning Organization. The index sets the mean at 100 and then converts the scores to that base, so 112 means that it is 12% better than the mean. The ten organizations with the highest overall index scores among the individual sub-organizational units with more than 10 responses are shown in the following table. A complete listing of index scores for all organizations is presented in the section 14 of this report.

Table 11: Ten Organizations with the Highest Climate Index Scores

HIGHEST CLIMATE INDEX SCORES		
Parent Organization	Child Organization	Climate Index
CHPRC	<b>Office of the President</b> [Includes: Communications, Internal Audit, Legal, ECP]	112%
MSA	<b>SIL Technical Services</b> [Includes: Prgm Mgmt, Tech Services, Custodial Services]	110%
WCH	<b>Office of Contract Closure</b>	110%
MSA	<b>Emergency Management</b> [Includes: EM Prgm Mgmt, Cont & Site EM Support, RAP, ONC]	109%
MSA	<b>PC - Program Controls</b> [Includes: PC, Perf Rptg, EVM, Risk Mgmt]	109%
MSA	<b>PM - Portfolio Management</b> [Includes: Lifecycle Reporting, DOE/ORP Proj Support, Risk Mgmt]	109%
WCH	<b>Office of Project Integration</b> [Includes: Proj Controls, Risk Mgmt/REA & Reporting]	107%
WCH	<b>Office of Project Services</b> [Includes: Controller & CFO, HR, LR, Infrast. & Info Services, Info Tech, etc.]	107%
MSA	<b>F&amp;A – Finance &amp; Accounting</b> [Includes: Business Ops Mgmt, Gen Acct, Payroll & Disburse, Proj Fin]	107%
MSA	<b>PP&amp;I - Project Planning &amp; Integration</b> [Includes: Proj Mgmt, Interface Mgmt, Strategic Planning]	107%

Table 12: Ten Organizations with the Lowest Climate Index Scores

LOWEST CLIMATE INDEX SCORES		
Parent Organization	Child Organization	Climate Index
CHPRC	<b>EP &amp; C - Engineering Projects &amp; Construction</b>	95%
CHPRC	<b>PFP - Plutonium Finishing Plant Closure Project</b>	94%
MSA	<b>Motor Carrier Services</b> [Includes: Heavy Equip Ops, Road Maintenance/Sanitation, Bio Controls]	94%
DOE-RL	<b>AMSE</b>	93%
MSA	<b>Crane &amp; Rigging</b> [Includes: Support Staff]	92%
MSA	<b>Maintenance Services/Work Mgmt</b> [Includes: Carpenters, Masons, Mechanical, Electrical, Support Services, Painters, etc.]	91%
MSA	<b>Fleet Services</b> [Includes: Fleet Mgmt, Heavy/Light Fleet Maintenance (North & South) Support Service Groups]	90%
MSA	<b>Fire &amp; Emergency Response</b> [Includes: HFD]	88%
MSA	<b>WSCF Analytical Services</b>	84%
MSA	<b>RC - Radiological Control</b> [Includes: RC Tech Support]	79%

## 6.5. SCWE Index by Organizations

All organizations were scored with a Safety Conscious Work Environment Index. The SCWE Index was derived from the composite mean of Safety Conscious Work Environment focus area items. An increase (or decrease) in any factor score results in an increase (or decrease, respectively) of the overall index score. The top ten organizations with the highest overall index scores among the individual sub-organizational units with more than 10 responses are shown in the following table. A complete listing of index scores for all organizations is presented at the end of this report.

Table 13: Ten Organizations with the Highest SCWE Index Scores

HIGHEST SCWE INDEX SCORES		
Parent Organization	Child Organization	SCWE Index
CHPRC	<b>Office of the President</b> [Includes: Communications, Internal Audit, Legal, ECP]	115%
MSA	<b>PC - Program Controls</b> [Includes: PC, Perf Rptg, EVM, Risk Mgmt]	110%
MSA	<b>SIL Technical Services</b> [Includes: Prgm Mgmt, Tech Services, Custodial Services]	110%
DOE-RL	<b>AMRP</b>	109%
WCH	<b>Office of Project Integration</b> [Includes: Proj Controls, Risk Mgmt/REA & Reporting]	109%
MSA	<b>PM - Portfolio Management</b> [Includes: Lifecycle Reporting, DOE/ORP Proj Support, Risk Mgmt]	109%
WCH	<b>Office of Contract Closure</b>	109%
DOE-RL	<b>MGR</b> [Includes: EEO, ECP, OCE, OCC, AMs, Direct Rpts.]	108%
MSA	<b>Emergency Management</b> [Includes: EM Prgm Mgmt, Cont & Site EM Support, RAP, ONC]	108%
MSA	<b>PP&amp;I - Project Planning &amp; Integration</b> [Includes: Proj Mgmt, Interface Mgmt, Strategic Planning]	108%

Table 14: Ten Organizations with the Lowest Climate Index Scores

LOWEST SCWE INDEX SCORES		
Parent Organization	Child Organization	SCWE Index
CHPRC	<b>EP &amp; C - Engineering Projects &amp; Construction</b>	96%
CHPRC	<b>PFP - Plutonium Finishing Plant Closure Project</b>	94%
MSA	<b>Motor Carrier Services</b> [Includes: Heavy Equip Ops, Road Maintenance/Sanitation, Bio Controls]	94%
DOE-RL	<b>AMSE</b>	93%
MSA	<b>Maintenance Services/Work Mgmt</b> [Includes: Carpenters, Masons, Mechanical, Electrical, Support Services, Painters, etc.]	91%
MSA	<b>Crane &amp; Rigging</b> [Includes: Support Staff]	91%
MSA	<b>Fleet Services</b> [Includes: Fleet Mgmt, Heavy/Light Fleet Maintenance (North & South) Support Service Groups]	89%
MSA	<b>WSCF Analytical Services</b>	87%
MSA	<b>Fire &amp; Emergency Response</b> [Includes: HFD]	86%
MSA	<b>RC - Radiological Control</b> [Includes: RC Tech Support]	83%

## 6.6. Comparison to External Benchmarks

The 2012 Hanford Organizational Climate and SCWE Survey included a group of eight 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 RL site-wide results for these questions are compared to three benchmarks: the U.S. National Norm, the U.S. Transitioning Companies Norm, and the U.S. Engineering and Construction Companies Norm.

Comparisons to the U.S. National Norm indicate that:

- Out of eight questions, RL Site results are significantly higher on five questions. Large favorable differences were noted for the stability of work objectives - 14% above the national norm. In addition, RL Site employee rated company’s focus on prioritizing safety and quality 10% higher than national norm.
- RL 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.
- RL Site results are significantly lower on three questions than national norm. RL employees rate their senior leadership’s ability in establishing priorities 5% lower than the national average. Moreover, RL employees’ willingness to recommend their company as good place to work, which was considered as indicator of general satisfaction with organization, is rated 3% lower than the National Norm.

Table 15: Comparison to U.S National Norm

Items	RL 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*	3.41	3.09	10% ▲
People in my immediate work group continually try to improve our performance.	4.08	4.13	-1% ▼
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.28	2.88	14% ▲
My company has established an environment where people can challenge our traditional ways of doing things.	3.59	3.56	1%
I would recommend my company as a good place to work.	4.00	4.13	-3% ▼
I feel comfortable expressing differing opinions within my immediate workgroup	4.09	3.83	7% ▲
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	4.16	3% ▲

\* Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 RL Site mean rating.

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

- The RL Site stands above the average benchmark level for transitioning companies in all but one category.
- Especially large favorable differences were noted for the stability of work objectives and comfort in expressing differing opinions. The company focus on prioritizing safety and quality was also assessed far above the average for companies in transition.
- The RL Site stands just below average benchmark levels in terms of the senior management assessment.

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

Items	RL Site	U.S. TRANSITIONAL 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*	3.41	3.11	10% ▲
People in my immediate work group continually try to improve our performance.	4.08	-	
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.28	2.76	19% ▲
My company has established an environment where people can challenge our traditional ways of doing things.	3.59	3.50	3% ▲
I would recommend my company as a good place to work.	4.00	3.96	1%
I feel comfortable expressing differing opinions within my immediate workgroup	4.09	3.67	12% ▲
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	4.10	4% ▲

<sup>1</sup> Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 RL mean rating.

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

- For this industry, the normative data exist only for three questions.
- RL Site employees were more favorable in assessing their company’s environment in terms of the ability to challenge traditional ways of doing things.
- RL Site employees were not statistically different from the norm with respect to coworkers’ willingness to help each other.
- RL Site employees were statistically significantly lower than the benchmark in terms of willingness to recommend their company as a good place to work.

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

Items	RL 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*	3.41	-	
People in my immediate work group continually try to improve our performance.	4.08	-	
Priorities or work objectives are <i>not</i> changed so frequently I have trouble getting my work done*	3.28	-	
My company has established an environment where people can challenge our traditional ways of doing things.	3.59	3.39	6% ▲
I would recommend my company as a good place to work.	4.00	4.08	-2% ▼
I feel comfortable expressing differing opinions within my immediate workgroup	4.09	-	
The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	4.25	1%

<sup>1</sup> Diff represents the relative difference between the item's mean rating for the NORM (taken as reference) and its 2012 RL mean rating.

### 6.7. Areas of Strengths and Weaknesses

The organizational and safety climate factors with the highest and lowest scores for this organization are presented below. High rating factors can be examined to recognize successes and gain insight on how to replicate successful practices across the organization. Low rating factors identifies the areas in need of the improvement. Table 18 presents five factors with the highest scores for RL Site, and Table 19 identifies five factors with the lowest scores.

For the RL Site, the five factors with the highest rating scores are not significantly different than the overall ratings for the Hanford Site.

Table 18: Areas of Strength

Climate Factor	Overall Hanford	RL Site	
	Mean	Mean	Diff
Personal commitment to everyone's safety	4.51	4.53	0.01
Detection & Prevention of Retaliation	4.34	4.37	0.03
Participation in work planning and improvement	4.27	4.30	0.04
Credibility, trust and reporting errors and problems	4.19	4.20	0.01
Management support/encouragement to raise safety concerns	4.16	4.19	0.04

For the RL Site, the five factors with the lowest rating scores 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	RL site	
	Mean	Mean	Diff
Use of operational experience	3.90	3.94	0.04
Questioning attitude	3.88	3.87	-0.01
Alternate Problem Identification Processes	3.81	3.78	-0.03
Job characteristics	3.74	3.77	0.02
Internal Avenues of Redress	3.69	3.75	0.06

## VII. Focus Area: 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 defines job- and safety- related roles and responsibilities.

The level of respondent perceptions of Leadership Involvement were measured based on six 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 20: Leadership Involvement — Factors and Questions/Statements

Factors	Question/Rating Statements
<b>Clear expectations and accountability</b>	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.
<b>Management engagement and time in field</b>	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.
<b>Risk-informed, conservative decision making</b>	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.
<b>Open communication and fostering an environment free from retribution</b>	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.
<b>Demonstrated safety leadership</b>	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.
<b>Staff recruitment, selection, retention, and development</b>	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.



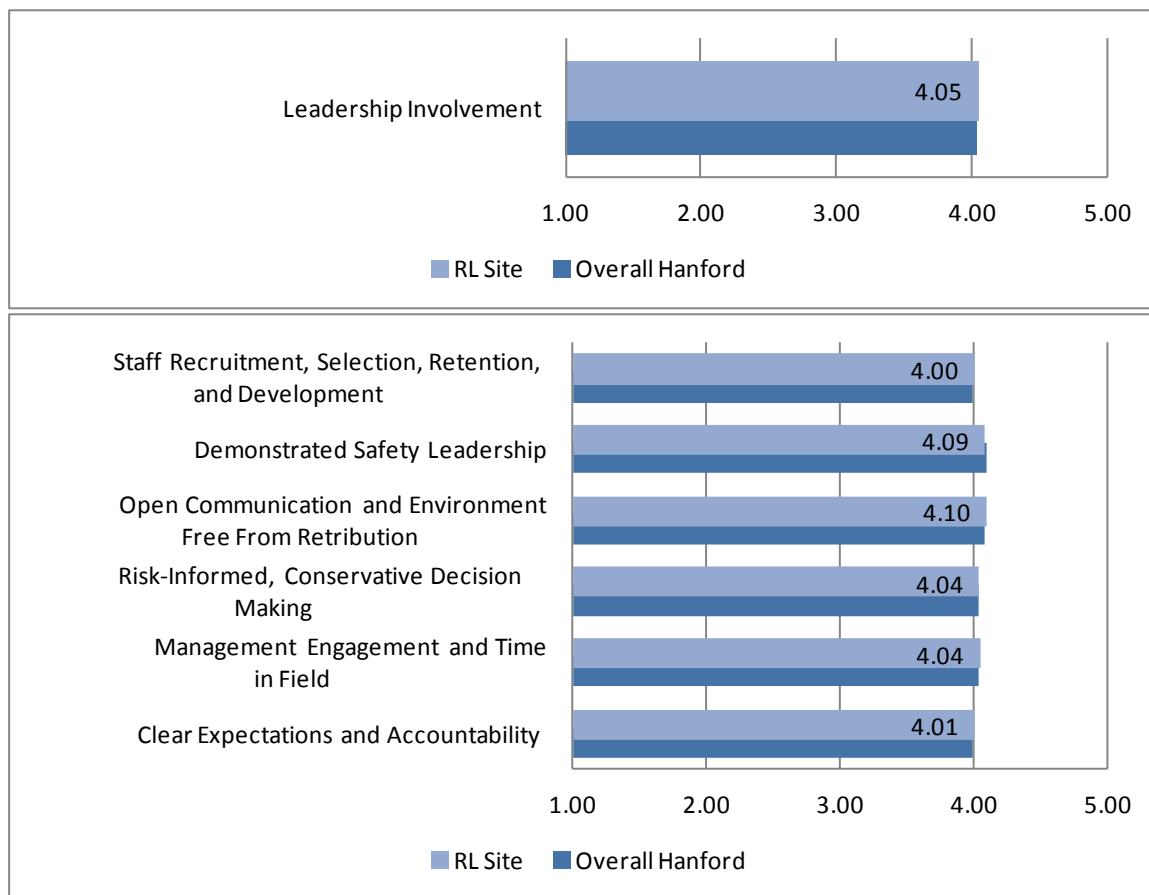
### 7.1. Leadership Involvement Factor Scores

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

A mean score of “1” is the lowest response possible, and it indicates that respondents feel the level of Leadership Involvement is low. A mean score of “5” is the highest response possible, and it indicates that respondents feel the level of Leadership Involvement is high. In other words, the higher the mean score, the better the level of Leadership Involvement.

The mean score for Leadership Involvement focus area is 4.05 at the RL Site. Among the individual factors, Open Communication and Environment Free from Retribution has the highest rating with a mean score of 4.10, while Staff Recruitment, Selection, Retention, and Development is rated lowest with a mean score of 4.00.

Figure 1: Leadership Involvement Factor Means



## 7.2. Focus Area Employee Group Scores

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

Table 21: Focus Area - Level Scores by Employee Group Scores

Category	Demographic Group	Overall Hanford	RL Site				
		Mean	N	Mean	Median	25%	75%
<b>Employment Tenure</b>	Less than 1 year	4.11	215	4.08	4.38	3.59	4.81
	1 to 5 years	4.03	1,718	4.04	4.26	3.57	4.69
	6 to 10 years	4.01	378	4.14	4.36	3.76	4.78
	11 to 19 years	4.09	245	4.03	4.32	3.50	4.73
	20+ years	4.09	328	4.03	4.29	3.51	4.71
<b>Job Function</b>	HAMTC	3.53	600	3.46	3.54	2.83	4.24
	CWC&BIC	3.73	40	4.19	4.39	3.90	4.75
	HGU	3.68	39	3.75	3.93	3.51	4.17
	Nursing	3.45	ND	-	-	-	-
	Administrative	4.28	228	4.36	4.59	4.03	4.86
	Technical/Scientific	4.14	800	4.10	4.30	3.65	4.70
	Business/Administrative	4.26	336	4.30	4.43	3.98	4.80
	Management	4.36	550	4.32	4.55	4.03	4.83
	Specialists/Others	3.85	326	4.09	4.29	3.69	4.66
<b>Site Tenure</b>	Less than 3 years	4.17	409	4.22	4.41	3.89	4.80
	3 to 10 years	4.04	778	4.08	4.30	3.58	4.77
	11 to 19 years	4.04	624	4.04	4.29	3.53	4.72
	20+ years	3.98	1,095	3.98	4.20	3.47	4.68

## VIII. Focus area: Employee Engagement

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, identification and prevention of hazards.

The level of respondent perceptions of Employee Engagement were measured based on five 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 22: Employee Engagement — Factors and Questions/Statements

Factors	Question/Ratings Statements
<b>Personal commitment to everyone's safety</b>	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.
	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.
<b>Teamwork and mutual respect</b>	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.
<b>Participation in work planning and improvement</b>	I feel I can personally stop unsafe work.
	I am encouraged to come up with new and better ways of performing work.
<b>Mindfulness of hazards and controls</b>	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.
<b>Job characteristics</b>	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.

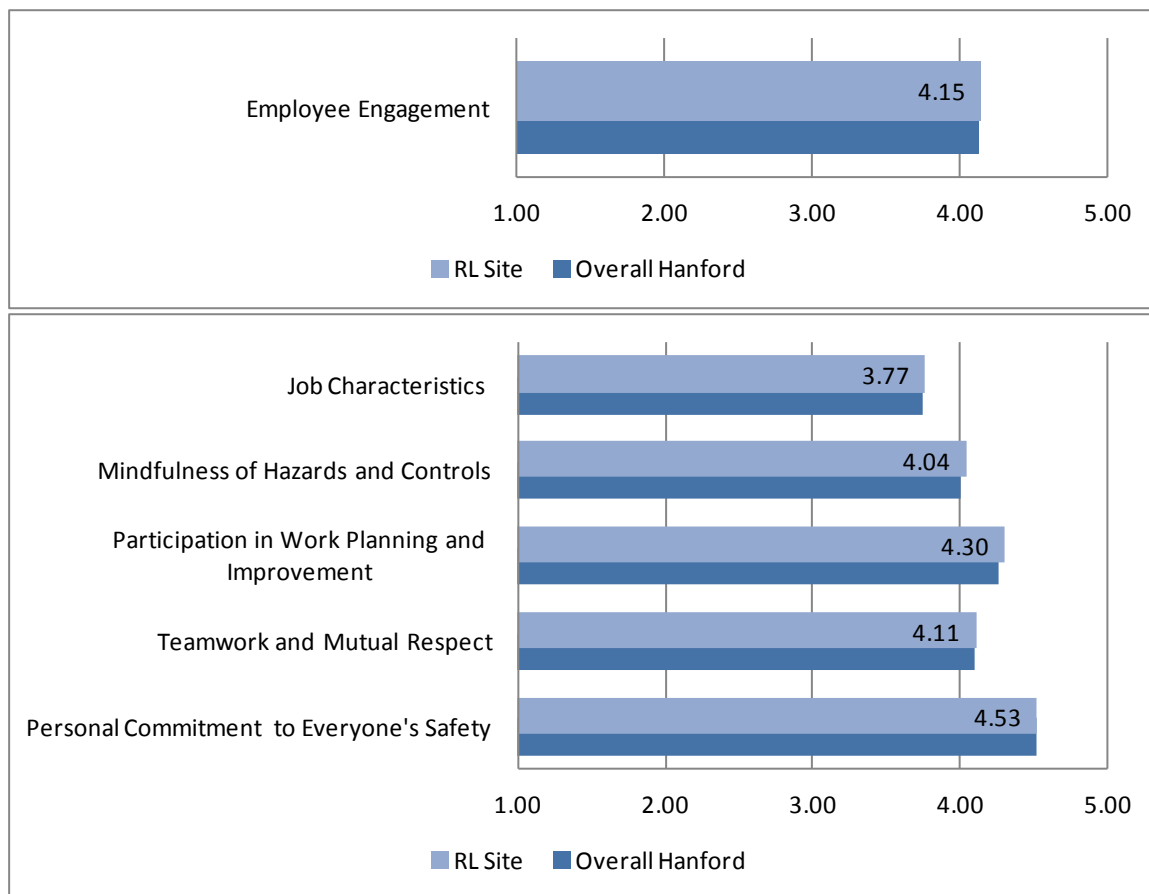
### 8.1. Employee Engagement Factor Scores

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

A mean score “1” is the lowest response possible, and it indicates that respondents feel the level of Employee Engagement is low. A mean score “5” is the highest response possible, and it indicates that respondents feel the level of Employee Engagement is high. In other words, the higher the mean score, the better the level of Employee Engagement.

The mean score for Employee Engagement focus area is 4.15 at the RL Site. Among the individual factors, Personal Commitment to Everyone’s Safety has the highest rating with a mean score of 4.53. The Job Characteristics factor is rated lowest, with a mean score of 3.77.

Figure 2: Employee Engagement Factors Means



## 8.2. Focus Area Employee Group Scores

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

Table 23: Focus Area Scores by Employee Group

Category	Demographic Group	Overall Hanford	RL Site				
		Mean	N	Mean	Median	25%	75%
<b>Employment Tenure</b>	Less than 1 year	4.16	215	4.16	4.30	3.79	4.69
	1 to 5 years	4.12	1,718	4.14	4.26	3.79	4.63
	6 to 10 years	4.11	378	4.24	4.37	3.87	4.73
	11 to 19 years	4.16	245	4.16	4.35	3.77	4.69
	20+ years	4.15	328	4.12	4.28	3.74	4.67
<b>Job Function</b>	HAMIC	3.78	600	3.74	3.83	3.33	4.27
	CWC&BTC	3.98	40	4.19	4.30	3.95	4.61
	HGU	3.91	39	3.96	4.09	3.79	4.32
	Nursing	3.64	ND	-	-	-	-
	Administrative	4.28	228	4.34	4.52	4.03	4.80
	Technical/Scientific	4.16	800	4.18	4.29	3.81	4.67
	Business/Administrative	4.24	336	4.29	4.42	4.01	4.67
	Management	4.37	550	4.38	4.52	4.17	4.76
Specialists/Others	4.01	326	4.19	4.29	3.80	4.70	
<b>Site Tenure</b>	Less than 3 years	4.19	409	4.22	4.31	3.87	4.67
	3 to 10 years	4.12	778	4.17	4.30	3.81	4.67
	11 to 19 years	4.13	624	4.16	4.31	3.77	4.68
	20+ years	4.09	1,095	4.10	4.25	3.75	4.63

## IX. Focus Area: Learning Organization

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.

The level of respondent perceptions of Learning Organization were measured based on six 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 24: Learning Organization — Factors and Questions/Statements

Factors	Question/Ratings Statements
<b>Performance monitoring through multiple means</b>	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.
<b>Use of operational experience</b>	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.
<b>Credibility, trust and reporting errors and problems</b>	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.
<b>Questioning attitude</b>	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:
	a) My company b) My immediate workgroup
<b>Effective resolution of reported problems</b>	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.
<b>Effective safety/general communication</b>	My company communicates important information in a timely manner.
	My immediate supervisor informs me about risks associated with my work.

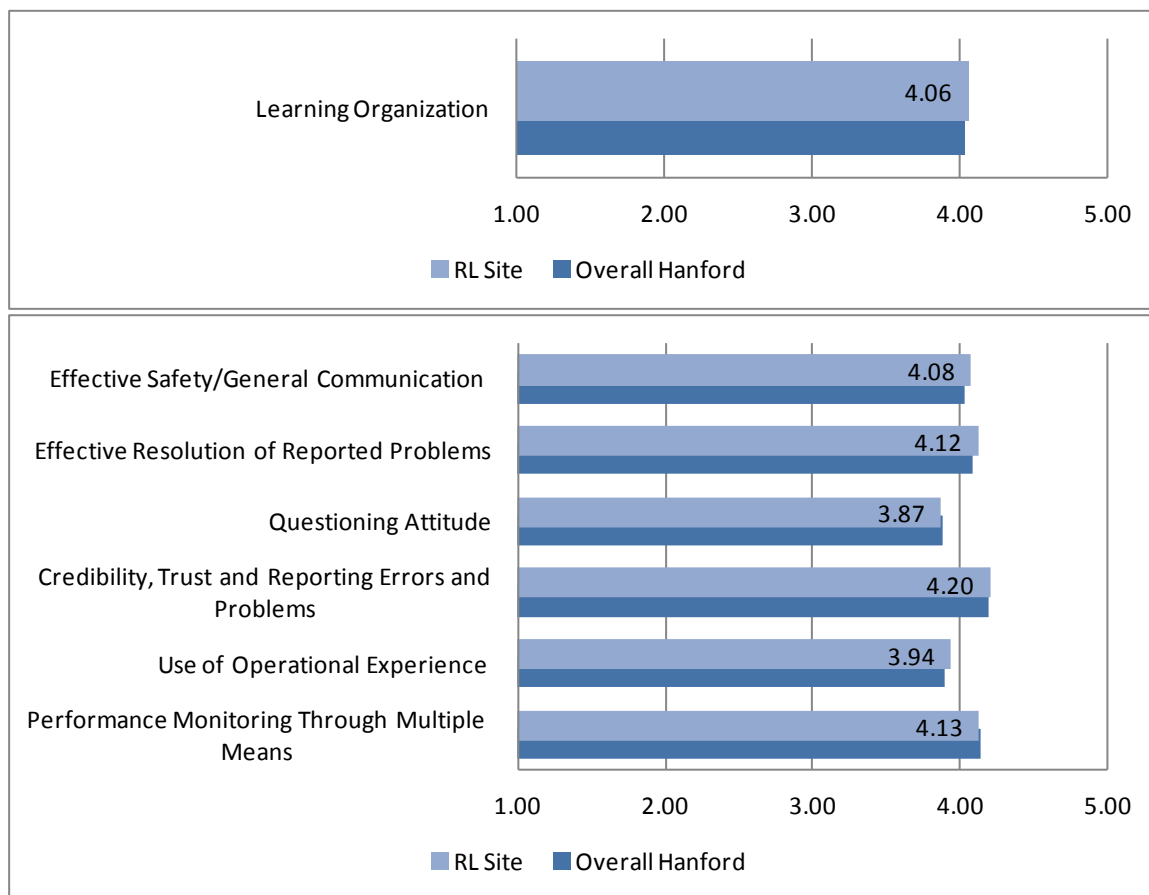
### 9.1. Learning Organization Factor Scores

Figure 3 shows a graphic comparison of the aggregate focus area and factor means for the RL Site versus the overall Hanford 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 RL Site.

A mean score of “1” is the lowest response possible, and it indicates that respondents feel the level of Organizational Learning is low. A mean score of “5” is the highest response possible, and it indicates that respondents feel the level of Learning Organization is high. In other words, the higher the mean score, the better the level of Learning Organization.

The mean score for Learning Organization focus area is 4.06 at the RL Site. Among the individual factors, Credibility, Trust, and Reporting Errors and Problems is the factor with the highest rating, achieving a mean score of 4.20. The factor with the lowest rating, Questioning Attitude, has a mean score of 3.87.

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 groups: length of time with current employer, length of employment on Hanford site, and job function. The table also presents scores for this location’s 25<sup>th</sup> and 75<sup>th</sup> percentile.

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

Category	Demographic Group	Overall Hanford	RL Site				
		Mean	N	Mean	Median	0.25	0.75
<b>Employment Tenure</b>	Less than 1 year	4.07	215	4.06	4.33	3.57	4.75
	1 to 5 years	4.03	1,718	4.06	4.24	3.61	4.71
	6 to 10 years	4.01	378	4.15	4.36	3.72	4.79
	11 to 19 years	4.11	245	4.04	4.35	3.56	4.72
	20+ years	4.09	328	4.03	4.28	3.55	4.69
<b>Job Function</b>	HAMIC	3.52	600	3.47	3.56	2.86	4.22
	CWC&BTC	3.70	40	4.22	4.46	4.03	4.75
	HGU	3.66	39	3.75	3.89	3.35	4.31
	Nursing	3.36	ND	-	-	-	-
	Administrative	4.26	228	4.35	4.55	3.99	4.88
	Technical/Scientific	4.14	800	4.12	4.28	3.67	4.70
	Business/Administrative	4.25	336	4.29	4.40	3.97	4.75
	Management	4.37	550	4.35	4.58	4.07	4.85
Specialists/Others	3.85	326	4.12	4.24	3.69	4.72	
<b>Site Tenure</b>	Less than 3 years	4.15	409	4.23	4.40	3.90	4.76
	3 to 10 years	4.03	778	4.08	4.28	3.60	4.76
	11 to 19 years	4.05	624	4.05	4.24	3.58	4.71
	20+ years	4.00	1,095	4.00	4.22	3.53	4.69

<sup>1</sup> 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 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
<b>Management support/encouragement to raise safety concerns</b>	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
	c) The issue/opinion is resolved promptly
<b>Internal Avenues of Redress</b>	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:
<b>Alternate Problem Identification Processes</b>	a) A Union Safety Representative, if applicable
	b) Human Resources
	c) Labor Relations
	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.
<b>Detection &amp; Prevention of Retaliation</b>	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
	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.	

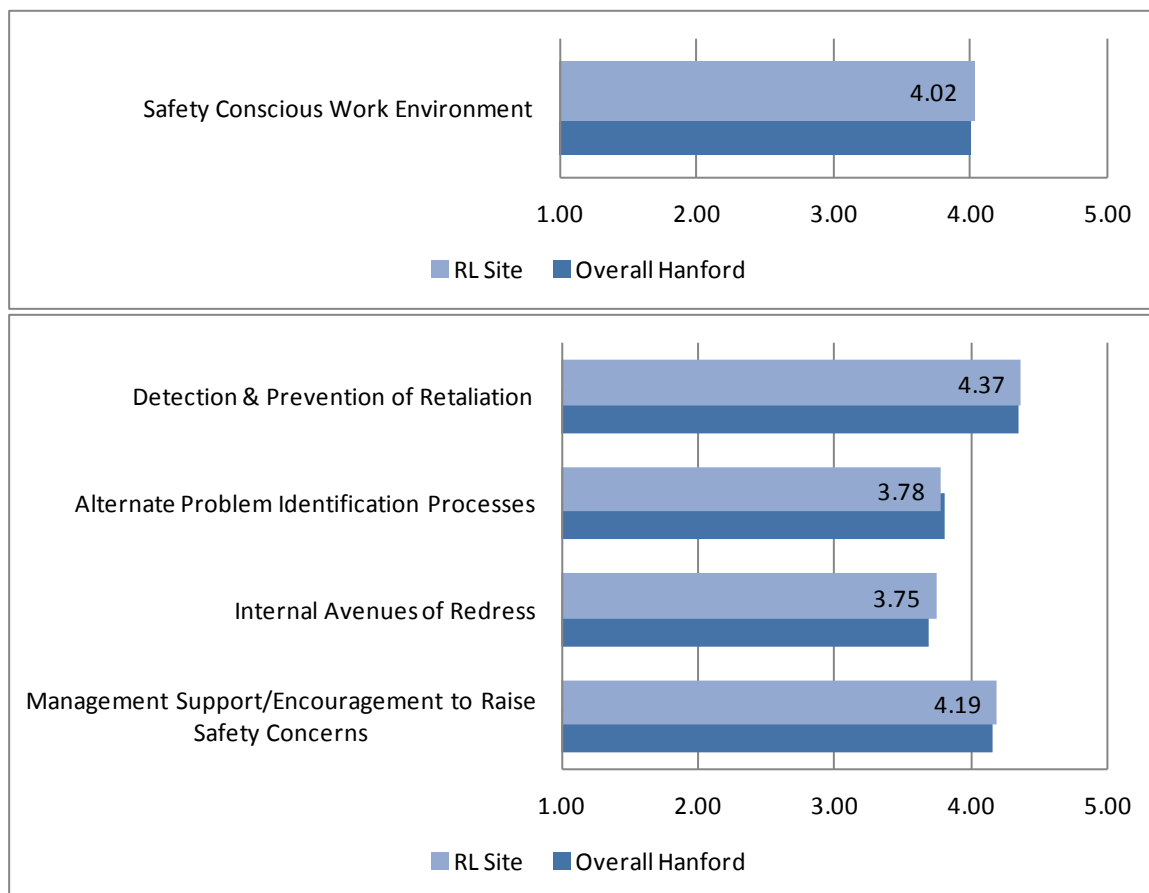
### 10.1. SCWE Factor Scores

Figure 4 shows a graphic comparison of the aggregate focus area and factor means for the RL Site versus the overall Hanford 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 RL Site.

A mean score of “1” is the lowest response possible, and it indicates that respondents feel the level of Safety Conscious Work Environment (SCWE) is low. A mean score of “5” is the highest response possible, and it indicates that respondents feel the level of Safety Conscious Work Environment (SCWE) is high. In other words, the higher the mean score, the better the level of Safety Conscious Work Environment (SCWE).

The mean score for Safety Conscious Work Environment focus area is 4.02 at the RL Site. Among the individual factors, Detection and Prevention of Retaliation has the highest rating with a mean score of 4.37, and Internal Avenues of Redress is rated lowest, with a mean score of 3.75.

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 groups: length of time with current employer, length of employment on Hanford site, and job function. The table also presents scores for this location’s 25<sup>th</sup> and 75<sup>th</sup> percentile.

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

Category	Demographic Group	Overall Hanford	RL Site				
		Mean	N	Mean	Median	0.25	0.75
<b>Employment Tenure</b>	Less than 1 year	4.02	215	4.02	4.18	3.58	4.69
	1 to 5 years	3.99	1,717	4.01	4.18	3.53	4.66
	6 to 10 years	3.99	378	4.13	4.28	3.70	4.73
	11 to 19 years	4.09	245	4.00	4.32	3.50	4.69
	20+ years	4.07	328	4.01	4.21	3.50	4.69
<b>Job Function</b>	HAMIC	3.53	600	3.50	3.53	2.92	4.19
	CWC&BTC	3.63	40	4.16	4.39	3.81	4.75
	HGU	3.66	39	3.76	4.00	3.35	4.23
	Nursing	3.32	ND	-	-	-	-
	Administrative	4.18	227	4.25	4.33	3.85	4.79
	Technical/Scientific	4.10	800	4.04	4.20	3.63	4.63
	Business/Administrative	4.21	336	4.25	4.36	3.91	4.72
	Management	4.37	550	4.36	4.56	4.11	4.82
Specialists/Others	3.78	326	4.05	4.18	3.52	4.67	
<b>Site Tenure</b>	Less than 3 years	4.09	409	4.14	4.26	3.73	4.71
	3 to 10 years	4.00	777	4.05	4.18	3.58	4.69
	11 to 19 years	4.01	624	4.02	4.24	3.51	4.69
	20+ years	3.98	1,095	3.98	4.15	3.46	4.65

<sup>1</sup> 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 outcomes were measured based on the four factors listed below. Respondents were asked to rate each statement on a five point scale for which 1 means strongly disagree and 5 means strongly agree.

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

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

The RL Site received ratings below 4.0 on two organizational outcomes: Work Environment Assessment and Senior Management Assessment. In addition, the Work Environment Assessment for the RL Site ranks lower than the overall Hanford Site. Although this difference is small it is statistically significant. Table 29 provides a summary of results on organizational outcomes and comparison of the RL Site organizations results to overall Hanford site results.

Table 29: Overall Scores on Organizational Outcomes

Organizational Outcomes	Overall Hanford	RL Site	
	Mean	Mean	Diff
Work Environment Assessment	3.39	3.31	<b>-0.08 ▼</b>
Organizational Trust	4.07	4.03	-0.03
Overall Satisfaction with Organization	4.04	4.00	-0.04
Senior Management Assessment	3.55	3.56	0.01

### 11.1. 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.

This organization's employees who participated in the survey were asked to provide their level of agreement with 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.

The figures below present the distribution of RL Site responses. While 11.56% 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," three-quarters (75.42%) of respondents strongly agreed or somewhat agreed with this statement. When asked to provide their level of agreement to the statement "I trust my company to do the right things to protect workers' safety and health," 14.01% of respondents strongly disagreed or somewhat disagreed, while three-quarters (75.45%) of respondents strongly agreed or somewhat agreed with this statement.

Figure 5: Distribution of statement: "I trust my company to do the right things to protect environmental and public safety"

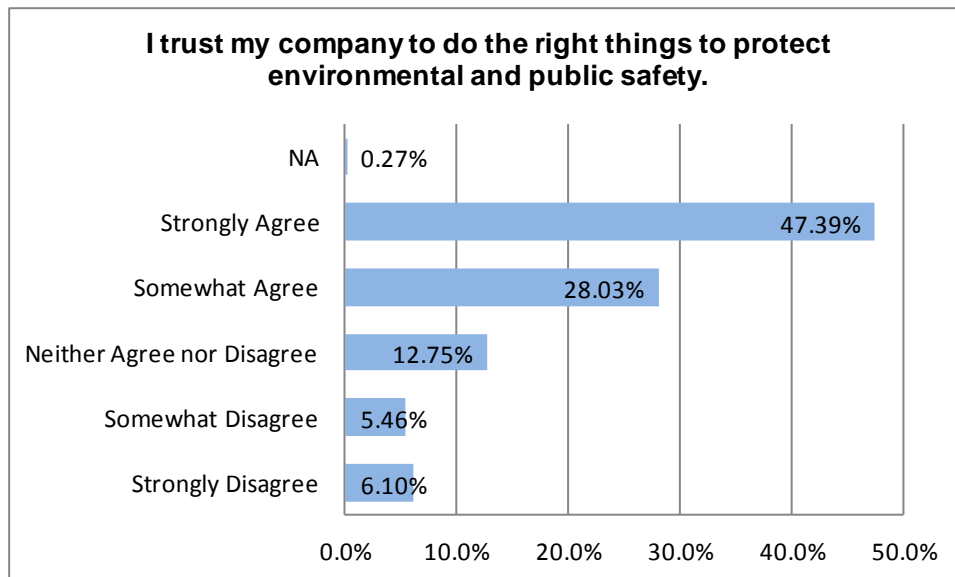
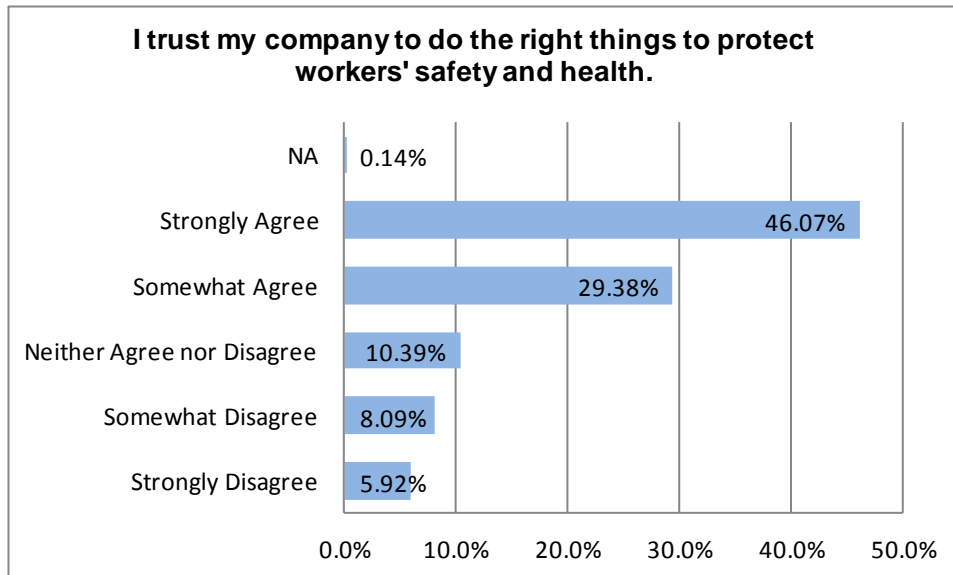


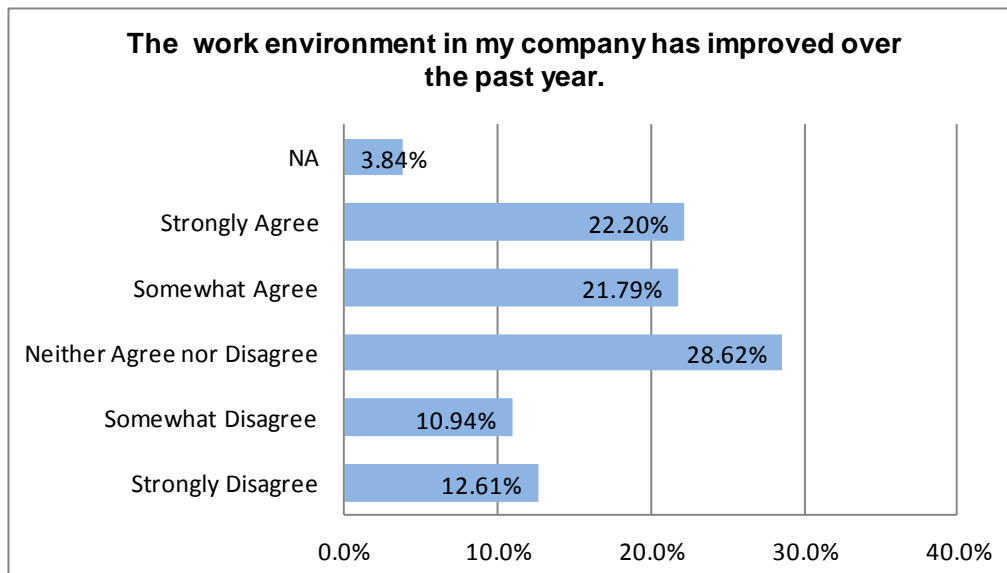
Figure 6: Distribution of statement: “I trust my company to do the right things to protect workers' safety and health.”



### 11.2. Breakout Analysis: Work Environment

The 2012 Organizational Climate and SCWE Survey measured Hanford employees’ perception of work environment improvement. The respondents were asked to provide their level of agreement with the statement: “The work environment in my company has improved over the past year.” The table below presents the distribution of RL Site responses. Over a quarter (28.62%) of respondents neither agreed nor disagreed with this statement, and nearly a quarter (23.55%) of respondents either strongly disagreed or somewhat disagreed with it. Less than half (43.99%) of respondents strongly agreed or somewhat agreed that their company’s work environment had improved over the past year.

Figure 7: Work Environment Assessment Distribution



### 11.3. Breakout Analysis: Senior Leadership Assessment

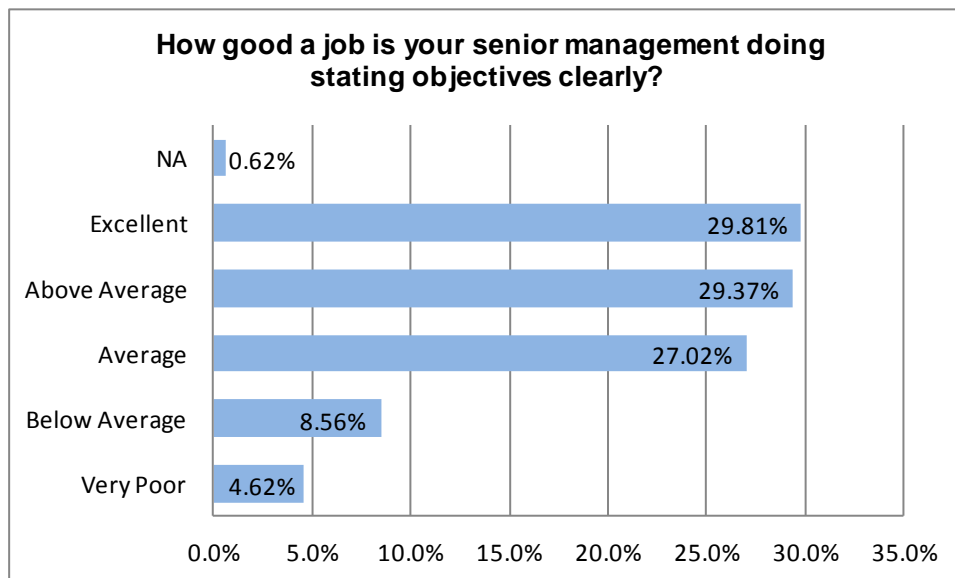
The overall employees' perception of senior leadership performance was assessed in respect to the following categories:

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

Respondents were asked to rate each statement on a five point scale for which 1 means very poor and 5 means excellent.

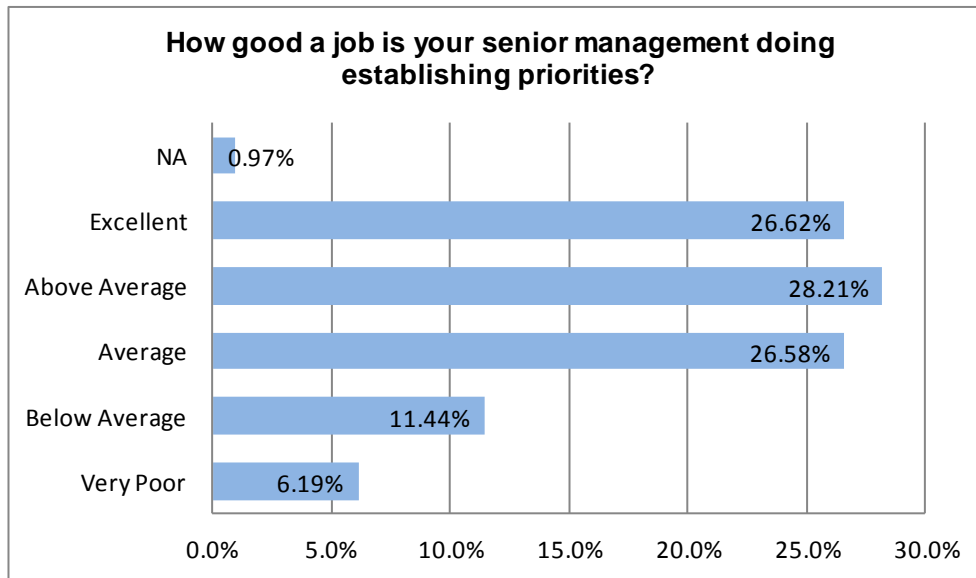
The figures below present the distribution of RL Site responses. When asked to provide a rating for the question “How good a job is your senior management doing stating objectives clearly?” over a quarter of respondents selected each of the following ratings: 29.81% provided an “Excellent” rating, 29.37% provided an “Above Average” rating. However, 27.02% of respondents provided an “Average” rating. Only, 13.81% of respondent rated senior management “Below Average” or “Very Poor” at establishing priorities.

Figure 8: Distribution of the question: “How good a job is your senior management doing stating objectives clearly?”



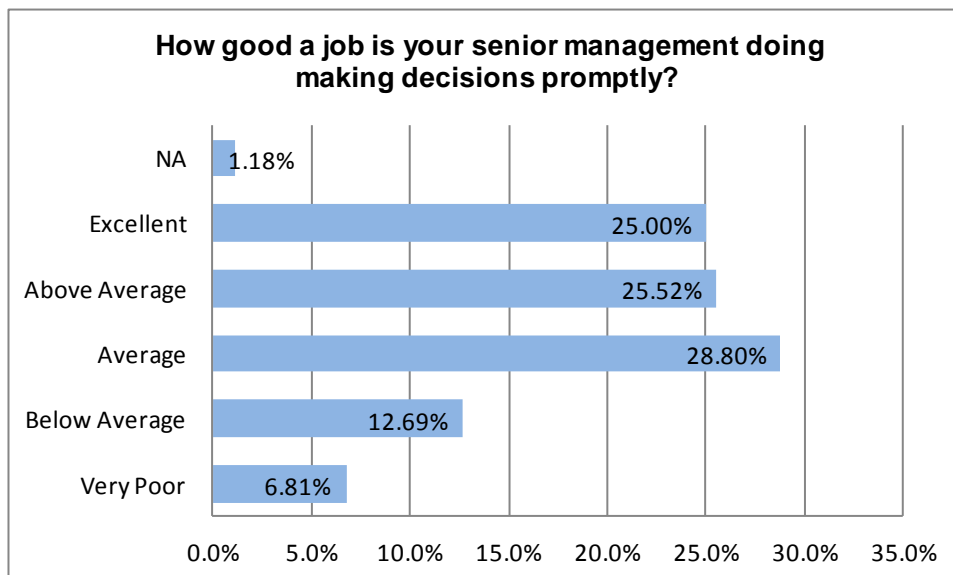
When asked to provide a rating for the question “How good a job is your senior management doing establishing priorities?” Over a quarter of respondents selected each of the following ratings: 26.62% provided an “Excellent” rating, 28.21% provided an “Above Average” rating, and 26.58% provided an “Average” rating. However, 17.63% of respondents provided rated senior management “Below Average” or “Very Poor” at establishing priorities.

Figure 9: Distribution of the question: “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?” one half (50.52%) of respondents provided a rating of “Excellent” or “Above Average,” while 19.5% provided a rating of “Below Average” or “Very Poor” to the same question.

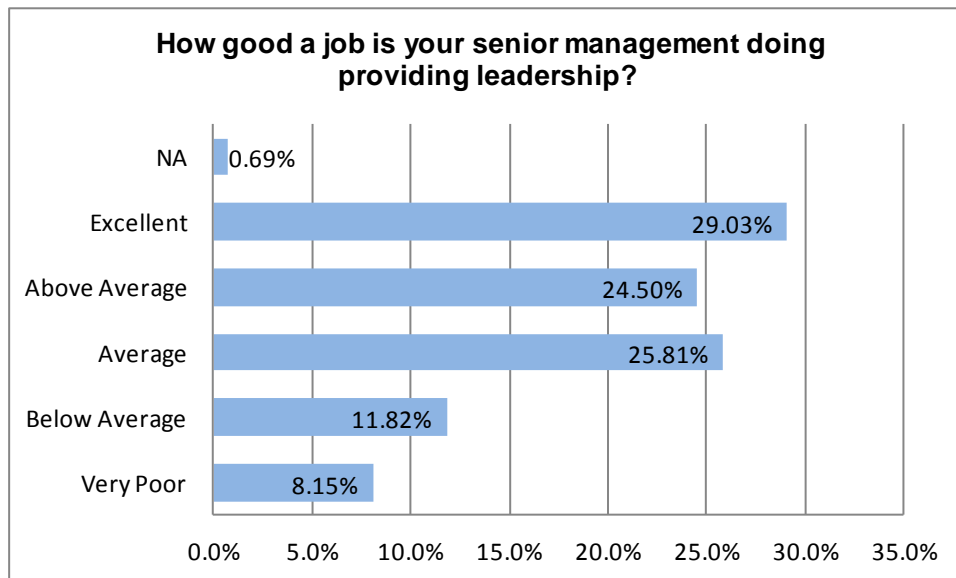
Figure 10: Distribution of the question: “How good a job is your senior management doing making decisions promptly?”





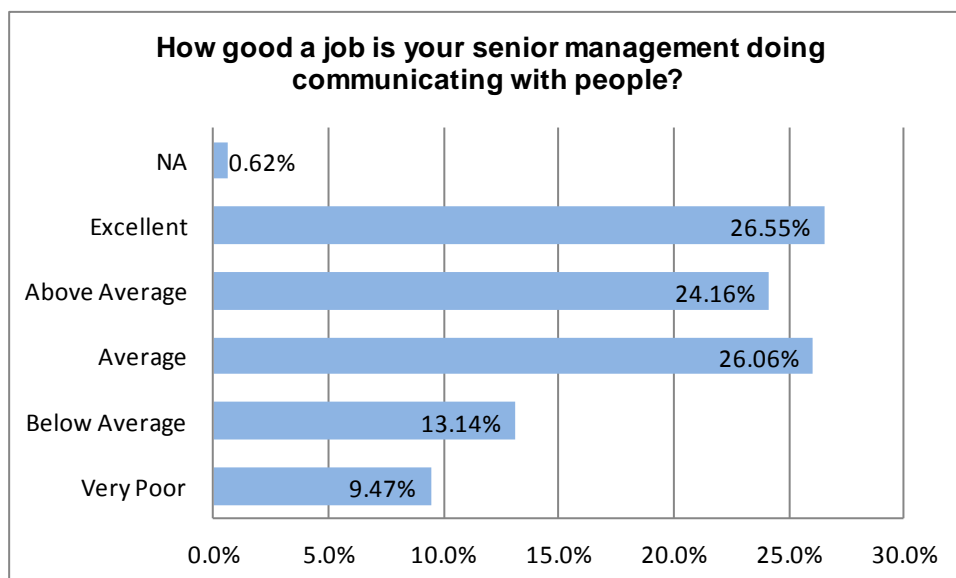
When asked to provide a rating for the question “How good a job is your senior management doing providing leadership?” 29.03% of respondents provided a rating of “Excellent,” while one quarter of respondents each provided ratings of “Above Average” (24.50%) or “Average” (25.81%). Nearly twenty percent (19.97%) of respondents rated senior management “Below Average” or “Very Poor” at providing leadership.

Figure 11: Distribution of the question: “How good a job is your senior management doing providing leadership?”



About a quarter (26.55%) 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” and “Average.” However, 22.61% of respondents provided a rating of “Below Average” or “Very Poor.”

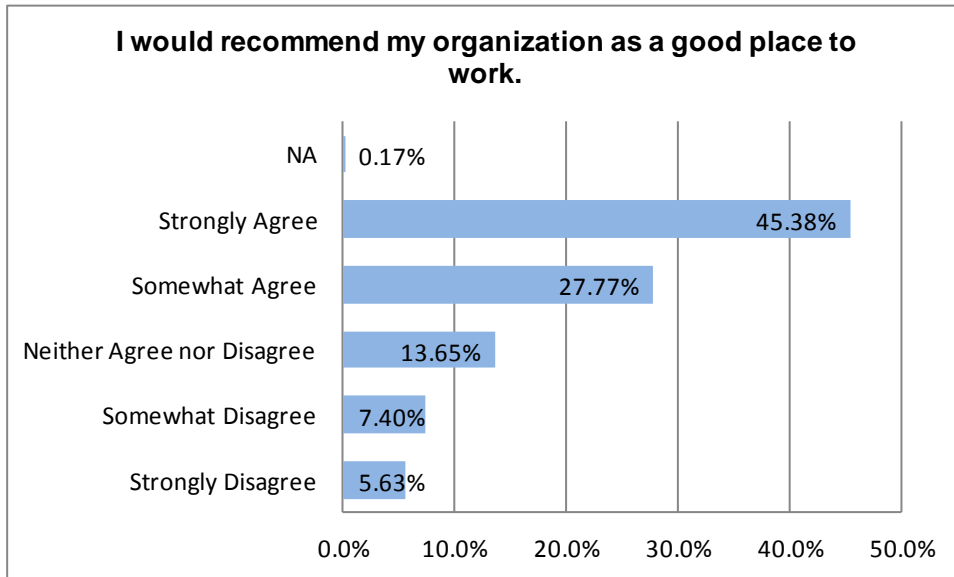
Figure 12: Distribution of the question: “How good a job is your senior management doing communicating with people?”



### 11.4. Breakout analysis: Overall Satisfaction with Organization

The employees' overall satisfaction with organization was measured indirectly by the level of respondents' agreement with the statement: "I would recommend my organization as a good place to work." The table below presents the distribution of RL Site responses. Nearly three quarters (73.15%) of respondents strongly agreed or somewhat agreed that they would recommend their organization as a good place to work, while 13.03% strongly disagreed or somewhat disagreed with this statement.

Figure 13: Overall Satisfaction



## XII. Improving Climate: Focus on High-Impact Factors

The 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 lists the focus areas and the corresponding factors that have a high impact and a moderate/low impact on Hanford organizational and safety climate.

Table 30: Organizational and Safety 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 RL Site. This table allows for the identification of high-impact factors that have scores that are below the overall mean for the RL Site, and thus need special attention. The description of those factors follows.

Table 31: Organizational and Safety Factor Scores versus overall mean RL site

ORGANIZATIONAL AND SAFETY CLIMATE FACTORS			
	Climate Survey Assessment Factors <i>(Listed from High to Low Impact )</i>	RL Site	
		Mean	Diff <sup>1</sup>
<b>Very High Impact</b>	Open Communication and Environment Free From Retribution	<b>4.10</b>	
	Credibility, Trust, And Reporting Error And Problems	4.20	▲
	Demonstrated Safety Leadership	<b>4.09</b>	
	Performance Monitoring Through Multiple Means	4.13	▲
	Management Support To Raise Safety Concerns	4.19	▲
	Effective Resolution of Reported Problems	4.12	▲
	Staff Recruitment, Selection, Retention, And Development	4.00	▼
	Management Engagement And Time In Field	<b>4.04</b>	
<b>Climate Survey Assessment Factors <i>(Listed from High to Low Impact )</i></b>			
<b>High Impact</b>	Questioning Attitude	3.87	▼
	Use Of Operational Experience	3.94	▼
	Clear Expectations And Accountability	4.01	▼
	Internal Avenues Of Redress	3.75	▼
	Teamwork and Mutual Respect	4.11	▲
	Participation In Work Planning And Improvement	4.30	▲
<b>Climate Survey Assessment Factors <i>(Listed from High to Low Impact )</i></b>			
<b>Moderate/Low Impact</b>	Detection and Prevention Of Retaliation	4.37	▲
	Personal Commitment To Everyone's Safety	4.53	▲
	Effective Safety/General Communication	<b>4.08</b>	
	Mindfulness Of Hazards And Controls	<b>4.04</b>	
	Alternate Problem Identification Processes	3.78	▼
	Job Characteristics	3.77	▼
<b>Overall Safety Climate</b>			<b>4.07</b>

<sup>1</sup> Diff is the difference between each RL 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 RL site factor was statistically higher compared to the overall mean. A red triangle ▼ indicates the mean for each RL 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.

As shown in the table above, four out of eight high impact factors are above the overall mean for the RL Site:

- Credibility, Trust and Reporting Errors
- Performance Monitoring Through Multiple Means
- Management Support to Raise Safety Concerns
- Effective resolution of reported problems

The means of these factors are higher than the 4.0, which indicate organization-wide agreement with the presence of a positive climate and are driving the results in a positive direction.

Five high-impact factors have means below the overall mean for the RL Site:

- Staff recruitment, Selection, Retention, and Development,
- Clear Expectations and Accountability,
- Questioning Attitude,
- Use of Operational Experience,
- Internal Avenue of Redress

In addition, three high impact factors Questioning Attitude, Use of Operational experience and Internal Avenue of Redress have ratings below 4.0. The relative importance of the above factors combined with the low scores is repressing overall RL 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 RL Site, and the overall quality of Hanford's organizational and safety climate.

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

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

Findings such as these may appear surprising, given general perceptions of the importance of these particular issues. This may be an indication that RL Site 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 outcomes:

- Work environment
- Organizational trust
- Overall satisfaction with 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. However, the analysis identified three factors that appear to have consistent significant and high impact across all outcomes, which might reflect their large importance for 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

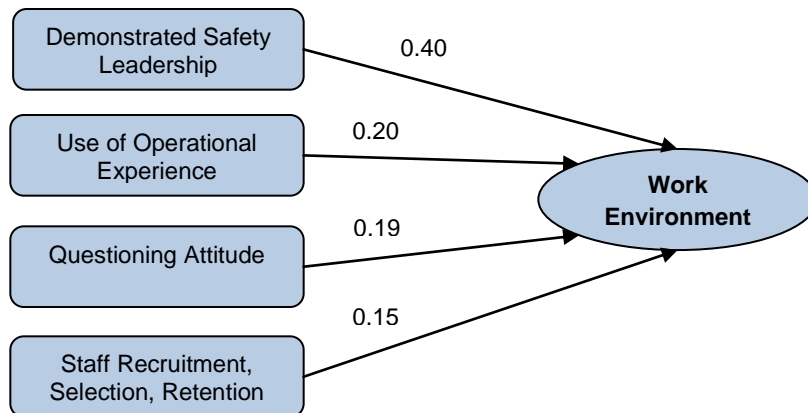


Table 33: Driving Factors of Work Environment Assessment Outcome

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 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

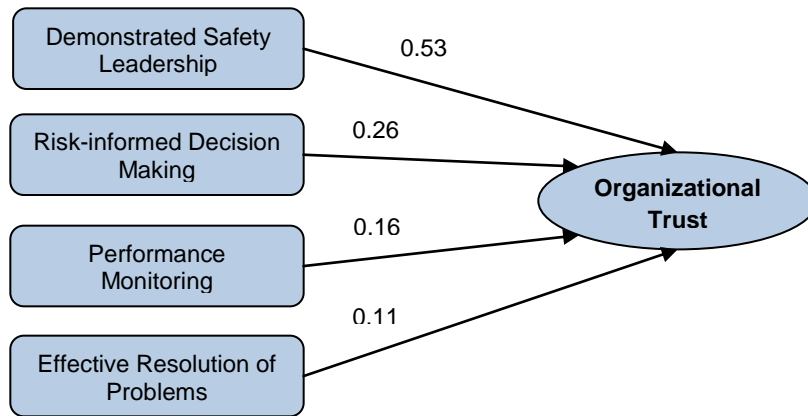


Table 34: Driving Factors of Organizational Trust Outcome

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 Senior Management Performance Assessment**

The employees’ overall 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 Organizational Trust is most affected by the 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 16 shows the significant factors that affect 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 16: Driving Factors of Senior Management Performance Outcome

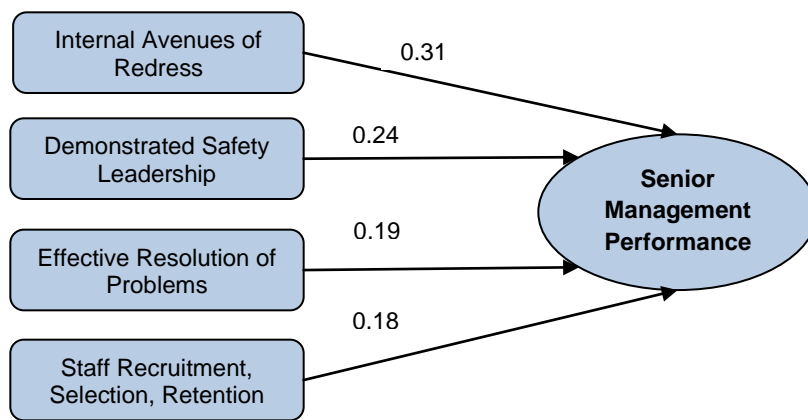


Table 35: Driving Factors of Senior Management Assessment Outcome

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	✓

**Drivers of Overall Satisfaction with Organization**

The employees’ overall satisfaction with 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 trust is most affected by the employee perception of the following factors: Questioning Attitude, Staff Recruitment, Selection, Retention, and Development, and Demonstrated safety Leadership. Figure 3 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 17: Driving Factors of Overall Satisfaction with Organization

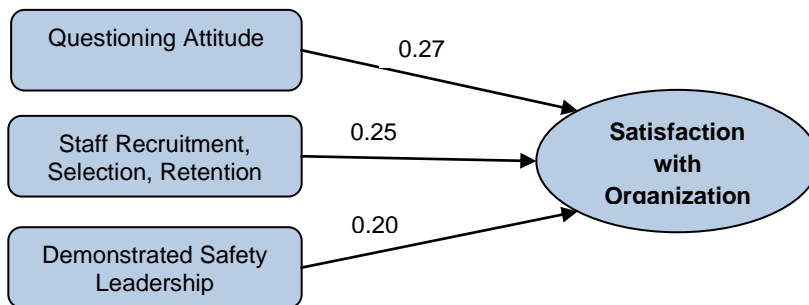


Table 36: Driving Factors of Overall Satisfaction with Organization

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

## XIV. Employee Perspective on Safety Improvement

As final questions 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 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.*

- *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 were 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 matter, other support services take way to 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 went to an "every man for himself" mentality. This is not promoting job accomplishment or safety.*

### **7. Address staffing and skill deficiencies resulting from layoffs.**

8. 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 during layoffs. 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 bees 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.*

### **9. “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	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>FOCUS AREA: LEADERSHIP</b>								
<b><i>Clear expectations and accountability</i></b>								
1	Senior management's expectations regarding safety and quality are clearly communicated.	4.23	4.30%	5.39%	9.01%	25.89%	55.17%	0.24%
2	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.	4.23	4.10%	5.12%	10.54%	22.98%	55.98%	1.29%
3	Personnel at all company levels are held accountable for standards and expectations.	3.56	11.46%	13.94%	14.00%	27.98%	32.38%	0.24%
<b><i>Management engagement and time in field</i></b>								
4	My immediate supervisor listens to and acts on real-time operational information.	4.31	3.32%	4.23%	8.93%	23.86%	57.90%	1.76%
5	My immediate supervisor gives me useful feedback about how to improve my performance.	3.86	6.60%	9.62%	13.99%	30.10%	39.15%	0.54%
6	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.	3.97	7.15%	7.56%	11.63%	27.22%	45.53%	0.92%
<b><i>Risk-informed, conservative decision making</i></b>								
7	My immediate supervisor supports my right to stop work if I see something unsafe.	4.54	2.68%	1.97%	5.63%	17.69%	70.20%	1.83%
8	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.	4.10	3.31%	5.96%	14.42%	28.56%	46.26%	1.50%
9	My company consistently makes decisions that support safe, reliable operations.	4.02	4.67%	8.29%	11.65%	30.91%	44.25%	0.24%
10	My company sacrifices the quality of our products/services in order to meet schedules/deadlines	3.41	10.47%	19.14%	15.82%	28.35%	26.22%	0.00%
11	Management allocates resources to meet safety needs.	4.17	3.86%	6.50%	9.48%	28.82%	50.63%	0.71%
<b><i>Open communication and fostering an environment free from retribution</i></b>								
12	Managers in my company apply the disciplinary process fairly and consistently.	3.41	12.42%	11.91%	23.17%	20.49%	27.48%	4.55%
13	My immediate supervisor encourages me to make suggestions to improve safety or quality.	4.23	3.77%	4.85%	10.52%	25.37%	54.68%	0.81%
14	I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.	4.04	7.96%	8.06%	9.08%	21.31%	52.61%	0.98%
15	I feel free to approach my immediate supervisor regarding any concern.	4.39	4.71%	4.95%	4.00%	18.98%	67.05%	0.31%
16	There is honest communication about safety issues in my immediate workgroup.	4.36	2.31%	3.29%	7.73%	28.80%	57.06%	0.81%



## 2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>Demonstrated safety leadership</b>								
17	Senior management sets high standards for safety performance through their own actions.	3.91	5.44%	7.13%	18.24%	28.78%	39.56%	0.84%
18	Senior management actions demonstrate that safety is just as important as meeting production goals.	3.84	8.56%	9.54%	13.24%	26.15%	42.17%	0.34%
19	Managers in my company show concern for workers' well-being.	4.09	5.09%	7.63%	9.87%	27.65%	49.59%	0.17%
21a	My immediate supervisor supports compliance with procedures.	4.50	1.80%	2.58%	5.87%	22.98%	66.46%	0.31%
<b>Staff recruitment, selection, retention, and development</b>								
20	My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.	3.80	6.90%	11.21%	13.76%	30.91%	36.68%	0.54%
21	People in my immediate work group continually try to improve our performance.	4.08	2.34%	6.16%	10.09%	44.46%	36.95%	0.00%
22	My company values and practices learning from past experience and mistakes.	4.06	4.69%	7.04%	11.70%	30.20%	45.99%	0.37%
23	My immediate supervisor supports my professional development.	4.08	5.32%	6.00%	13.86%	23.75%	50.07%	1.02%
<b>FOCUS AREA: EMPLOYEE ENGAGEMENT</b>								
<b>Personal commitment to everyone's safety</b>								
24	I understand my responsibility for safety	4.82	0.27%	0.14%	1.83%	12.92%	84.68%	0.17%
25	My company has clearly defined and written:							
25a	a) Roles related to safety	4.40	2.27%	3.15%	6.23%	29.08%	59.04%	0.24%
25b	b) Responsibilities related to safety	4.40	2.27%	3.08%	6.64%	27.88%	59.89%	0.24%
25c	c) Authorities related to safety	4.30	2.59%	4.08%	9.43%	28.18%	55.34%	0.37%
26	Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.	4.45	1.53%	2.82%	5.09%	30.43%	59.53%	0.61%
27	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.	4.79	0.44%	0.37%	2.65%	13.03%	82.97%	0.54%

## 2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>Teamwork and mutual respect</b>								
28	Within the last year, I have <u>NOT</u> observed retaliation among my peers.	4.08	7.57%	8.08%	10.69%	14.76%	57.41%	1.49%
29	I feel comfortable enough to express my opinion when discussing safety issues with my team even if that means disagreeing with colleagues.	4.39	2.95%	3.66%	6.04%	25.82%	61.05%	0.48%
30	The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	2.51%	4.68%	7.50%	32.98%	51.75%	0.58%
31	My coworkers look out for each others' safety.	4.55	1.02%	1.15%	5.70%	25.52%	66.00%	0.61%
32	At the Hanford site, organizational boundaries do <u>NOT</u> affect how we work as a team.	3.22	14.19%	19.66%	16.06%	26.69%	21.66%	1.73%
<b>Participation in work planning and improvement</b>								
33	I feel I can personally stop unsafe work.	4.52	2.58%	2.45%	5.78%	18.50%	69.98%	0.71%
34	I am encouraged to come up with new and better ways of performing work.	4.09	4.51%	6.78%	11.33%	29.70%	47.37%	0.31%
<b>Mindfulness of hazards and controls</b>								
35	My company corrects problems the first time they are identified.	3.61	6.75%	12.02%	20.62%	32.12%	26.91%	1.57%
36	My coworkers actively look for equipment or facilities that may be unsafe.	3.96	4.47%	4.30%	17.11%	34.23%	35.68%	4.20%
37	My coworkers take the necessary precautions during their work to avoid hazards.	4.52	0.98%	1.29%	5.12%	29.52%	61.79%	1.29%
<b>Job characteristics</b>								
38	My workload is reasonable.	3.91	4.78%	9.83%	12.03%	36.67%	36.56%	0.14%
39	Priorities or work objectives are changed so frequently I have trouble getting my work done.	3.28	13.01%	20.13%	16.50%	26.97%	23.38%	0.00%
40	Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.	4.13	3.84%	7.03%	9.61%	31.14%	47.84%	0.54%

## 2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>FOCUS AREA: LEARNING ORGANIZATION</b>								
<b><i>Performance monitoring through multiple means</i></b>								
41	My company's commitment to quality is apparent in what we do on a day-to-day basis.	3.88	6.28%	10.28%	12.42%	31.39%	39.46%	0.17%
42	My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).	4.41	2.17%	2.14%	9.84%	23.31%	61.15%	1.39%
43	My company responds when safety indicators show that performance is degrading.	4.11	3.07%	4.49%	16.20%	29.06%	45.05%	2.13%
<b><i>Use of operational experience</i></b>								
44	We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.	4.17	2.94%	4.39%	10.61%	35.82%	45.59%	0.64%
45	The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.	3.93	4.21%	6.04%	16.62%	34.06%	34.43%	4.65%
46	Mistakes are used as opportunities to learn rather than blame.	3.71	9.12%	11.62%	13.15%	30.60%	35.28%	0.24%
<b><i>Credibility, trust and reporting errors and problems</i></b>								
47	In my company, people are willing to report safety issues.	4.24	4.04%	5.90%	7.53%	26.42%	55.80%	0.31%
48	There is a feeling of trust and respect in my immediate workgroup.	4.07	5.37%	7.04%	10.06%	30.26%	47.06%	0.20%
49	My immediate supervisor is trustworthy.	4.29	4.42%	4.82%	9.75%	18.75%	61.89%	0.37%
<b><i>Questioning attitude</i></b>								
50	I am treated with dignity and respect when I raise a safety issue.	4.16	4.14%	4.93%	12.30%	23.57%	50.27%	4.79%
51	My company has established an environment where people can challenge our traditional ways of doing things.	3.59	8.29%	13.64%	13.94%	39.19%	24.94%	0.00%
52	I feel comfortable expressing differing opinions within:							
52a	a) My company	3.67	7.61%	12.70%	14.57%	35.60%	29.52%	0.00%
52b	b) My immediate workgroup	4.09	4.41%	7.29%	7.56%	36.14%	44.58%	0.03%
<b><i>Effective resolution of reported problems</i></b>								
53	Management takes action to investigate and correct accidents and incidents.	4.25	2.79%	4.67%	9.83%	29.00%	52.56%	1.15%
54	I am confident that safety concerns I raise will be listened to and acted on.	4.04	4.58%	8.88%	10.77%	29.02%	46.37%	0.38%
55	Management acts decisively when a safety concern is raised.	4.07	4.14%	6.70%	11.66%	31.50%	44.87%	1.13%
<b><i>Effective safety/general communication</i></b>								
56	My company communicates important information in a timely manner.	3.97	4.70%	9.80%	8.22%	38.10%	39.08%	0.10%
57	My immediate supervisor informs me about risks associated with my work.	4.18	3.20%	5.13%	12.27%	26.55%	49.46%	3.40%

2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>FOCUS AREA: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)</b>								
<b><i>Management support/encouragement to raise safety concerns</i></b>								
58	Management at all levels encourages me to raise safety concerns through my avenue of choice.	4.30	2.95%	4.53%	9.37%	25.94%	56.62%	0.58%
59	I believe my immediate supervisor wants me to report any concerns I might have.	4.40	2.86%	4.38%	7.20%	20.92%	64.40%	0.24%
60	I am free to raise safety concerns without fear of retaliation	4.11	5.53%	4.87%	13.45%	24.74%	50.69%	0.72%
61	If I raise a safety issue to my immediate supervisor:							
61a	a) The issue/opinion is listened to	4.36	2.05%	3.69%	8.91%	25.28%	56.82%	3.24%
61b	b) The issue/opinion is resolved in an open/transparent manner	4.11	3.37%	6.05%	13.53%	27.09%	46.21%	3.76%
61c	c) The issue/opinion is resolved promptly	4.02	3.44%	7.43%	15.60%	27.02%	42.69%	3.82%
61d	d) Feedback is provided to me in a timely manner	4.04	4.28%	6.30%	14.75%	26.93%	43.67%	4.07%
<b><i>Internal Avenues of Redress</i></b>								
<b><i>Corrective Action Systems</i></b>								
62	I am confident my company's corrective action system:							
62a	a) Effectively prioritizes issues	3.58	6.14%	11.72%	23.02%	32.18%	24.17%	2.77%
62b	b) Provides both traceability and transparency in how issues are resolved	3.71	4.86%	9.41%	22.74%	32.50%	27.67%	2.81%
62c	c) Enables rapid response to imminent problems while closing minor issues in a timely manner	3.59	6.34%	12.23%	22.47%	30.41%	25.98%	2.58%
62d	d) Is supported by my company senior management	3.95	4.04%	5.98%	20.32%	27.77%	39.39%	2.51%
63	My company's corrective action system is easy to use.	3.38	7.15%	12.25%	30.88%	24.49%	18.88%	6.35%
<b><i>Other Avenues of Redress</i></b>								
64	I am comfortable raising concerns to:							
64a	a) A Union Safety Representative, if applicable	4.16	2.29%	3.22%	9.62%	12.98%	32.32%	39.58%
64b	b) Human Resources	3.72	10.03%	10.48%	15.24%	22.36%	39.25%	2.64%
64c	c) Labor Relations	3.73	7.91%	6.64%	15.58%	16.72%	31.54%	21.60%
65	I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.	3.98	5.06%	6.16%	17.57%	21.94%	42.92%	6.36%

2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						NA
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	
<b>Alternate Problem Identification Processes</b>								
<b>Differing of Professional Opinions Process</b>								
66	I am aware of the DOE Differing of Professional Opinion process.	3.15	19.97%	12.05%	21.24%	17.80%	24.10%	4.85%
<b>Contractor Employee Concerns Programs</b>								
67	I know how, or who to contact, to submit a concern with my company's Employee Concern Program.	4.33	2.65%	4.63%	6.81%	28.47%	57.19%	0.25%
68	I believe senior management supports my company's Employee Concerns Program.	4.12	4.65%	5.03%	14.33%	25.09%	50.44%	0.46%
69	If I were uncomfortable raising a concerns through other means, I would raise the concern with my company's Employee Concerns Program.	4.10	5.67%	6.51%	11.55%	24.45%	51.22%	0.59%
<b>DOE Employee Concerns Programs</b>								
70	I know how, or who to contact, to submit a concern with the DOE Employee Concern Program.	3.97	5.48%	8.95%	11.97%	28.97%	43.34%	1.28%
71	I believe senior management supports the DOE Employee Concerns Program.	4.06	4.85%	4.50%	18.12%	23.80%	47.28%	1.45%
72	If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE Employee Concerns Program.	3.98	6.39%	6.56%	15.69%	24.44%	45.59%	1.32%
<b>Detection &amp; Prevention of Retaliation</b>								
73	Within the past year I have <u>NOT</u> experienced retaliation for raising a safety issue/concern from:							
73a	a) My immediate supervisor	4.60	2.44%	1.75%	5.43%	10.51%	70.71%	9.17%
73b	b) Any of my company managers	4.45	3.52%	3.66%	6.87%	10.95%	64.91%	10.09%
73c	c) My peers	4.60	1.79%	2.03%	5.61%	12.15%	69.12%	9.29%
73d	d) DOE	4.56	2.21%	1.38%	7.85%	9.44%	65.47%	13.65%
73e	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:							
74	A chilling effect does <u>NOT</u> exist in my immediate workgroup.	4.12	6.70%	6.59%	10.94%	18.76%	56.22%	0.78%
75	If I were aware of a chilling effect, I would report it.	4.09	6.47%	6.20%	12.54%	20.65%	53.29%	0.85%

2012 Hanford Climate Survey Report – RL Site

No.	Item	RL Site						
		Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
<b>Work Environment Assessment</b>								
76	The work environment in my company has improved over the past year.	3.31	12.61%	10.94%	28.62%	21.79%	22.20%	3.84%
<b>Organizational Trust</b>								
77	I trust my company to do the right things to protect environmental and public safety.	4.05	6.10%	5.46%	12.75%	28.03%	47.39%	0.27%
78	I trust my company to do the right things to protect workers' safety and health.	4.02	5.92%	8.09%	10.39%	29.38%	46.07%	0.14%
<b>Overall Satisfaction with Organization</b>								
79	I would recommend my company as a good place to work.	4.00	5.63%	7.40%	13.65%	27.77%	45.38%	0.17%
<b>Senior Management Assessment</b>								
80	In your judgment, with all things considered, how good a job is your senior management doing:							
80a	a) Stating objectives clearly	3.72	4.62%	8.56%	27.02%	29.37%	29.81%	0.62%
80b	b) Establishing priorities	3.58	6.19%	11.44%	26.58%	28.21%	26.62%	0.97%
80c	c) Making decisions promptly	3.50	6.81%	12.69%	28.80%	25.52%	25.00%	1.18%
80d	d) Providing leadership	3.55	8.15%	11.82%	25.81%	24.50%	29.03%	0.69%
80e	e) Communicating with people	3.45	9.47%	13.14%	26.06%	24.16%	26.55%	0.62%

**XVI. Overall Climate Score by Organization**

SUPPORTED ORGANIZATION		SCWE Index
Organization	Sub-Organization	
Overall RL Site		101%
DOE-RL	Overall DOE-RL	104%
DOE-RL	MGR [Includes: EEO, ECP, OCE, OCC, AMs, Direct Rpts.]	108%
DOE-RL	AMRP	109%
DOE-RL	AMSE	93%
DOE-RL	AMMS	104%
DOE-RL	AMBF	107%
CSC-HOHS	Overall CSC/HOHS [Includes: HPM]	102%
CHPRC	Overall CHPRC	98%
CHPRC	Office of the President [Includes: Communications, Internal Audit, Legal, ECP]	115%
CHPRC	SHS&Q - Safety, Health, Security, & Quality [Includes: RP & EP, S&S, NS&E, QA, QS, PA, CA, OP]	99%
CHPRC	EP&SP - Env Program & Strategic Planning [Includes: Env QA, Env Prot, Field/Reg Services, etc.]	106%
CHPRC	PC & PI - Prime Contract & Project Integration	97%
CHPRC	100K D&D	96%
CHPRC	PFP - Plutonium Finishing Plant Closure Project	94%
CHPRC	WFMP - Waste and Fuels Management Program	98%
CHPRC	S&GWR - Soil and Ground Water Remediation	98%
CHPRC	EP & C - Engineering Projects & Construction	96%
CHPRC	Business Services [Includes: LR, HR, EEO, Training/ Procedures, Controller, Contracts Mgmt & Fac Services, etc.]	105%
MSA	Overall MSA	100%
MSA	Office of MSC Project Manager [Includes: MSC Proj Office, Legal, Ethics/Ind. Oversight, Comm/Ext Affairs, etc.]	106%
MSA	PP&I - Project Planning & Integration [Includes: Proj Mgmt, Interface Mgmt, Strategic Planning]	108%
MSA	HR - Human Resources [Includes: Ben Admin, LR, Ben & Acc]	108%
MSA	SH&Q - Safety, Health & Quality [Includes: Worker Prot Prgm Mgmt, S&H Prgm, SI&L Safety, ES&T Safety, etc.]	101%
MSA	RC - Radiological Control [Includes: RC Tech Support]	83%
MSA	QA - Quality Assurance [Includes: AVS, QA Prgms/Assessments]	
MSA	PA/SC&A - Performance Assurance/Safety Culture & Analysis	
MSA	S&S - Safeguards & Security [Includes: Emergency Serv & Training Mgmt, SAS M&A, Safeguards & PA, Sec Ops, PhysSec, etc.]	104%
MSA	Hanford Patrol [Includes: Ops Support & Training, PTA, HPO]	100%
MSA	Fire & Emergency Response [Includes: HFD]	86%
MSA	Emergency Management [Includes: EM Prgm Mgmt, Cont & Site EM Support, RAP, ONC]	108%
MSA	F&A – Finance & Accounting [Includes: Business Ops Mgmt, Gen Acct, Payroll & Disburse, Proj Fin]	106%
MSA	CSCM - Contracts/Supply Chain Management [Includes Cont Support, Subcont & Procure, Mat. Acq, Procure Eng]	103%
MSA	IM - Information Management [Includes: Infrast/Cyber Security; Field, Info, and Repro Services; CTS; C&RM; etc.]	104%
MSA	HAMMER/Training Services	104%
MSA	PC - Program Controls [Includes: PC, Perf Rptg, EVM, Risk Mgmt]	110%
MSA	PM - Portfolio Management [Includes: Lifecycle Reporting, DOE/ORP Proj Support, Risk Mgmt]	109%
MSA	E&ES - Energy & Environmental Services [Includes: Env. Integ., Permits, Policy, Rep, etc.]	101%
MSA	WSCF Analytical Services	87%

## 2012 Hanford Climate Survey Report – RL Site

MSA	SIL Technical Services [Includes: Prgm Mgmt, Tech Services, Custodial Services]	110%
MSA	Property & Warehouse/Land & Facilities Mgmt [Includes: Stores Delivery, Asset Control]	105%
MSA	Crane & Rigging [Includes: Support Staff]	91%
MSA	Maintenance Services/Work Mgmt [Includes: Carpenters, Masons, Mechanical, Electrical, Support Services, Painters, etc.]	91%
MSA	Public Works [Includes: Electrical Utilities, Operations, Engineering, Projects & Programs, etc.]	98%
MSA	Fleet Services [Includes: Fleet Mgmt, Heavy/Light Fleet Maintenance (North & South) Support Service Groups]	89%
MSA	Motor Carrier Services [Includes: Heavy Equip Ops, Road Maintenance/Sanitation, Bio Controls]	94%
MSA	SI&L Matrixed Support [Includes: HAMMER, WRPS Facilities, (CHPRC Support: Surveillance/Maintenance, etc.)]	101%
MSA	LMSI - Lockheed Martin Services, Inc.	107%
WCH	Overall WCH	103%
WCH	Office of Project Manager and President	
WCH	Office of Safety, Health & Quality	106%
WCH	D4/ISS Closure	99%
WCH	Waste Operations	98%
WCH	Field Remediation Closure	105%
WCH	Office of Project Services [Includes: Controller & CFO, HR, LR, Infrast. & Info Services, Info Tech, etc.]	106%
WCH	Office of Communications & Public Affairs	
WCH	Office of Project Integration [Includes: Proj Controls, Risk Mgmt/REA & Reporting]	109%
WCH	Office of Contract Closure	109%
WCH	Eberline Services Hanford, Inc.	99%
WCH	ROS	
WCH	Subcontractor	102%



**XVII. SCWE Index by Organizations**

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2012 Hanford Climate Survey Report – RL Site

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