The 2012 Hanford Organizational Climate and SCWE Survey

Washington Closure Hanford (WCH)

Table of Contents

Introduction

The goal of the 2012 Hanford Organizational Climate and SCWE Survey is to provide measurement of Hanford Site employee perceptions of organizational culture associated with the attributes of Safety Culture and Safety Conscious Work Environment (SCWE), using statistical methods to ensure validity of all employee responses, and to provide feedback 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 Safety Climate. These 21 factors are grouped into four focus areas: Leadership Involvement, Employee Engagement, Learning Organization, and Safety Conscious Work Environment (SCWE).

This report can be used to identify areas for improvement in the organizational climate. These include the following:

- Identification of major factors that can be targeted as core objectives for improvement.

- Identification of specific sub-groups that require closer attention in order to improve elements of the organization.

- Identification of success areas that can be examined more closely in order to spread the use of successful practices that lead to high climate ratings by personnel.

Safety Culture and Climate Focus Areas and Factors

The 2012 Organizational Climate and SCWE Survey measures safety culture and climate by examining four focus areas and 21 factors that provide information on the safety culture attributes for the overall Hanford Site and for 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: Organizational Climate Focus Areas and Factors examined in the survey

Focus Areas	Definition	Factors
Leadership Involvement	Measures the degree to which employees believe that their immediate managers and senior leaders demonstrate commitment to safety through their actions, support the implementation of safety culture attributes, ensure that the workplace is free from harassment, support employees with opportunities to improve their skills, and clearly define the job- and safety- related roles and responsibilities.	• Clear Expectations and Accountability • Management Engagement and Time in Field • Risk-Informed, Conservative Decision Making • Open Communication and Fostering an Environment Free from Retribution • Demonstrated Safety Leadership • Staff Recruitment, Selection, Retention and Development
Employee Engagement	Measures the extent of employees' own and their co-workers' commitment to safety and organizational objectives, degree to which employees are involved in planning and improvement of work practices, and identification and prevention of hazards.	• Personal Commitment to Everyone's Safety • Teamwork and Mutual Respect • Participation in Work Planning and Improvement • Mindfulness of Hazards and Controls • Job Characteristics
Learning Organization	Measures 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.	• Performance Monitoring Through Multiple Means • Use of Operational Experience • Credibility, Trust and Reporting Errors and Problems • Questioning Attitude • Effective Resolution of Reported Problems • Effective Safety/General Communication
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.	• Management Support/Encouragement to Raise Safety Concerns • Internal Avenues of Redress • Alternate Problem Identification Processes • Detection and Prevention of Retaliation

Interpreting the Survey Results Presented in this Report

This report provides survey results for WCH. Throughout this report, WCH is referred to as "this organization." Participants designated as this organization's employees in this report are those who self-identified this organization as the one they support the majority of the time in their daily activities. It is important to note that a participant's response to this survey question may differ from their response to the survey question "Who is your employer?"

This report presents results for each of the four safety culture and climate focus areas and individual factors that make up each focus area. In addition, question-level results for this organization are presented in the final section of this report.

Mean, or average, scores for this organization are reported for each of the four focus areas as well as for the 21 factors that make up the focus areas. The mean scores are based on a five-point scale for which "1" is the lowest possible score and "5" is the highest possible score. The mean scores for this organization are also compared to the overall Richland (RL) Site.

A focus area or factor-level score of 4.0 or higher would indicate that, on average, there is agreement with statements that describe a positive climate in this organization and/or the overall RL Site. A score below 3.0 would indicate that, on average, there is disagreement with statements that describe a positive climate in this organization and/or the overall RL Site. While a rating of 3.0 to 3.9 is within 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 and improvement within those areas.

When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores. In determining whether this location's survey results differ significantly (i.e., whether a triangle or inverted triangle appears), we use the following criteria: If results are significant, t-value less than .05, based on a two-tailed t test with a ± 5% margin of error at a 95% confidence level, and if the percentage difference in the mean scores being compared is greater than ± 2%, the difference is considered to be significant. By using these two criteria to qualify a difference as being significant, we establish a more stringent and therefore meaningful measure of the difference. Additionally, if any sub-groups of this organization have fewer than 10 survey responses, "ND" is noted in tables to indicate "No Data" available to report.

Key Findings for this Organization

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 763 employees at WCH participated in the survey. The focus areas mean scores for this organization are in the range of 4.11 to 4.24. Scores above 4.0 indicate organization-wide agreement with the presence of a positive climate.

Nearly all evaluated focus areas and factors achieved significantly higher ratings for WCH than for the overall RL Site. While no focus areas or factors achieved significantly lower ratings for WCH than for the overall RL Site, areas which achieved a mean score below 4.0 reflect only moderate agreement among employees that climate characteristics exist within their workplace, suggesting a need for improvement. Within WCH, these areas with ratings below 4.0 include: Job Characteristics, Internal Avenues of Redress, Alternate Problem Identification Processes, Work Environment Assessment, and Senior Management Assessment.

Standout Focus Areas and Factors

The following focus areas and factors for his organization have significantly higher or lower mean compared to the overall RL Site.

For this organization, the following focus areas have a mean score that is significantly higher than the overall RL Site:

➢ **Leadership Involvement, Employee Engagement, Learning Organization, and Safety Conscious Work Environment.**

For this organization, the following focus areas have a mean score that is significantly lower than the overall RL Site:

➢ **No focus areas significantly lower than the overall RL Site mean.**

For this organization, the following factors have a mean score that is significantly higher than the overall RL Site:

➢ **Clear Expectations and Accountability; Management Engagement and Time in Field; Risk-Informed, Conservative Decision Making; Open Communication and Fostering an Environment Free From Retribution; Demonstrated Safety Leadership; Staff Recruitment, Selection, Retention, and Development; Personal Commitment to Everyone's Safety; Teamwork and Mutual Respect; Participation in Work Planning and Improvement; Mindfulness of Hazards and Controls; Job Characteristics; Performance Monitoring Through Multiple Means; Use of Operational Experience; Credibility, Trust, and Reporting Errors and Problems; Questioning Attitude; Effective Resolution of Reported Problems; Effective Safety/General Communication; Management Support/Encouragement to Raise Safety Concerns; Internal Avenues of Redress.**

For this organization, the following factors have a mean score that is significantly lower than the overall RL Site:

➢ **No factors significantly lower than the overall RL Site mean.**

Standout Organizational Outcomes

For this organization, the following focus areas have a mean score that is significantly higher than the overall RL Site:

> **Work Environment Assessment; Organizational Trust; Overall Satisfaction with Organization; Senior Management Assessment.**

For this organization, the following focus areas have a mean score that is significantly lower than the overall RL Site:

> **No focus areas significantly lower than the overall RL Site mean.**

Areas of Strength and Weakness

The following factors have the highest and the lowest rating scores for this organization.

For this organization, the five factors with the highest rating scores are as follows:

> **Personal Commitment to Everyone's Safety; Detection and Prevention of Retaliation; Participation in Work Planning and Improvement; Management Support/Encouragement to Raise Safety Concerns; Performance Monitoring Through Multiple Means.**

For this organization, the five factors with the lowest rating scores are as follows:

> **Clear Expectations and Accountability; Questioning Attitude; Internal Avenues of Redress; Job Characteristics; Alternate Problem Identification Processes.**

The Overall Focus Areas and Factors Scores

The 2012 Organizational Climate and SCWE Survey analysis that follows provides an examination of employees' attitudes and behavior relative to the four safety culture and climate focus areas. Table 2 presents mean scores results for these four focus areas and compares this organization's results to the overall RL Site-level results.

Table 2: Overall Scores on Main Focus Areas

Focus Area	Overall RL Site	WCH	
	Mean	Mean	Diff
Leadership Involvement	4.05	4.18	0.13 ▲
Employee Engagement	4.15	4.24	0.09 ▲
Learning Organization	4.06	4.19	0.13 ▲
Safety Conscious Work Environment	4.02	4.11	0.09 ▲

Note: The presented numbers are rounded to two decimal places. The differences between the mean scores are calculated on whole, unrounded numbers. When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores.

Table 3 provides a summary of results for 21 organizational factors compares this organization's results to the overall RL Site-level results.

Table 3: Overall Scores on Climate Factors

Focus Area	Climate Factor	Overall RL Site	WCH	
		Mean	Mean	Diff
Leadership Involvement	Clear Expectations and Accountability	4.01	4.13	0.12 ▲
	Management Engagement and Time in Field	4.04	4.14	0.09 ▲
	Risk-Informed, Conservative Decision Making	4.04	4.19	0.15 ▲
	Open Communication and Fostering an Environment Free From Retribution	4.10	4.18	0.09 ▲
	Demonstrated Safety Leadership	4.09	4.28	0.19 ▲
	Staff Recruitment, Selection, Retention, and Development	4.00	4.15	0.15 ▲
Employee Engagement	Personal Commitment to Everyone's Safety	4.53	4.58	0.06 ▲
	Teamwork and Mutual Respect	4.11	4.17	0.06 ▲
	Participation in Work Planning and Improvement	4.30	4.37	0.07 ▲
	Mindfulness of Hazards and Controls	4.04	4.18	0.13 ▲
	Job Characteristics	3.77	3.89	0.12 ▲
Learning Organization	Performance Monitoring Through Multiple Means	4.13	4.29	0.16 ▲
	Use of Operational Experience	3.94	4.14	0.20 ▲
	Credibility, Trust and Reporting Errors and Problems	4.20	4.25	0.05
	Questioning Attitude	3.87	4.00	0.13 ▲
	Effective Resolution of Reported Problems	4.12	4.28	0.16 ▲
	Effective Safety/General Communication	4.08	4.18	0.11 ▲
Safety Conscious Work Environment	Management Support/Encouragement to Raise Safety Concerns	4.19	4.30	0.10 ▲
	Internal Avenues of Redress	3.75	3.90	0.15 ▲
	Alternate Problem Identification Processes	3.78	3.84	0.06
	Detection and Prevention of Retaliation	4.37	4.41	0.04

Note: The presented numbers are rounded to two decimal places. The differences between the mean scores are calculated on whole, unrounded numbers. When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores.

The following tables present information about the basic characteristics of survey respondents from this organization. Table 4 shows the number of employees from this organization who completed the survey. Table 5 presents information about respondents' length of time with their current employer, job function, and length of employment on the Hanford Site.

It is important to note that the total count of individuals in each demographic category may not add up to the total number of respondents of the facility because, in some cases, individuals omitted responses to some of the demographic questions or mis-identified their organizational affiliation.

Table 4: Participation Rate

Supported Organization	Participation	
	N	%
Overall RL Site	2,964	100.0%
WCH	763	25.7%

Table 5: Employee Characteristics Summary

Category	Demographic Group	Overall RL Site		WCH	
		N	%	N	%
Employment Tenure	Less than 1 year	215	7.5%	108	14.4%
	1 to 5 years	1,718	59.6%	371	49.6%
	6 to 10 years	378	13.1%	218	29.1%
	11 to 19 years	245	8.5%	40	5.3%
	20+ years	328	11.4%	11	1.5%
Job Function	HAMTC	600	20.5%	116	15.6%
	CWC&BTC	40	1.4%	31	4.2%
	HGU	39	1.3%	ND	-
	Nursing	ND	-	ND	-
	Administrative	228	7.8%	46	6.2%
	Technical/Scientific	800	27.3%	250	33.7%
	Business/Administrative	336	11.5%	65	8.8%
	Management	550	18.8%	148	19.9%
	Specialists/Others	326	11.1%	86	11.6%
Site Tenure	Less than 3 years	409	14.1%	163	21.9%
	3 to 10 years	778	26.8%	285	38.3%
	11 to 19 years	624	21.5%	149	20.0%
	20+ years	1,095	37.7%	147	19.8%

Focus Area 1: Leadership Involvement

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

This focus area consists of six sub-areas, or factors, each measured with a series of questions or rating statements. Respondents were asked to rate each statement on a five-point scale for which "1" means strongly disagree and "5" means strongly agree.

Table 6: Leadership Involvement — Factors and Questions/Statements
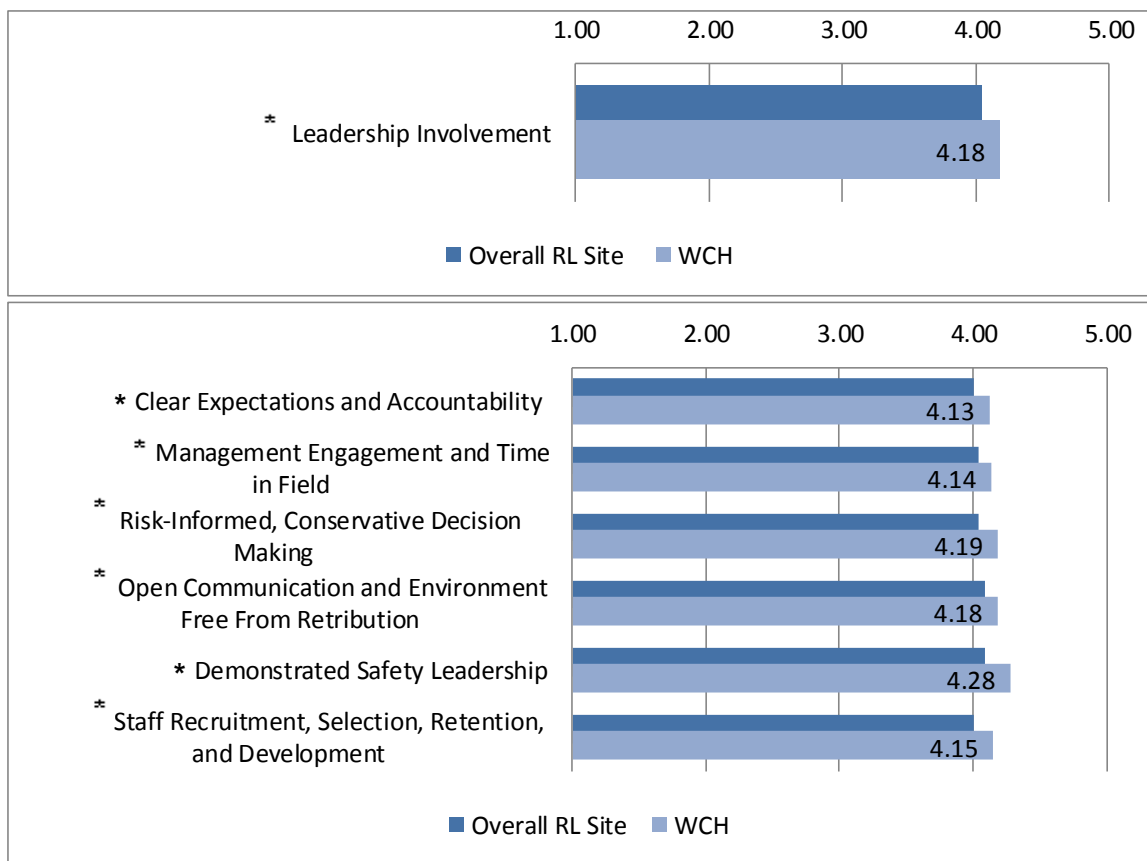
Factors	Question/Rating Statements
Clear expectations and accountability	Senior management's expectations regarding safety and quality are clearly communicated.
	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.
	Personnel at all company levels are held accountable for standards and expectations.
Management engagement and time in field	My immediate supervisor listens to and acts on real-time operational information.
	My immediate supervisor gives me useful feedback about how to improve my performance.
	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.
Risk-informed, conservative decision making	My immediate supervisor supports my right to stop work if I see something unsafe.
	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.
	My company consistently makes decisions that support safe, reliable operations.
	My company sacrifices the quality of our products/services in order to meet schedules/deadlines.
	Management allocates resources to meet safety needs.
Open communication and fostering an environment free from retribution	Managers in my company apply the disciplinary process fairly and consistently.
	My immediate supervisor encourages me to make suggestions to improve safety or quality.
	I feel free to talk about work-related issues with someone more senior than my immediate supervisor when I need to.
	I feel free to approach my immediate supervisor regarding any concern.
	There is honest communication about safety issues in my immediate workgroup.
Demonstrated safety leadership	Senior management sets high standards for safety performance through their own actions.
	Senior management actions demonstrate that safety is just as important as meeting production goals.
	Managers in my company show concern for workers' well-being.
	My immediate supervisor supports compliance with procedures.
Staff recruitment, selection, retention, and development	My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.
	People in my immediate work group continually try to improve our performance.
	My company values and practices learning from past experience and mistakes.
	My immediate supervisor supports my professional development.

Leadership Involvement Factor Scores

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

A mean score of "1" is the lowest response possible, and indicates that respondents feel the level of Leadership Involvement is low. A mean score of "5" is the highest response possible, and 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.

Figure 1: Leadership Involvement Factor Scores

Note: An asterisk * indicates that this organization's scores are statistically different from the overall RL Site scores.

Focus Area Employee Group Scores

The table below presents this organization's mean scores by three employee categories: length of time with current employer, job function, and length of employment on the Hanford Site. The table also presents scores for this organization's 25th and 75th percentiles. The 25th percentile provides the score below which 25 percent of all scores fall. The 75th percentile provides the score above which the last quartile of all scores fall. The scores for this organization's 25th and 75th percentiles provide an interval where 50% of all scores for this organization fall.

Table 7: Focus Area Scores by Employee Group

Category	Demographic Group	Overall RL Site Mean	WCH				
		Mean	N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.08	108	3.96	4.23	3.26	4.76
	1 to 5 years	4.04	371	4.19	4.39	3.81	4.79
	6 to 10 years	4.14	218	4.24	4.43	3.85	4.83
	11 to 19 years	4.03	40	4.35	4.58	4.23	4.80
	20+ years	4.03	11	4.19	4.46	3.72	4.87
Job Function	HAMTC	3.46	116	3.69	3.79	3.13	4.35
	CWC&BTC	4.19	31	4.25	4.40	3.98	4.76
	HGU	3.75	ND	-	-	-	-
	Nursing	-	ND	-	-	-	-
	Administrative	4.36	46	4.52	4.76	4.14	4.87
	Technical/Scientific	4.10	250	4.19	4.40	3.81	4.77
	Business/Administrative	4.30	65	4.32	4.40	4.04	4.81
	Management	4.32	148	4.48	4.68	4.32	4.90
	Specialists/Others	4.09	86	4.04	4.26	3.51	4.66
Site Tenure	Less than 3 years	4.22	163	4.18	4.39	3.74	4.77
	3 to 10 years	4.08	285	4.17	4.40	3.78	4.81
	11 to 19 years	4.04	149	4.17	4.38	3.76	4.74
	20+ years	3.98	147	4.25	4.43	3.93	4.83

Focus Area 2: Employee Engagement

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

This focus area consists of five sub-areas, or factors, each measured with a series of questions or rating statements. Respondents were asked to rate each statement on a five-point scale for which "1" means strongly disagree and "5" means strongly agree.

Table 8: Employee Engagement — Factors and Questions/Statements

Factors	Question/Ratings Statements
Personal commitment to everyone's safety	I understand my responsibility for safety
	My company has clearly defined and written:
	a) Roles related to safety
	b) Responsibilities related to safety
	c) Authorities related to safety
	Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.
	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.
Teamwork and mutual respect	Within the last year, I have _NOT_ 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 _NOT_ affect how we work as a team.
Participation in work planning and improvement	I feel I can personally stop unsafe work.
	I am encouraged to come up with new and better ways of performing work.
Mindfulness of hazards and controls	My company corrects problems the first time they are identified.
	My coworkers actively look for equipment or facilities that may be unsafe.
	My coworkers take the necessary precautions during their work to avoid hazards.
Job characteristics	My workload is reasonable.
	Priorities or work objectives are changed so frequently I have trouble getting my work done.
	Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.

Employee Engagement Factor Scores

Figure 2 shows a graphic comparison of the aggregate focus area and factor mean scores for this organization versus the overall RL Site-level scores. The dark blue bars show the average rating (mean score) for the overall RL Site. The light blue bars show the average rating for this organization.

A mean score of "1" is the lowest response possible, and indicates that respondents feel the level of Employee Engagement is low. A mean score of "5" is the highest response possible, and 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.

Figure 2: Employee Engagement Factor Scores

Note: An asterisk * indicates that this organization's scores are statistically different from the overall RL Site scores.

Focus Area Employee Group Scores

The table below presents this organization's mean scores by three employee categories: length of time with current employer, job function, and length of employment on the Hanford Site. The table also presents scores for this organization's 25th and 75th percentiles. The 25th percentile provides the score below which 25 percent of all scores fall. The 75th percentile provides the score above which the last quartile of all scores fall. The scores for this organization's 25th and 75th percentiles provide an interval where 50% of all scores for this organization fall.

Table 9: Focus Area Scores by Employee Group

Category	Demographic Group	Overall RL Site Mean	WCH				
			N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.16	108	4.09	4.25	3.55	4.64
	1 to 5 years	4.14	371	4.23	4.35	3.89	4.70
	6 to 10 years	4.24	218	4.31	4.46	3.93	4.79
	11 to 19 years	4.16	40	4.38	4.51	4.16	4.73
	20+ years	4.12	11	4.13	3.91	3.77	4.65
Job Function	HAMTC	3.74	116	3.90	3.95	3.43	4.41
	CWC&BTC	4.19	31	4.24	4.31	3.97	4.63
	HGU	3.96	ND	-	-	-	-
	Nursing	-	ND	-	-	-	-
	Administrative	4.34	46	4.51	4.65	4.23	4.93
	Technical/Scientific	4.18	250	4.24	4.37	3.90	4.73
	Business/Administrative	4.29	65	4.25	4.34	3.89	4.67
	Management	4.38	148	4.50	4.60	4.28	4.81
	Specialists/Others	4.19	86	4.15	4.21	3.73	4.65
Site Tenure	Less than 3 years	4.22	163	4.19	4.27	3.80	4.63
	3 to 10 years	4.17	285	4.23	4.37	3.89	4.73
	11 to 19 years	4.16	149	4.28	4.49	4.03	4.73
	20+ years	4.10	147	4.29	4.41	3.93	4.73

Focus Area 3: Learning Organization

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

This focus area consists of six sub-areas, or factors, each measured with a series of questions or rating statements. Respondents were asked to rate each statement on a five-point scale for which "1" means strongly disagree and "5" means strongly agree.

Table 10: Learning Organization — Factors and Questions/Statements

Factors	Question/Ratings Statements
Performance monitoring through multiple means	My company's commitment to quality is apparent in what we do on a day-to-day basis.
	My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).
	My company responds when safety indicators show that performance is degrading.
Use of operational experience	We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.
	The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.
	Mistakes are used as opportunities to learn rather than blame.
Credibility, trust and reporting errors and problems	In my company, people are willing to report safety issues.
	There is a feeling of trust and respect in my immediate workgroup.
	My immediate supervisor is trustworthy.
Questioning attitude	I am treated with dignity and respect when I raise a safety issue.
	My company has established an environment where people can challenge our traditional ways of doing things.
	I feel comfortable expressing differing opinions within:
	a) My company
	b) My immediate workgroup
Effective resolution of reported problems	Management takes action to investigate and correct accidents and incidents.
	I am confident that safety concerns I raise will be listened to and acted on.
	Management acts decisively when a safety concern is raised.
Effective safety/general communication	My company communicates important information in a timely manner.
	My immediate supervisor informs me about risks associated with my work.

Learning Organization Factor Scores

Figure 3 shows a graphic comparison of the aggregate focus area and factor mean scores for this organization versus the overall RL Site-level scores. The dark blue bars show the average rating (mean score) for the overall RL Site. The light blue bars show the average rating for this organization.

A mean score of "1" is the lowest response possible, and indicates that respondents feel the level of Learning Organization is low. A mean score of "5" is the highest response possible, and 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.

Figure 3: Learning Organization Factor Scores

Note: An asterisk * indicates that this organization's scores are statistically different from the overall RL Site scores.

Focus Area Employee Group Scores

The table below presents this organization's mean scores by three employee categories: length of time with current employer, job function, and length of employment on the Hanford Site. The table also presents scores for this organization's 25th and 75th percentiles. The 25th percentile provides the score below which 25 percent of all scores fall. The 75th percentile provides the score above which the last quartile of all scores fall. The scores for this organization's 25th and 75th percentiles provide an interval where 50% of all scores for this organization fall.

Table 11: Focus Area Scores by Employee Group

Category	Demographic Group	Overall RL Site Mean	WCH				
		Mean	N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.06	108	3.95	4.27	3.20	4.74
	1 to 5 years	4.06	371	4.22	4.39	3.79	4.82
	6 to 10 years	4.15	218	4.25	4.44	3.90	4.86
	11 to 19 years	4.04	40	4.35	4.56	4.17	4.85
	20+ years	4.03	11	4.18	4.38	3.58	4.85
Job Function	HAMTC	3.47	116	3.70	3.85	3.08	4.42
	CWC&BTC	4.22	31	4.27	4.43	4.07	4.82
	HGU	3.75	ND	-	-	-	-
	Nursing	-	ND	-	-	-	-
	Administrative	4.35	46	4.49	4.74	4.06	4.92
	Technical/Scientific	4.12	250	4.22	4.40	3.81	4.82
	Business/Administrative	4.29	65	4.31	4.38	4.01	4.79
	Management	4.35	148	4.49	4.67	4.28	4.88
	Specialists/Others	4.12	86	4.07	4.23	3.46	4.75
Site Tenure	Less than 3 years	4.23	163	4.19	4.38	3.78	4.76
	3 to 10 years	4.08	285	4.18	4.43	3.71	4.83
	11 to 19 years	4.05	149	4.18	4.33	3.75	4.81
	20+ years	4.00	147	4.28	4.44	3.92	4.83

Focus Area 4: Safety Conscious Work Environment (SCWE)

The Safety Conscious Work Environment focus area measures the extent of employees' belief that the organization provides an environment in which employees are encouraged to raise safety concerns both to their own management and to the DOE without fear of retaliation.

This focus area consists of four sub-areas, or factors, each measured with a series of questions or rating statements. Respondents were asked to rate each statement on a five-point scale for which "1" means strongly disagree and "5" means strongly agree.

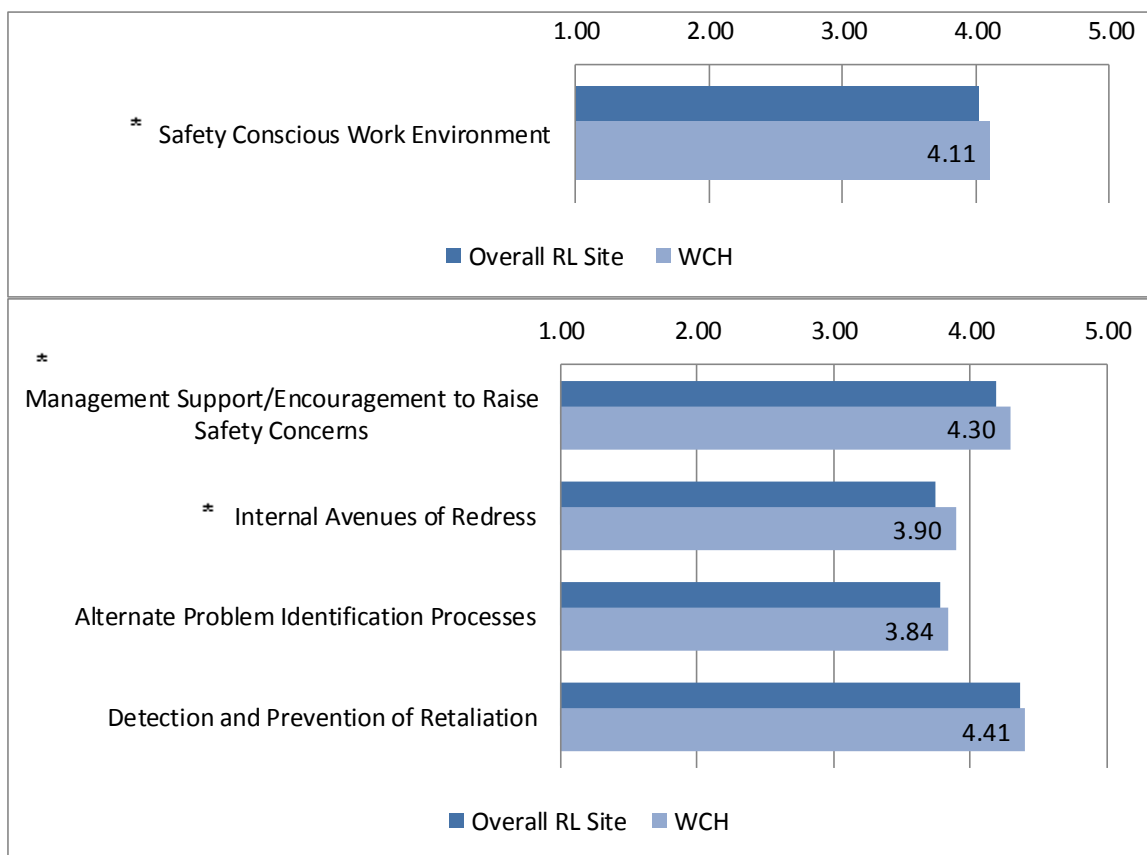Table 12: SCWE — Factors and Questions/Statements

Factors	Question/Ratings Statements
Management support/ encouragement to raise safety concerns	Management at all levels encourages me to raise safety concerns through my avenue of choice.
	I believe my immediate supervisor wants me to report any concerns I might have.
	I am free to raise safety concerns without fear of retaliation
	If I raise a safety issue to my immediate supervisor:
	a) The issue/opinion is listened to
	b) The issue/opinion is resolved in an open/transparent manner
	c) The issue/opinion is resolved promptly
	d) Feedback is provided to me in a timely manner
Internal Avenues of Redress	I am confident my company's corrective action system:
	a) Effectively prioritizes issues
	b) Provides both traceability and transparency in how issues are resolved
	c) Enables rapid response to imminent problems while closing minor issues in a timely manner
	d) Is supported by my company senior management
	My company's corrective action system is easy to use.
	I am comfortable raising concerns to:
	a) A Union Safety Representative, if applicable
	b) Human Resources
	c) Labor Relations
	I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.
Alternate Problem Identification Processes	I am aware of the DOE Differing of Professional Opinion process.
	I know how, or who to contact, to submit a concern with my company's Employee Concern Program.
	I believe senior management supports my company's Employee Concerns Program.
	If I were uncomfortable raising a concerns through other means, I would raise the concern with my company's Employee Concerns Program.
	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 Employee Concerns Program.
Detection and Prevention of Retaliation	Within the past year I have _NOT_ 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 *chilling effect* exists when an employee is unwilling or unable to raise a safety concern because he/she fears reprisal for doing so. In my opinion:
	A chilling effect does _NOT_ exist in my immediate workgroup.
	If I were aware of a chilling effect, I would report it.

SCWE Factor Scores

Figure 4 shows a graphic comparison of the aggregate focus area and factor mean scores for this organization versus the overall RL Site-level scores. The dark blue bars show the average rating (mean score) for the overall RL Site. The light blue bars show the average rating for this organization.

A mean score of "1" is the lowest response possible, and 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 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).

Figure 4: Safety Conscious Work Environment Factor Scores

Note: An asterisk * indicates that this organization's scores are statistically different from the overall RL Site scores.

Focus Area Employee Group Scores

The table below presents this organization's mean scores by three employee categories: length of time with current employer, job function, and length of employment on the Hanford Site. The table also presents scores for this organization's 25th and 75th percentiles. The 25th percentile provides the score below which 25 percent of all scores fall. The 75th percentile provides the score above which the last quartile of all scores fall. The scores for this organization's 25th and 75th percentiles provide an interval where 50% of all scores for this organization fall.

Table 13: Focus Area Scores by Employee Group

Category	Demographic Group	Overall RL Site Mean	WCH				
			N	Mean	Median	25%	75%
Employment Tenure	Less than 1 year	4.02	108	3.90	4.00	3.22	4.68
	1 to 5 years	4.01	371	4.12	4.24	3.72	4.75
	6 to 10 years	4.13	218	4.19	4.34	3.81	4.75
	11 to 19 years	4.00	40	4.23	4.39	4.06	4.70
	20+ years	4.01	11	4.07	4.27	3.51	4.81
Job Function	HAMTC	3.50	116	3.68	3.88	3.00	4.39
	CWC&BTC	4.16	31	4.26	4.48	3.87	4.79
	HGU	3.76	ND	-	-	-	-
	Nursing	-	ND	-	-	-	-
	Administrative	4.25	46	4.32	4.37	3.91	4.74
	Technical/Scientific	4.04	250	4.06	4.19	3.64	4.69
	Business/Administrative	4.25	65	4.24	4.23	3.91	4.73
	Management	4.36	148	4.49	4.68	4.28	4.86
	Specialists/Others	4.05	86	4.00	4.02	3.38	4.65
Site Tenure	Less than 3 years	4.14	163	4.10	4.24	3.63	4.72
	3 to 10 years	4.05	285	4.09	4.22	3.63	4.75
	11 to 19 years	4.02	149	4.14	4.39	3.66	4.75
	20+ years	3.98	147	4.19	4.31	3.73	4.72

Areas of Strengths and Weaknesses

The following section presents the safety culture and climate factors with the highest and the lowest scores for this organization. High-rating factors can be examined to recognize successes and gain insight on how to apply successful practices to other areas. Low-rating factors identify the areas in need of the improvement.

Table 14 presents five factors with the highest scores for this organization.

Table 14: Areas of Strength

Climate Factor	Overall RL Site	WCH	
	Mean	Mean	Diff
Personal Commitment to Everyone's Safety	4.53	4.58	0.06
Detection and Prevention of Retaliation	4.37	4.41	0.04
Participation in Work Planning and Improvement	4.30	4.37	0.07
Management Support/Encouragement to Raise Safety Concerns	4.19	4.30	0.10
Performance Monitoring Through Multiple Means	4.13	4.29	0.16

Note: The presented numbers are rounded to two decimal places. The differences between the mean scores are calculated on whole, unrounded numbers. When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores.

Table 15 identifies five factors with the lowest scores for this organization.

Table 15: Areas of Weakness

Climate Factor	Overall RL Site	WCH	
	Mean	Mean	Diff
Clear Expectations and Accountability	4.01	4.13	0.12
Questioning Attitude	3.87	4.00	0.13
Internal Avenues of Redress	3.75	3.90	0.15
Job Characteristics	3.77	3.89	0.12
Alternate Problem Identification Processes	3.78	3.84	0.06

Note: The presented numbers are rounded to two decimal places. The differences between the mean scores are calculated on whole, unrounded numbers. When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores.

The Organizational Outcomes

The Organizational Climate Outcomes were measured based on the four factors listed below.
- Work Environment Assessment
- Organizational Trust
- Overall Satisfaction with Organization
- Senior Management Assessment

The first three factors – Work Environment Assessment, Organizational Trust, and Overall Satisfaction with Organization - were rated on a five-point scale for which "1" means strongly disagree and "5" means strongly agree. The Senior Management Assessment factor was rated on a five-point scale for which "1" means very poor and "5" means excellent.

Table 16: Organizational Outcomes — Factors and Questions/Statements

Factors	Question/Ratings Statements
Work Environment Assessment	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 with Organization	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 table below presents results on organizational outcomes and compares this organization's results to the overall RL Site-level results.

Table 17: Overall Scores on Organizational Outcomes

Organizational Outcomes	Overall RL Site	WCH	
	Mean	Mean	Diff
Work Environment Assessment	3.31	3.60	0.29 ▲
Organizational Trust	4.03	4.22	0.18 ▲
Overall Satisfaction with Organization	4.00	4.28	0.28 ▲
Senior Management Assessment	3.56	3.85	0.29 ▲

Note: The presented numbers are rounded to two decimal places. The differences between the mean scores are calculated on whole, unrounded numbers. When comparing this location's survey results to other organizations, a triangle ▲ indicates that this organization's scores are statistically higher than the overall RL Site scores. An inverted triangle ▼ indicates that this organization's scores are statistically lower compared to the overall RL Site scores.

Breakout Analysis: Organizational Trust

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

To measure this organizational outcome, 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 tables below present the distribution of this organization's responses.

Figure 5: Distribution of Responses: "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 environmental and public safety.

Response	Percentage
NA	0.1%
Strongly Agree	55.7%
Somewhat Agree	24.6%
Neither Agree nor Disagree	12.0%
Somewhat Disagree	4.2%
Strongly Disagree	3.4%
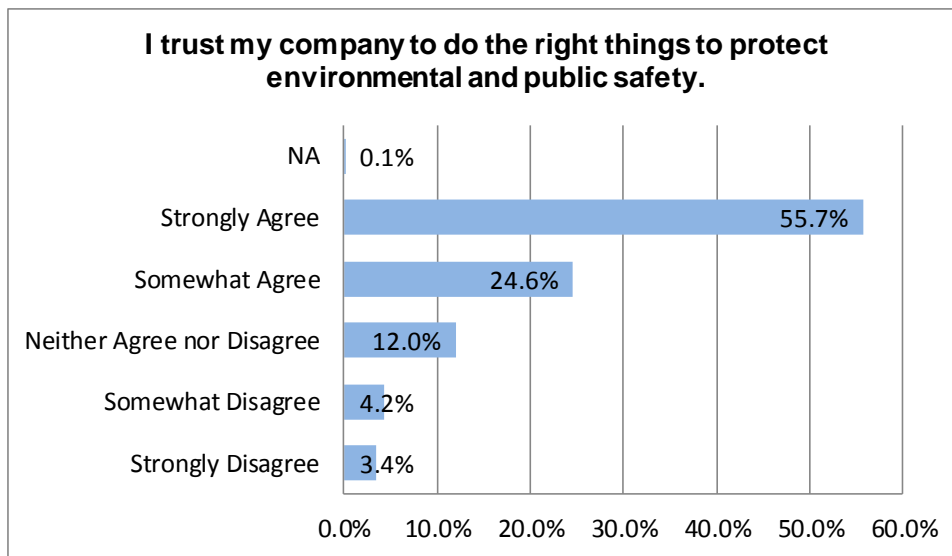
Figure 6: Distribution of Responses: "I trust my company to do the right things to protect workers' safety and health."

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

Response	Percentage
NA	0.0%
Strongly Agree	53.8%
Somewhat Agree	26.1%
Neither Agree nor Disagree	9.5%
Somewhat Disagree	7.2%
Strongly Disagree	3.4%
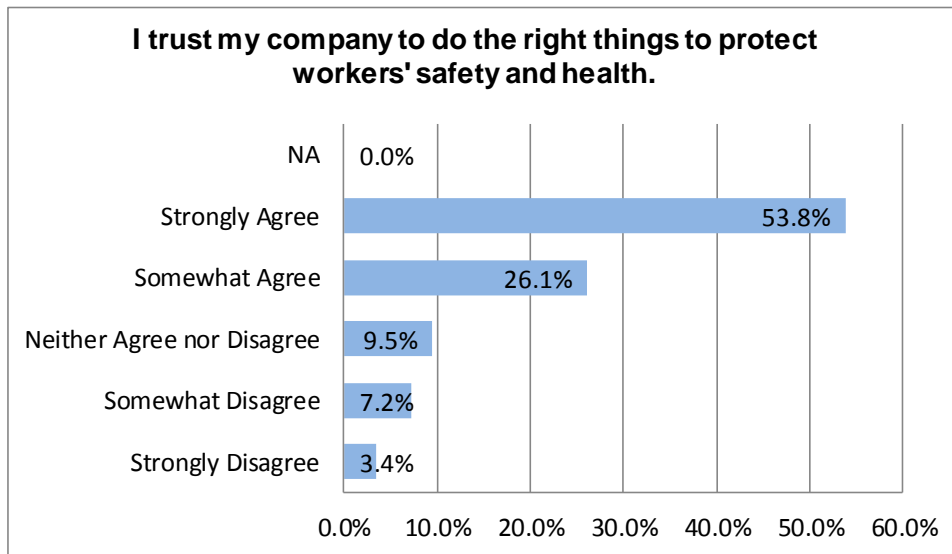
Breakout Analysis: Work Environment Assessment

The 2012 Organizational Climate and SCWE Survey measured Hanford employees' perception of improvement of the work environment over the past year. To measure this organizational outcome, employees who participated in the survey 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 this organization's responses.

Figure 7: Distribution of Responses: Work Environment Assessment

The work environment in my company has improved over the past year.

Response	Percentage
NA	4.2%
Strongly Agree	30.0%
Somewhat Agree	21.0%
Neither Agree nor Disagree	28.5%
Somewhat Disagree	9.3%
Strongly Disagree	7.0%
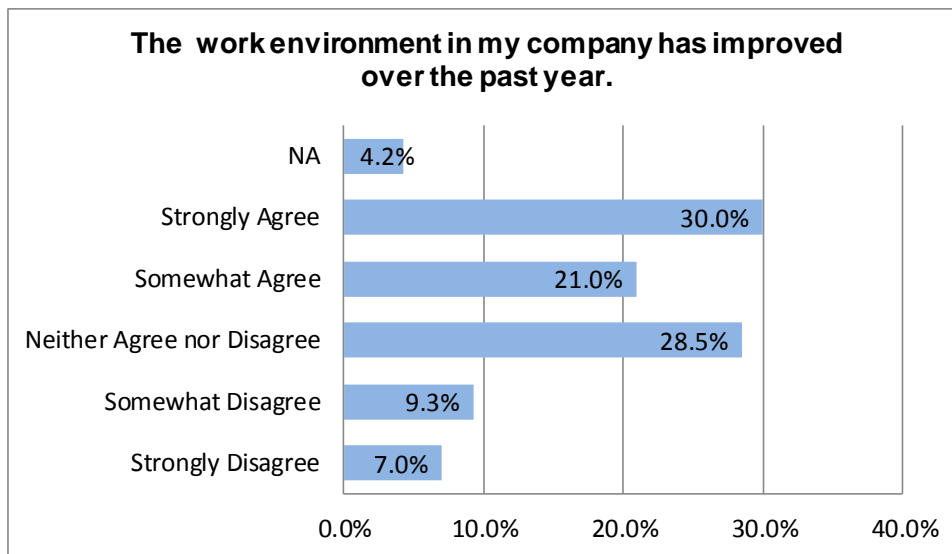
Breakout Analysis: Senior Leadership Assessment

Employees' perceptions 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 how well senior leadership performs in regard to each category on a five-point scale for which "1" means very poor and "5" means excellent.

Figure 8: Distribution of Responses: "How good a job is your senior management doing stating objectives clearly?"

How good a job is your senior management doing stating objectives clearly?

Response	Percentage
NA	0.3%
Excellent	40.1%
Above Average	29.8%
Average	21.2%
Below Average	6.6%
Very Poor	2.1%
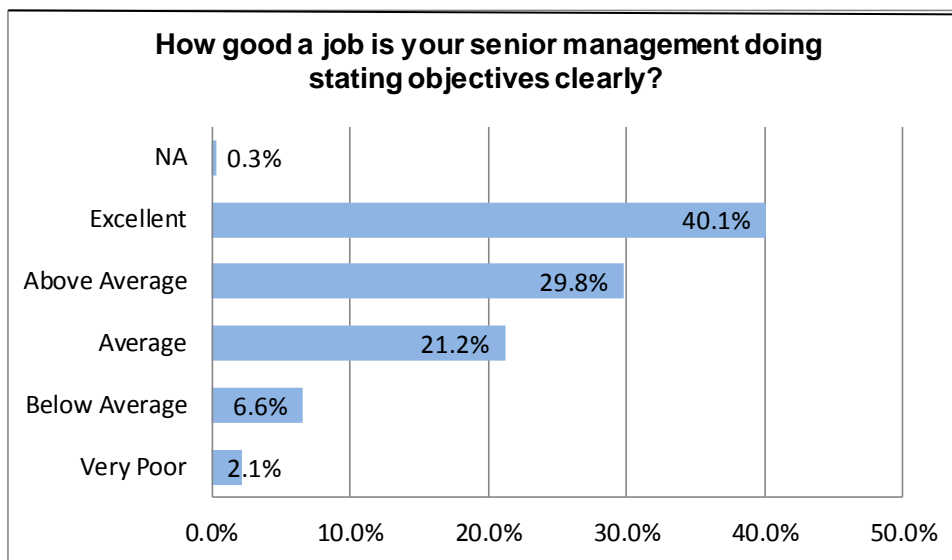
Figure 9: Distribution of Responses: "How good a job is your senior management doing establishing priorities?"

How good a job is your senior management doing establishing priorities?

Response	Percentage
NA	0.8%
Excellent	34.5%
Above Average	30.5%
Average	22.0%
Below Average	8.5%
Very Poor	3.6%
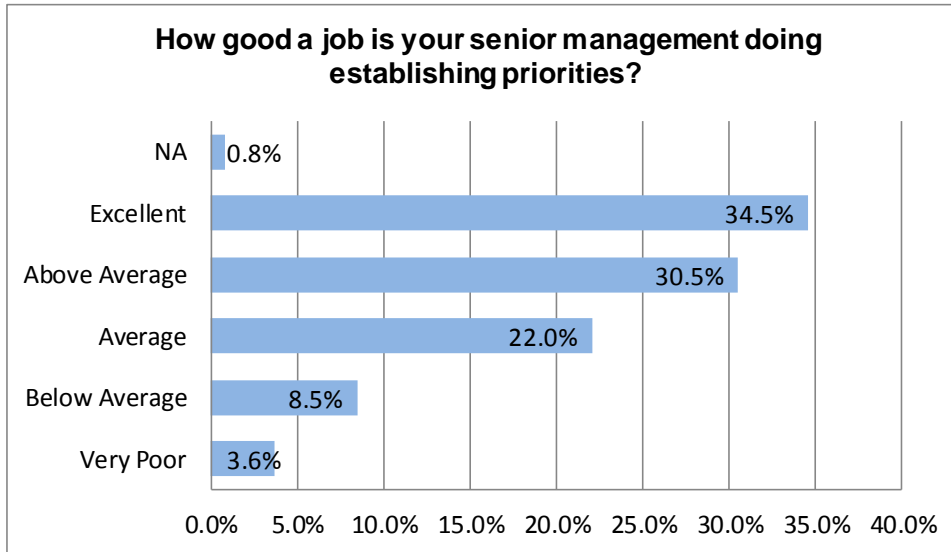
Figure 10: Distribution of Responses: "How good a job is your senior management doing making decisions promptly?"

How good a job is your senior management doing making decisions promptly?

Response	Percentage
NA	0.9%
Excellent	31.6%
Above Average	28.6%
Average	26.5%
Below Average	8.9%
Very Poor	3.5%
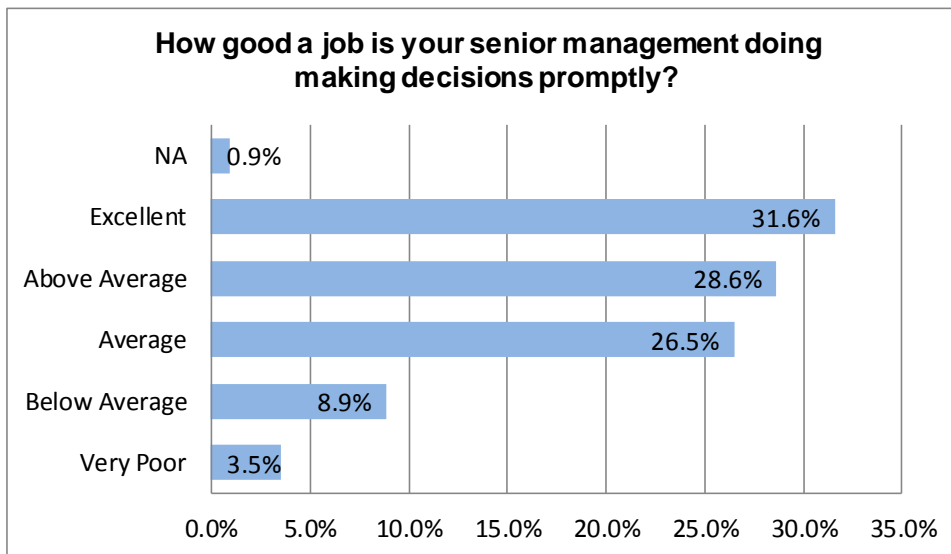
Figure 11: Distribution of Responses: "How good a job is your senior management doing providing leadership?"

How good a job is your senior management doing providing leadership?

Response	Percentage
NA	0.5%
Excellent	37.0%
Above Average	27.6%
Average	22.8%
Below Average	8.5%
Very Poor	3.6%
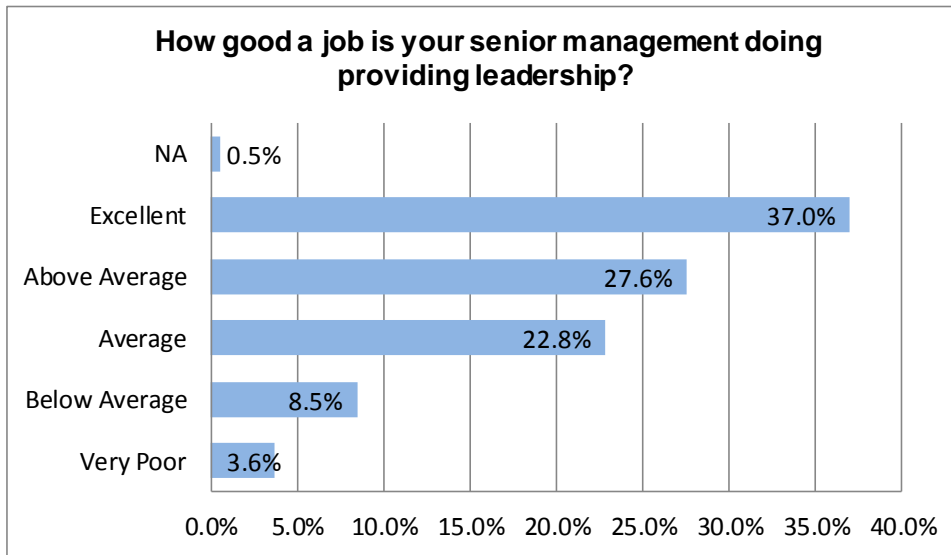
Figure 12: Distribution of Responses: "How good a job is your senior management doing communicating with people?"

How good a job is your senior management doing communicating with people?

Response	Percentage
NA	0.4%
Excellent	35.6%
Above Average	25.9%
Average	23.6%
Below Average	10.4%
Very Poor	4.2%
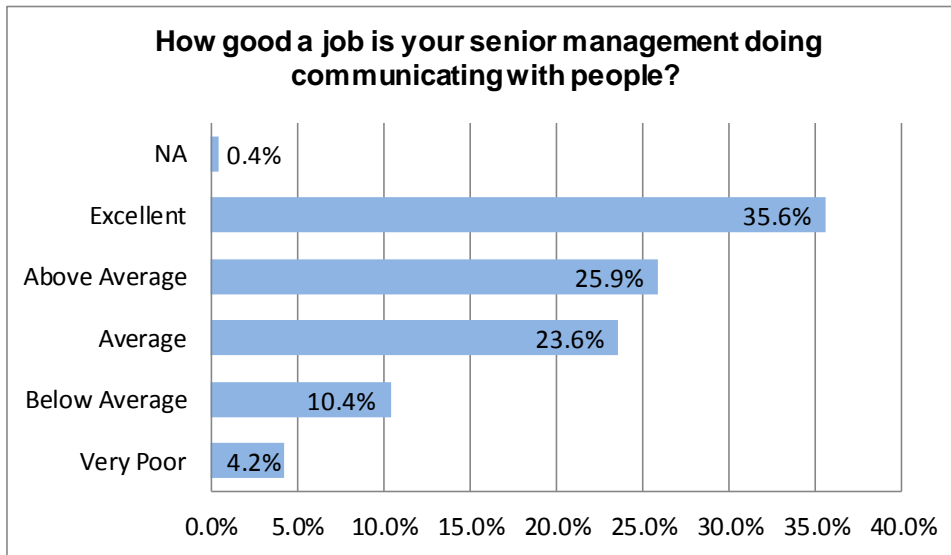
Breakout Analysis: Overall Satisfaction with Organization

Employees' overall satisfaction with the 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 this organization's responses.

Table 18: Distribution of Responses: Overall Satisfaction with Organization

I would recommend my organization as a good place to work.

Response	Percent
NA	0.1%
Strongly Agree	56.6%
Somewhat Agree	24.7%
Neither Agree nor Disagree	11.1%
Somewhat Disagree	4.8%
Strongly Disagree	2.6%
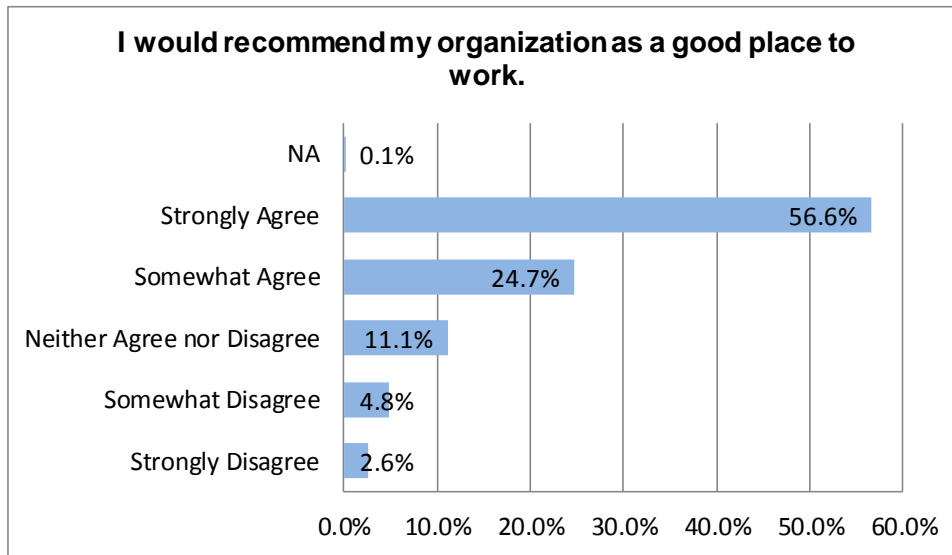
Methodology

EurekaFacts developed the 2012 Organizational Climate and SCWE Survey instrument based on the following three primary inputs: survey instruments used to generate safety culture research findings both in the nuclear industry and in industries related to Hanford's onSite activities; a literature review of existing research; 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, DOE employees and contractor personnel. Data were gathered through an online and hard copy survey. The online and hard-copy survey was pre-tested prior to deployment to the respondents.

The online survey was programmed and tested on the current and previous three versions of major Internet browsers on PC, Mac and Windows mobile platforms. Testing was also conducted to meet Section 508 compliance. Invitation emails to complete the survey were sent 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 Plan

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.

Limitations

The survey data collection had 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 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.

Question-Level Results

Table 19: Question-Level Mean Scores

No.	Item	Overall RL Site Mean	WCH Mean	Diff
	FOCUS AREA: LEADERSHIP	**4.05**	**4.18**	**0.13**
	Clear expectations and accountability	**4.01**	**4.13**	**0.12**
1	Senior management's expectations regarding safety and quality are clearly communicated.	4.23	4.37	0.15
2	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.	4.23	4.32	0.08
3	Personnel at all company levels are held accountable for standards and expectations.	3.56	3.70	0.14
	Management engagement and time in field	**4.04**	**4.14**	**0.09**
4	My immediate supervisor listens to and acts on real-time operational information.	4.31	4.37	0.06
5	My immediate supervisor gives me useful feedback about how to improve my performance.	3.86	3.92	0.06
6	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.	3.97	4.12	0.15
	Risk-informed, conservative decision making	**4.04**	**4.19**	**0.15**
7	My immediate supervisor supports my right to stop work if I see something unsafe.	4.54	4.55	0.02
8	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.	4.10	4.32	0.22
9	My company consistently makes decisions that support safe, reliable operations.	4.02	4.19	0.17
10	My company sacrifices the quality of our products/services in order to meet schedules/deadlines.	3.41	**3.52**	**0.11**
11	Management allocates resources to meet safety needs.	4.17	4.37	0.20

No.	Item	Overall RL Site	WCH	
		Mean	Mean	Diff
	Open communication and fostering an environment free from retribution	**4.10**	**4.18**	**0.09**
12	Managers in my company apply the disciplinary process fairly and consistently.	3.41	3.61	0.20
13	My immediate supervisor encourages me to make suggestions to improve safety or quality.	4.23	4.28	0.04
14	I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.	4.04	4.16	0.12
15	I feel free to approach my immediate supervisor regarding any concern.	4.39	4.42	0.03
16	There is honest communication about safety issues in my immediate workgroup.	4.36	4.39	0.03
	Demonstrated safety leadership	**4.09**	**4.28**	**0.19**
17	Senior management sets high standards for safety performance through their own actions.	3.91	4.16	0.26
18	Senior management actions demonstrate that safety is just as important as meeting production goals.	3.84	4.07	0.23
19	Managers in my company show concern for workers' well-being.	4.09	4.28	0.19
21a	My immediate supervisor supports compliance with procedures.	4.50	4.61	0.11
	Staff recruitment, selection, retention, and development	**4.00**	**4.15**	**0.15**
20	My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.	3.80	4.07	0.27
21	People in my immediate work group continually try to improve our performance.	4.08	4.04	-0.03
22	My company values and practices learning from past experience and mistakes.	4.06	4.32	0.26
23	My immediate supervisor supports my professional development.	4.08	4.18	0.10

No.	Item	Overall RL Site	WCH	
		Mean	Mean	Diff
	FOCUS AREA: EMPLOYEE ENGAGEMENT	**4.15**	**4.24**	**0.09**
	Personal commitment to everyone's safety	**4.53**	**4.58**	**0.06**
24	I understand my responsibility for safety.	4.82	4.86	0.04
25	My company has clearly defined and written:			
25a	a) Roles related to safety	4.40	4.47	0.07
25b	b) Responsibilities related to safety	4.40	4.50	0.09
25c	c) Authorities related to safety	4.30	4.40	0.10
26	Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.	4.45	4.47	0.02
27	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.	4.79	4.80	0.01
	Teamwork and mutual respect	**4.11**	**4.17**	**0.06**
28	Within the last year, I have <u>NOT</u> observed retaliation among my peers.	4.08	4.14	0.06
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	4.44	0.05
30	The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	4.27	-0.01
31	My coworkers look out for each others' safety.	4.55	4.58	0.03
32	At the Hanford site, organizational boundaries do <u>NOT</u> affect how we work as a team.	3.22	3.40	0.17
	Participation in work planning and improvement	**4.30**	**4.37**	**0.07**
33	I feel I can personally stop unsafe work.	4.52	4.58	0.06
34	I am encouraged to come up with new and better ways of performing work.	4.09	4.16	0.07

No.	Item	Overall RL Site Mean	WCH Mean	WCH Diff
	Mindfulness of hazards and controls	**4.04**	**4.18**	**0.13**
35	My company corrects problems the first time they are identified.	3.61	3.90	0.29
36	My coworkers actively look for equipment or facilities that may be unsafe.	3.96	4.09	0.13
37	My coworkers take the necessary precautions during their work to avoid hazards.	4.52	4.51	-0.01
	Job characteristics	**3.77**	**3.89**	**0.12**
38	My workload is reasonable.	3.91	4.20	0.29
39	Priorities or work objectives are changed so frequently I have trouble getting my work done.	3.28	3.32	0.05
40	Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.	4.13	4.16	0.03
	FOCUS AREA: LEARNING ORGANIZATION	**4.06**	**4.19**	**0.13**
	Performance monitoring through multiple means	**4.13**	**4.29**	**0.16**
41	My company's commitment to quality is apparent in what we do on a day-to-day basis.	3.88	4.07	0.19
42	My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).	4.41	4.48	0.07
43	My company responds when safety indicators show that performance is degrading.	4.11	4.32	0.21
	Use of operational experience	**3.94**	**4.14**	**0.20**
44	We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.	4.17	4.36	0.18
45	The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.	3.93	4.11	0.18
46	Mistakes are used as opportunities to learn rather than blame.	3.71	3.95	0.23
	Credibility, trust and reporting errors and problems	**4.20**	**4.25**	**0.05**
47	In my company, people are willing to report safety issues.	4.24	4.25	0.00
48	There is a feeling of trust and respect in my immediate workgroup.	4.07	4.15	0.08
49	My immediate supervisor is trustworthy.	4.29	4.37	0.07

No.	Item	Overall RL Site	WCH	
		Mean	Mean	Diff
	Questioning attitude	**3.87**	**4.00**	**0.13**
50	I am treated with dignity and respect when I raise a safety issue.	4.16	4.28	0.11
51	My company has established an environment where people can challenge our traditional ways of doing things.	3.59	3.77	0.18
52	I feel comfortable expressing differing opinions within:			
52a	a) My company	3.67	3.84	0.17
52b	b) My immediate workgroup	4.09	4.14	0.04
	Effective resolution of reported problems	**4.12**	**4.28**	**0.16**
53	Management takes action to investigate and correct accidents and incidents.	4.25	4.41	0.16
54	I am confident that safety concerns I raise will be listened to and acted on.	4.04	4.20	0.16
55	Management acts decisively when a safety concern is raised.	4.07	4.24	0.16
	Effective safety/general communication	**4.08**	**4.18**	**0.11**
56	My company communicates important information in a timely manner.	3.97	4.09	0.11
57	My immediate supervisor informs me about risks associated with my work.	4.18	4.28	0.10
	FOCUS AREA: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)	**4.02**	**4.11**	**0.09**
	Management support/encouragement to raise safety concerns	**4.19**	**4.30**	**0.10**
58	Management at all levels encourages me to raise safety concerns through my avenue of choice.	4.30	4.47	0.17
59	I believe my immediate supervisor wants me to report any concerns I might have.	4.40	4.44	0.04
60	I am free to raise safety concerns without fear of retaliation.	4.11	4.22	0.11
61	If I raise a safety issue to my immediate supervisor:			
61a	a) The issue/opinion is listened to	4.36	4.41	0.06
61b	b) The issue/opinion is resolved in an open/transparent manner	4.11	4.21	0.10
61c	c) The issue/opinion is resolved promptly	4.02	4.16	0.14
61d	d) Feedback is provided to me in a timely manner	4.04	4.19	0.15

No.	Item	Overall RL Site	WCH	
		Mean	Mean	Diff
	Internal Avenues of Redress	**3.75**	**3.90**	**0.15**
	Corrective Action Systems			
62	I am confident my company's corrective action system:			
62a	a) Effectively prioritizes issues	3.58	3.76	0.18
62b	b) Provides both traceability and transparency in how issues are resolved	3.71	3.88	0.17
62c	c) Enables rapid response to imminent problems while closing minor issues in a timely manner	3.59	3.80	0.21
62d	d) Is supported by my company senior management	3.95	4.18	0.23
63	My company's corrective action system is easy to use.	3.38	3.58	0.20
	Other Avenues of Redress			
64	I am comfortable raising concerns to:			
64a	a) A Union Safety Representative, if applicable	4.16	4.12	-0.03
64b	b) Human Resources	3.72	3.91	0.19
64c	c) Labor Relations	3.73	3.93	0.20
65	I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.	3.98	4.06	0.08
	Alternate Problem Identification Processes	**3.78**	**3.84**	**0.06**
	Differing of Professional Opinions Process			
66	I am aware of the DOE Differing of Professional Opinion process.	3.15	3.07	-0.08
	Contractor Employee Concerns Programs			
67	I know how, or who to contact, to submit a concern with my company's Employee Concern Program.	4.33	4.35	0.02
68	I believe senior management supports my company's Employee Concerns Program.	4.12	4.32	0.20
69	If I were uncomfortable raising a concern through other means, I would raise the concern with my company's Employee Concerns Program.	4.10	4.25	0.15

No.	Item	Overall RL Site Mean	WCH Mean	WCH Diff
	DOE Employee Concerns Programs			
70	I know how, or who to contact, to submit a concern with the DOE Employee Concern Program.	3.97	3.97	0.00
71	I believe senior management supports the DOE Employee Concerns Program.	4.06	4.22	0.16
72	If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE Employee Concerns Program.	3.98	4.12	0.15
	Detection & Prevention of Retaliation	**4.37**	**4.41**	**0.04**
73	Within the past year I have _NOT_ experienced retaliation for raising a safety issue/concern from:			
73a	a) My immediate supervisor	4.60	4.63	0.03
73b	b) Any of my company managers	4.45	4.54	0.09
73c	c) My peers	4.60	4.60	0.00
73d	d) DOE	4.56	4.62	0.06
73e	For the purpose of this survey, a _chilling effect_ 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 _NOT_ exist in my immediate workgroup.	4.12	4.17	0.05
75	If I were aware of a chilling effect, I would report it.	4.09	4.16	0.07
	Work Environment Assessment	**3.31**	**3.60**	**0.29**
76	The work environment in my company has improved over the past year.	3.31	3.60	0.29
	Organizational Trust	**4.03**	**4.22**	**0.18**
77	I trust my company to do the right things to protect environmental and public safety.	4.05	4.25	0.20
78	I trust my company to do the right things to protect workers' safety and health.	4.02	4.19	0.18
	Overall Satisfaction with Organization	**4.00**	**4.28**	**0.28**
79	I would recommend my company as a good place to work.	4.00	4.28	0.28

No.	Item	Overall RL Site	WCH	
		Mean	Mean	Diff
	Senior Management Assessment	**3.56**	**3.85**	**0.29**
80	In your judgment, with all things considered, how good a job is your senior management doing:			
80a	a) Stating objectives clearly	3.72	3.99	0.28
80b	b) Establishing priorities	3.58	3.85	0.26
80c	c) Making decisions promptly	3.50	3.77	0.27
80d	d) Providing leadership	3.55	3.86	0.31
80e	e) Communicating with people	3.45	3.79	0.33

Table 20: Question-Level Response Frequencies

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	FOCUS AREA: LEADERSHIP							
	Clear expectations and accountability							
1	Senior management's expectations regarding safety and quality are clearly communicated.	4.23	2.6%	4.0%	9.9%	20.4%	62.8%	0.3%
2	My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.	4.23	3.3%	5.3%	9.3%	20.3%	61.1%	0.8%
3	Personnel at all company levels are held accountable for standards and expectations.	3.56	9.3%	11.6%	15.4%	27.2%	36.4%	0.0%
	Management engagement and time in field							
4	My immediate supervisor listens to and acts on real-time operational information.	4.31	2.4%	4.7%	8.4%	21.3%	61.8%	1.4%
5	My immediate supervisor gives me useful feedback about how to improve my performance.	3.86	5.8%	9.7%	13.4%	28.3%	42.3%	0.4%
6	My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.	3.97	4.6%	5.1%	12.4%	28.3%	48.2%	1.3%
	Risk-informed, conservative decision making							
7	My immediate supervisor supports my right to stop work if I see something unsafe.	4.54	2.4%	3.2%	5.0%	15.3%	73.2%	1.1%
8	Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.	4.10	1.3%	3.9%	10.7%	29.0%	54.1%	0.9%
9	My company consistently makes decisions that support safe, reliable operations.	4.02	3.6%	6.7%	9.2%	28.3%	52.1%	0.1%
10	My company sacrifices the quality of our products/services in order to meet schedules/deadlines	3.41	11.4%	16.4%	14.0%	25.5%	32.8%	0.0%
11	Management allocates resources to meet safety needs.	4.17	2.4%	3.2%	9.1%	25.8%	59.4%	0.3%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Open communication and fostering an environment free from retribution							
12	Managers in my company apply the disciplinary process fairly and consistently.	3.41	10.0%	9.6%	20.8%	22.3%	32.7%	4.6%
13	My immediate supervisor encourages me to make suggestions to improve safety or quality.	4.23	3.2%	4.5%	10.7%	24.4%	56.5%	0.8%
14	I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.	4.04	6.8%	6.8%	8.9%	18.0%	58.7%	0.7%
15	I feel free to approach my immediate supervisor regarding any concern.	4.39	5.0%	4.0%	3.2%	19.3%	68.2%	0.4%
16	There is honest communication about safety issues in my immediate workgroup.	4.36	2.1%	3.3%	8.0%	25.9%	60.3%	0.4%
	Demonstrated safety leadership							
17	Senior management sets high standards for safety performance through their own actions.	3.91	3.0%	5.4%	14.4%	26.4%	50.4%	0.4%
18	Senior management actions demonstrate that safety is just as important as meeting production goals.	3.84	5.0%	8.6%	11.4%	23.8%	51.0%	0.1%
19	Managers in my company show concern for workers' well-being.	4.09	2.6%	5.7%	9.4%	25.8%	56.5%	0.0%
21a	My immediate supervisor supports compliance with procedures.	4.50	0.9%	1.4%	5.4%	19.6%	72.2%	0.4%
	Staff recruitment, selection, retention, and development							
20	My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.	3.80	3.4%	7.9%	12.8%	30.2%	45.7%	0.0%
21	People in my immediate work group continually try to improve our performance.	4.08	2.1%	7.9%	10.8%	42.0%	37.3%	0.0%
22	My company values and practices learning from past experience and mistakes.	4.06	1.8%	4.2%	10.0%	27.5%	56.2%	0.3%
23	My immediate supervisor supports my professional development.	4.08	3.5%	5.9%	13.3%	22.2%	53.7%	1.4%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	FOCUS AREA: EMPLOYEE ENGAGEMENT							
	Personal commitment to everyone's safety							
24	I understand my responsibility for safety.	4.82	0.0%	0.1%	1.7%	10.4%	87.6%	0.1%
25	My company has clearly defined and written:							
25a	a) Roles related to safety	4.40	1.7%	2.1%	7.1%	26.1%	62.9%	0.0%
25b	b) Responsibilities related to safety	4.40	1.6%	2.0%	6.3%	25.3%	64.8%	0.0%
25c	c) Authorities related to safety	4.30	2.0%	3.2%	8.1%	26.0%	60.8%	0.0%
26	Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.	4.45	0.9%	3.3%	5.5%	28.6%	61.2%	0.4%
27	I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.	4.79	0.1%	0.5%	3.4%	10.9%	84.7%	0.3%
	Teamwork and mutual respect							
28	Within the last year, I have _NOT_ observed retaliation among my peers.	4.08	7.2%	6.1%	10.5%	16.3%	58.3%	1.6%
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	2.6%	3.0%	6.3%	24.0%	63.7%	0.3%
30	The people I work with are willing to help each other, even if it means doing something outside their usual activities.	4.28	1.7%	5.2%	9.4%	32.1%	51.5%	0.1%
31	My coworkers look out for each others' safety.	4.55	0.5%	0.5%	5.9%	26.0%	66.4%	0.7%
32	At the Hanford site, organizational boundaries do _NOT_ affect how we work as a team.	3.22	10.3%	17.7%	17.7%	29.1%	24.2%	1.1%
	Participation in work planning and improvement							
33	I feel I can personally stop unsafe work.	4.52	1.7%	2.2%	6.0%	16.1%	73.7%	0.3%
34	I am encouraged to come up with new and better ways of performing work.	4.09	3.7%	5.9%	10.7%	30.1%	49.2%	0.4%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Mindfulness of hazards and controls							
35	My company corrects problems the first time they are identified.	3.61	3.0%	11.2%	15.9%	31.3%	37.4%	1.2%
36	My coworkers actively look for equipment or facilities that may be unsafe.	3.96	4.2%	2.8%	14.1%	35.0%	41.1%	2.8%
37	My coworkers take the necessary precautions during their work to avoid hazards.	4.52	0.7%	1.5%	6.7%	27.9%	62.4%	0.9%
	Job characteristics							
38	My workload is reasonable.	3.91	1.8%	5.9%	11.1%	32.8%	48.2%	0.3%
39	Priorities or work objectives are changed so frequently I have trouble getting my work done.	3.28	13.1%	19.3%	14.6%	28.1%	24.8%	0.0%
40	Physical conditions at work (for example, noise level, temperature) allow me to perform my job well.	4.13	2.9%	6.1%	12.5%	28.5%	49.4%	0.7%
	FOCUS AREA: LEARNING ORGANIZATION							
	Performance monitoring through multiple means							
41	My company's commitment to quality is apparent in what we do on a day-to-day basis.	3.88	3.7%	8.7%	11.2%	30.2%	46.2%	0.1%
42	My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).	4.41	0.9%	2.6%	9.8%	20.6%	65.6%	0.5%
43	My company responds when safety indicators show that performance is degrading.	4.11	0.9%	3.8%	12.2%	27.5%	53.9%	1.8%
	Use of operational experience							
44	We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.	4.17	1.7%	2.5%	8.4%	32.7%	54.2%	0.5%
45	The information received from regular safety meetings (such as TAILGATE) enables me to do my job more safely.	3.93	1.9%	5.2%	15.1%	33.3%	41.1%	3.4%
46	Mistakes are used as opportunities to learn rather than blame.	3.71	6.5%	9.4%	11.2%	28.9%	44.0%	0.1%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Credibility, trust and reporting errors and problems							
47	In my company, people are willing to report safety issues.	4.24	3.4%	7.1%	7.9%	24.4%	57.0%	0.1%
48	There is a feeling of trust and respect in my immediate workgroup.	4.07	4.3%	4.7%	10.8%	31.7%	48.3%	0.1%
49	My immediate supervisor is trustworthy.	4.29	4.1%	3.7%	8.9%	17.5%	65.1%	0.7%
	Questioning attitude							
50	I am treated with dignity and respect when I raise a safety issue.	4.16	3.7%	3.8%	10.4%	22.8%	56.1%	3.2%
51	My company has established an environment where people can challenge our traditional ways of doing things.	3.59	5.7%	11.9%	12.6%	39.4%	30.4%	0.0%
52	I feel comfortable expressing differing opinions within:							
52a	a) My company	3.67	5.7%	9.5%	14.3%	36.5%	34.1%	0.0%
52b	b) My immediate workgroup	4.09	3.8%	7.1%	7.1%	35.5%	46.4%	0.0%
	Effective resolution of reported problems							
53	Management takes action to investigate and correct accidents and incidents.	4.25	1.4%	3.9%	8.2%	24.7%	60.9%	0.8%
54	I am confident that safety concerns I raise will be listened to and acted on.	4.04	2.5%	8.0%	9.4%	26.7%	53.1%	0.3%
55	Management acts decisively when a safety concern is raised.	4.07	2.4%	5.3%	10.2%	29.9%	51.5%	0.7%
	Effective safety/general communication							
56	My company communicates important information in a timely manner.	3.97	3.8%	8.3%	7.8%	35.7%	44.3%	0.1%
57	My immediate supervisor informs me about risks associated with my work.	4.18	2.5%	3.3%	11.9%	25.3%	52.8%	4.2%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	FOCUS AREA: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)							
	Management support/encouragement to raise safety concerns							
58	Management at all levels encourages me to raise safety concerns through my avenue of choice.	4.30	1.5%	2.5%	8.0%	23.4%	64.1%	0.4%
59	I believe my immediate supervisor wants me to report any concerns I might have.	4.40	2.6%	3.6%	8.3%	17.7%	67.5%	0.3%
60	I am free to raise safety concerns without fear of retaliation.	4.11	4.3%	4.9%	11.3%	22.9%	56.0%	0.7%
61	If I raise a safety issue to my immediate supervisor:							
61a	a) The issue/opinion is listened to	4.36	1.5%	3.9%	8.6%	22.4%	60.9%	2.7%
61b	b) The issue/opinion is resolved in an open/transparent manner	4.11	2.4%	6.3%	11.2%	25.3%	51.2%	3.5%
61c	c) The issue/opinion is resolved promptly	4.02	2.4%	6.6%	12.8%	26.0%	48.6%	3.6%
61d	d) Feedback is provided to me in a timely manner	4.04	2.8%	5.0%	12.4%	27.3%	48.7%	3.8%
	Internal Avenues of Redress							
	Corrective Action Systems							
62	I am confident my company's corrective action system:							
62a	a) Effectively prioritizes issues	3.58	3.8%	10.1%	20.8%	34.9%	28.9%	1.6%
62b	b) Provides both traceability and transparency in how issues are resolved	3.71	3.2%	7.4%	20.7%	34.1%	33.0%	1.6%
62c	c) Enables rapid response to imminent problems while closing minor issues in a timely manner	3.59	4.2%	9.8%	19.7%	32.3%	32.3%	1.6%
62d	d) Is supported by my company senior management	3.95	2.3%	3.2%	17.0%	27.6%	48.2%	1.6%
63	My company's corrective action system is easy to use.	3.38	5.9%	10.5%	27.6%	25.0%	26.6%	4.3%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Other Avenues of Redress							
64	I am comfortable raising concerns to:							
64a	a) A Union Safety Representative, if applicable	4.16	2.5%	3.5%	10.2%	12.1%	32.0%	39.7%
64b	b) Human Resources	3.72	6.8%	7.7%	16.5%	22.2%	43.9%	2.8%
64c	c) Labor Relations	3.73	5.5%	4.8%	15.6%	16.8%	36.4%	20.9%
65	I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.	3.98	4.9%	5.1%	17.9%	18.7%	48.6%	4.8%
	Alternate Problem Identification Processes							
	Differing of Professional Opinions Process							
66	I am aware of the DOE Differing of Professional Opinion process.	3.15	23.5%	10.8%	20.5%	16.4%	23.7%	5.1%
	Contractor Employee Concerns Programs							
67	I know how, or who to contact, to submit a concern with my company's Employee Concern Program.	4.33	3.0%	4.7%	6.9%	24.7%	60.0%	0.6%
68	I believe senior management supports my company's Employee Concerns Program.	4.12	2.7%	3.1%	11.5%	24.1%	57.6%	0.9%
69	If I were uncomfortable raising a concern through other means, I would raise the concern with my company's Employee Concerns Program.	4.10	3.9%	4.1%	11.5%	23.7%	55.7%	1.1%
	DOE Employee Concerns Programs							
70	I know how, or who to contact, to submit a concern with the DOE Employee Concern Program.	3.97	5.6%	8.7%	14.0%	26.2%	44.7%	0.9%
71	I believe senior management supports the DOE Employee Concerns Program.	4.06	2.8%	4.2%	15.0%	22.8%	53.6%	1.5%
72	If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE Employee Concerns Program.	3.98	4.6%	5.3%	15.7%	21.3%	52.2%	0.8%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Detection & Prevention of Retaliation							
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	1.9%	1.9%	6.0%	9.2%	73.1%	7.9%
73b	b) Any of my company managers	4.45	2.7%	2.7%	6.1%	11.4%	69.0%	8.1%
73c	c) My peers	4.60	1.6%	2.6%	6.3%	10.6%	71.4%	7.5%
73d	d) DOE	4.56	1.6%	1.1%	7.1%	9.4%	69.3%	11.5%
73e	For the purpose of this survey, a *chilling effect* 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	6.3%	6.3%	9.4%	19.7%	58.0%	0.3%
75	If I were aware of a chilling effect, I would report it.	4.09	4.4%	6.1%	13.9%	20.2%	55.0%	0.4%
	Work Environment Assessment							
76	The work environment in my company has improved over the past year.	3.31	7.0%	9.3%	28.5%	21.0%	30.0%	4.2%
	Organizational Trust							
77	I trust my company to do the right things to protect environmental and public safety.	4.05	3.4%	4.2%	12.0%	24.6%	55.7%	0.1%
78	I trust my company to do the right things to protect workers' safety and health.	4.02	3.4%	7.2%	9.5%	26.1%	53.8%	0.0%
	Overall Satisfaction with Organization							
79	I would recommend my company as a good place to work.	4.00	2.6%	4.8%	11.1%	24.7%	56.6%	0.1%

No.	Item	Overall RL Site Mean	WCH					
			Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	NA
	Senior Management Assessment							
80	In your judgment, with all things considered, how good a job is your senior management doing:							
80a	a) Stating objectives clearly	3.72	2.1%	6.6%	21.2%	29.8%	40.1%	0.3%
80b	b) Establishing priorities	3.58	3.6%	8.5%	22.0%	30.5%	34.5%	0.8%
80c	c) Making decisions promptly	3.50	3.5%	8.9%	26.5%	28.6%	31.6%	0.9%
80d	d) Providing leadership	3.55	3.6%	8.5%	22.8%	27.6%	37.0%	0.5%
80e	e) Communicating with people	3.45	4.2%	10.4%	23.6%	25.9%	35.6%	0.4%