Nuclear Regulatory Commission
2012 Safety Culture and Climate Survey
Briefing for NRC Staff
November 8, 2012

TOWERS WATSON

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Survey Objectives

Introduction

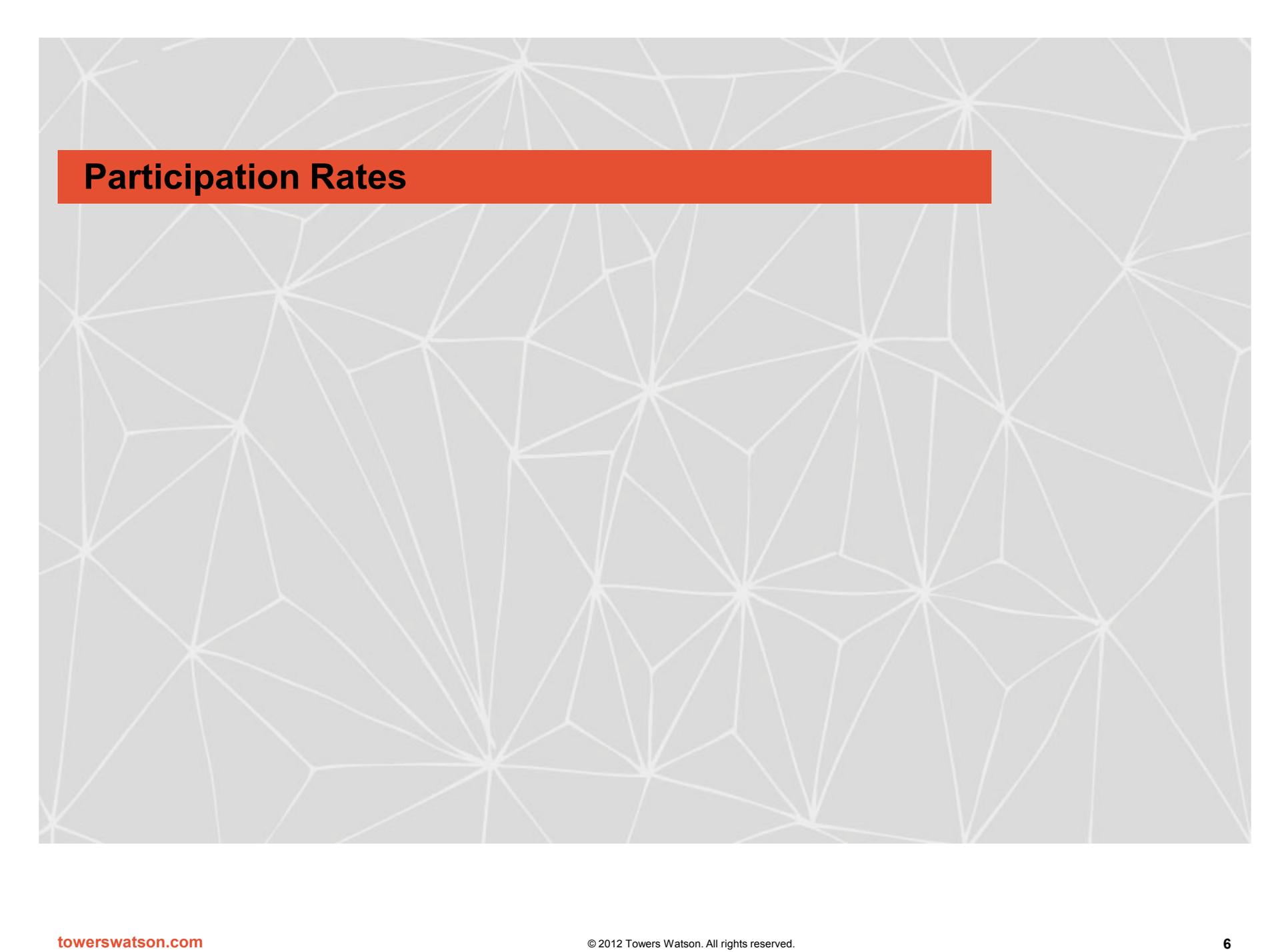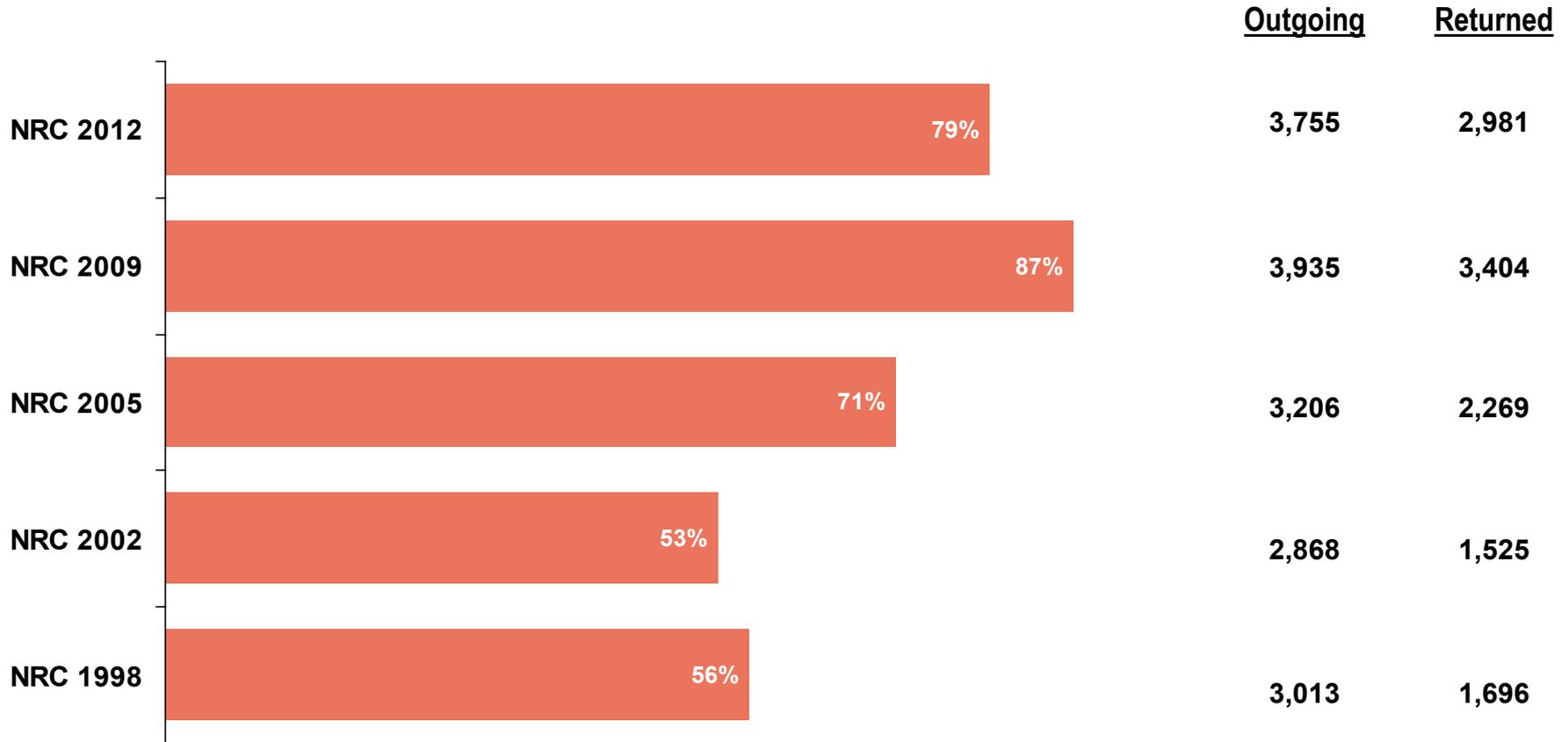| The NRC's Office of the Inspector General (OIG) conducted a safety culture and climate survey for all 3,755 employees in the fall of 2012. Through this research initiative, the NRC's OIG would like to:	- Measure NRC's safety culture and climate to identify areas of strength and opportunities for improvement. - Understand the Key Drivers of Engagement (leverage points for improving engagement) - Compare the results of this survey against the survey results that OIG reported previously. - Provide, where practical, benchmarks for the findings against other similar organizations and high performing companies.
The survey contained 132 items from 20 categories:	• Clarity of Responsibilities • Communication • Continuous Improvement Commitment • Development • DPO/Non-concurrence • Elevating Concerns • Empowerment • Engagement • Management • NRC Image • NRC Mission & Strategic Plan • Office/Region Management • Open, Collaborative Working Environment • Performance Management • Quality Focus • Senior Management • Supervision • Training • Working Relationships • Workload and Support
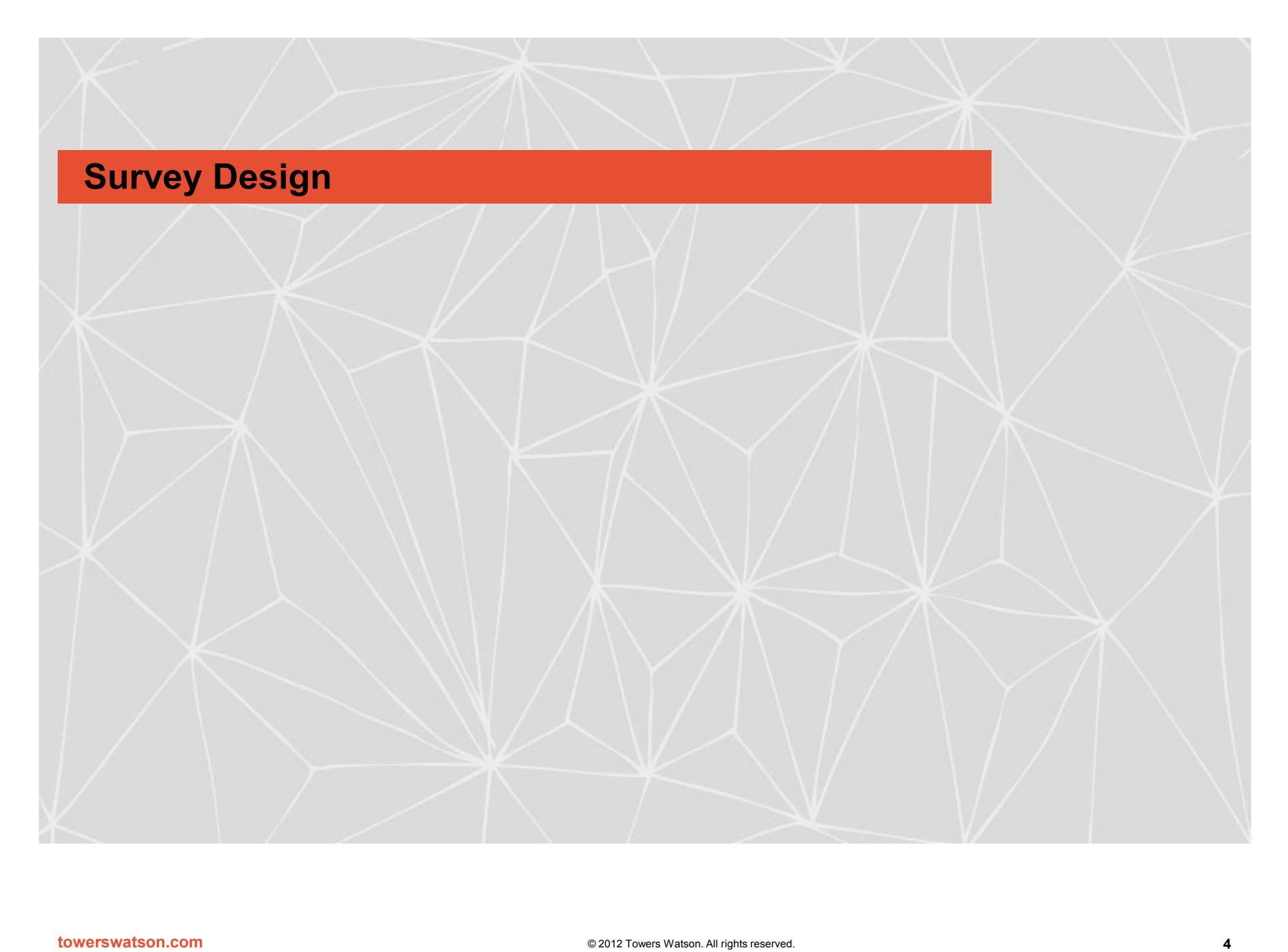
Survey Design

Survey Design

- Conducted 29 individual interviews and 19 focus groups; spoke to 116 NRC employees in total

- Modified survey content from 2009:
  - Reduced number of items from 145 to 132
  - Increased number of categories from 19 to 20
    — Deleted Items that were not seen as an issue in focus group meetings
  - Re-categorized some items
  - Added items on elevating concerns
  - Changed Engagement to Sustainable Engagement
  - Similar to previous surveys, maintained focus on quantitative research – no open-ended comment question

- Provides for a more focused assessment, based on past learnings, of the NRC's Safety Climate and Culture

Participation Rates

Participation Rates

Administration: September 4 – September 28, 2012

	Outgoing	Returned
NRC 2012 79%	3,755	2,981
NRC 2009 87%	3,935	3,404
NRC 2005 71%	3,206	2,269
NRC 2002 53%	2,868	1,525
NRC 1998 56%	3,013	1,696

Towers Watson's Global Return Rate is 75%

Executive Summary

Executive Summary

- While the 2012 NRC data continues to be more favorable than industry and national norms, the overall trend is for less favorable results relative to the 2009 survey

- **Overall Strengths:** Despite concerns raised by some in the focus groups, the survey highlights strength in having appropriate staff. Consistent with the focus groups, improvements have been made in specific communication vehicles.

  - Workload and Support – Sufficient staff to handle the workload (especially interesting given what we heard from some in the focus groups) and information needed to do my job

  - Training – Many feel training prepared them for their work and they have sufficient knowledge of safety concepts.

    - While still strong relative to benchmarks, NRC is losing ground on the broader career development issues (see Development on next page)

  - Communication – Most understand how goals/objectives of their work fit into NRC's future, and understand objectives of NRC overall. The survey highlights improvements in ADAMS and EDO updates

    - Despite the strength in communication overall, the survey reinforces a key point raised in the focus groups: the need to improve communication of why decisions were made

Executive Summary (cont'd)

- **Overall Opportunities:** The biggest opportunities reinforce many of the concerns raised in focus groups, especially relative to image, development and non-concurrence

  - DPO/Non-Concurrence – Losing significant ground on negative reactions when raising views different from senior management, supervisor and peers

  - Management – While the absolute percent favorable scores are not low, NRC is well below benchmarks on recognizing and respecting value of human differences,

  - Development – Significant declines in recruiting/retaining the right people and developing people to their full potential (see training question on opportunity for development and growth)

  - Performance Management – Low and losing ground for effectiveness of performance reviews

  - Image – One of the largest drops in percent favorable relate to holding of all to the same ethical standard. NRC been aligned to the benchmarks in the past but are now well below benchmarks

  - Senior Management – Less than half feel action has been taken since the last survey – as many are neutral and not negative; this is an good opportunity to improve

  - Quality focus – Reinforcing a key point raised in the focus groups, there is a clear opportunity to impact the perception that people sacrifice quality in order to meet metrics
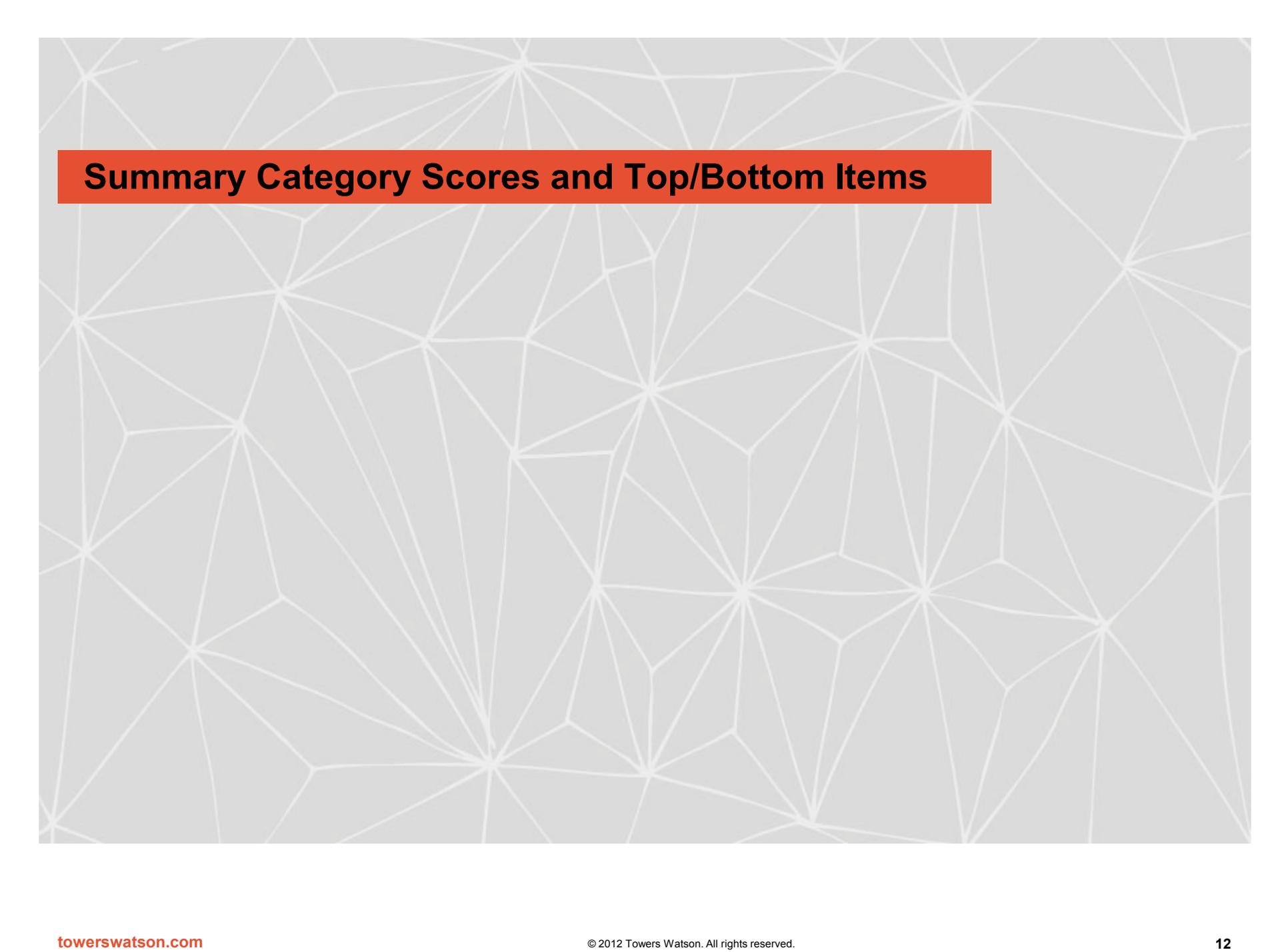
Executive Summary (cont'd)

- **Benchmark Comparisons**

  - 2009 NRC survey: Results have statistically decreased in 8 categories and remained the same in 11 categories.

    - The greatest declines are in Development, Performance Management, Management, NRC Image and Engagement (all -5* points below 2009).

  - U.S. National Norm: The NRC is statistically more favorable in 12 categories, equal to norm in 3 and lower than norm in the Management Category.

  - U.S. Research & Development Norm: Similar to the U.S. National Norm, many categories (12) categories are more favorable that the norm. Workload and Support is 15* points above the norm with Training at 9* points and Communication at 7* points.

  - U.S. High Performing Companies Norm: This high standard highlights some of the opportunities for the NRC. Nine categories are statistically below norm, with Management at -12* points.

- **Key Drivers of Sustainable Engagement:**

  - Driver focus on Empowerment, NRC Mission and Strategic Plan and Training. These three categories explain 74% of the reasons for sustained engagement in the NRC.

Summary Category Scores and Top/Bottom Items

Summary Category Scores

NRC OVERALL (N=2,981)

Favorable Scores

Category	Score
Clarity of Responsibilities	85
NRC Mission & Strategic Plan	83
NRC Image	80
Working Relationships	80
Engagement	78
Supervision	77
Communication	75
Management	74
Workload and Support	73
Elevating Concerns	72
Open, Collaborative Working Environment	71
Continuous Improvement Commitment	70
Empowerment	68
Senior Management	67
Training	67
Office/Region Management	66
Performance Management	66
Quality Focus	63
Development	62
DPO/Non-Concurrence	59

70%

Scale: 0 25 50 75 100

Summary Category Scores vs. Benchmark

NRC OVERALL (N=2,981)

vs. NRC OVERALL 2009 (N=3,404)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Workload and Support	73	1
Clarity of Responsibilities	85	0
Working Relationships	80	0
Communication	76	0
Open, Collaborative Working Environment	71	0
Empowerment	68	-1
Training	67	-1
Quality Focus	63	-1
Supervision	77	-2
Office/Region Management	66	-2
DPO/Non-Concurrence	59	-2
NRC Mission & Strategic Plan	83	-3
Continuous Improvement Commitment	70	-3
Senior Management	75	-4
NRC Image	80	-5
Engagement	77	-5
Management	74	-5
Performance Management	66	-5
Development	62	-5

1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items
NRC OVERALL (N=2,981)
vs. NRC OVERALL 2009 (N=3,404)

Top 10 Differences From Benchmark

Item	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
COMMUNICATION: How effective are the following at enhancing internal communications: EDO Updates	79	+13*	14	4	3
DPO/NON-CONCURRENCE: I am aware of the following methods to raise a concern: The Non-Concurrence Process	88	+10*	8	4	
COMMUNICATION: How effective are the following at enhancing internal communications: ADAMS	51	+8*	20	21	8
OPEN, COLLABORATIVE WORKING ENVIRONMENT: I am aware of the following methods to raise a concern: The Open Door Policy	94	+7*	3	2	
SUPERVISION: My supervisor adequately explains the resolution of differing views that were raised.	57	+7*	28	15	
WORKLOAD AND SUPPORT: There is usually sufficient staff in my work unit to handle the workload.	68	+6*	7	26	
DPO/NON-CONCURRENCE: I am aware of the following methods to raise a concern: The Differing Professional Opinions [DPO] Process	91	+6*	6	3	
WORKING RELATIONSHIPS: In my experience, there is good cooperation between: Headquarters and my [the] region[s]	70	+5*	19	11	
DPO/NON-CONCURRENCE: From what I know or have heard, I think the: The Non-Concurrence Process is effective	49	+5*	37	14	
TRAINING: The training I have received from the NRC has adequately prepared me for the work I do.	86	+4*	5	9	

0   25   50   75   100   * indicates a statistically significant difference

Bottom 10 Items
NRC OVERALL (N=2,981)
vs. NRC OVERALL 2009 (N=3,404)

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able	Don't Know (Other)
ENGAGEMENT: Are you seriously considering leaving the NRC because of your retirement?	71	-16*		21	8
DPO/NON-CONCURRENCE: During the past year, I have heard of someone who has experienced a negative reaction for having raised a mission-related differing view from: Their supervisor	51	-13*		23	27
DPO/NON-CONCURRENCE: During the past year, I have heard of someone who has experienced a negative reaction for having raised a mission-related differing view from: Senior management	51	-13*		20	28
DPO/NON-CONCURRENCE: During the past year, I have heard of someone who has experienced a negative reaction for having raised a mission-related differing view from: Their peers	57	-10*		17	27
NRC IMAGE: In my experience, all NRC employees are held to the same standards of ethical behavior.	64	-9*	9	27	
MANAGEMENT: Management recognizes and respects the value of human differences.	74	-9*	14	13	
PERFORMANCE MANAGEMENT: How do you rate your last performance review in terms of helping you to: Improve your job performance	57	-8*	22	18	3
TRAINING: I believe I have the opportunity for personal development and growth in this organization.	72	-8*	8	20	
PERFORMANCE MANAGEMENT: How do you rate your last performance review in terms of helping you to: Identify your strengths and weaknesses	60	-8*	21	16	3
DEVELOPMENT: I think the NRC is doing a good job of: Developing its people to their full potential	61	-8*	15	23	

0   25   50   75   100   * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

NRC OVERALL (N=2,981)

vs. TW US NATIONAL NORM (N=160,397)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Workload and Support	73	11
Training	79	9
Empowerment	76	8
Communication	90	6
NRC Mission & Strategic Plan	84	6
Working Relationships	80	6
Quality Focus	68	6
Development	62	5
Engagement	79	4
Supervision	79	3
Performance Management	66	3
Senior Management	67	2
Office/Region Management	64	2
Continuous Improvement Commitment	80	0
NRC Image	80	-1
Management	74	-3

Favorable Scores axis: 0 — 25 — 50 — 75 — 100

Differences From Benchmark axis: -20 — -10 — 0 — 10 — 20

4 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Management Items

NRC OVERALL (N=2,981)

vs. 4 Benchmarks

Category 9: Management

35. Management recognizes and respects the value of human differences.
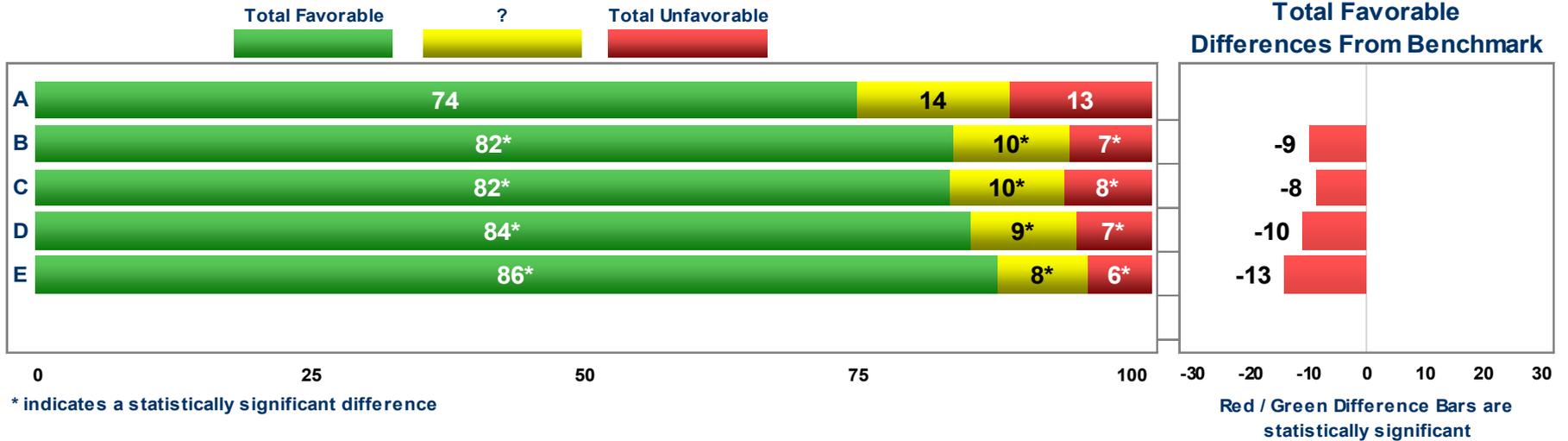
	Total Favorable	?	Total Unfavorable

Total Favorable Differences From Benchmark

A	74	14	13
B	82*	10*	7*	-9
C	82*	10*	8*	-8
D	84*	9*	7*	-10
E	86*	8*	6*	-13

0   25   50   75   100

-30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

A. NRC OVERALL (N=2,981)
B. NRC OVERALL 2009 (N=3,404)
C. TW US NATIONAL NORM (N=160,397)

D. TW US RESEARCH AND DEVELOPMENT NORM (N=24,138)
E. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

Summary Category Scores vs. Benchmark

NRC OVERALL (N=2,981)

vs. TW US RESEARCH AND DEVELOPMENT NORM (N=24,138)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Workload and Support	73	15
Training	79	9
Communication	90	7
Development	62	7
NRC Mission & Strategic Plan	84	6
Performance Management	66	6
Senior Management	67	5
Office/Region Management	64	5
Empowerment	78	4
Quality Focus	68	4
Working Relationships	83	3
Engagement	79	3
Supervision	79	1
Continuous Improvement Commitment	80	-1
Management	74	-3
NRC Image	80	-5

4 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

NRC Image Items

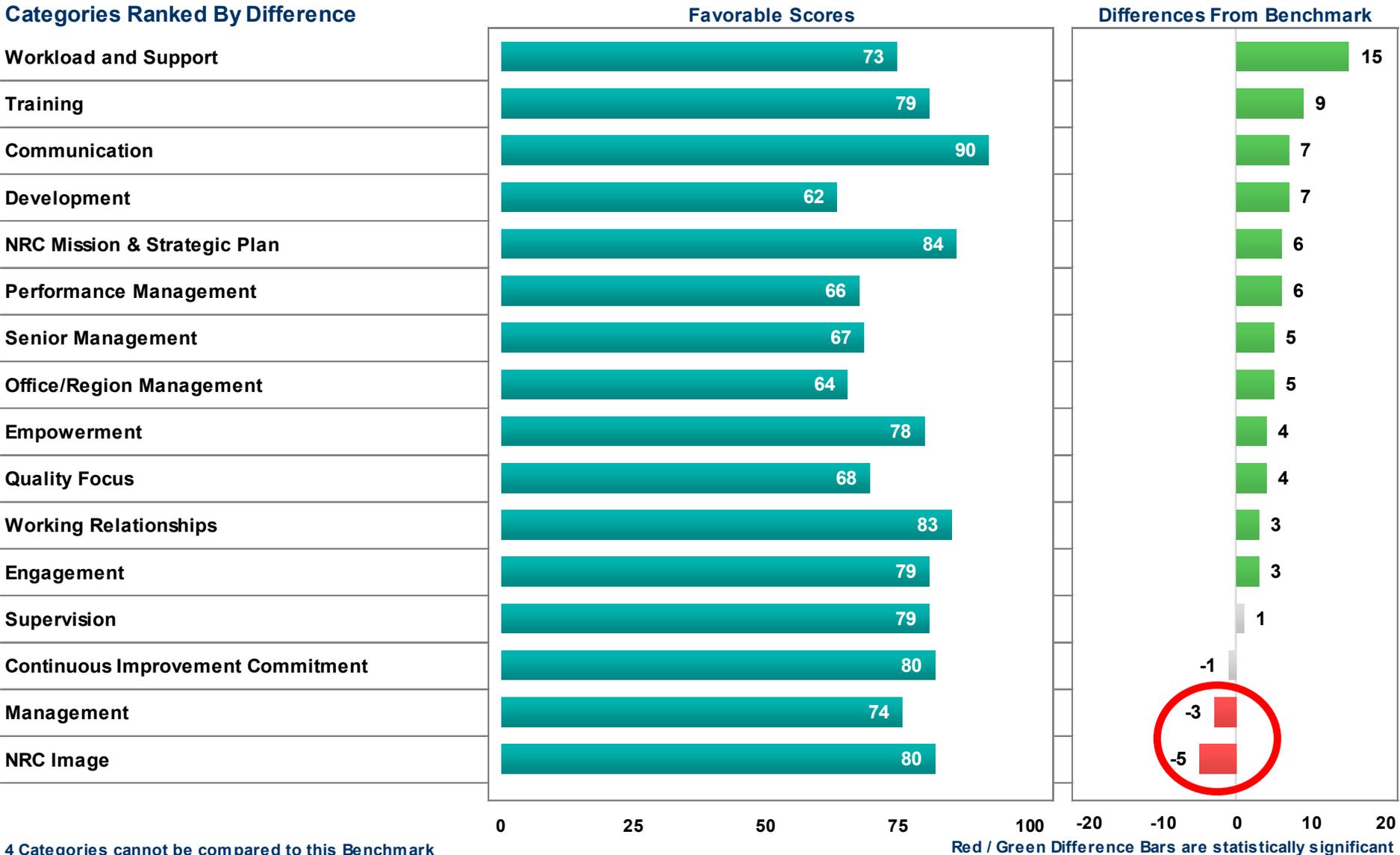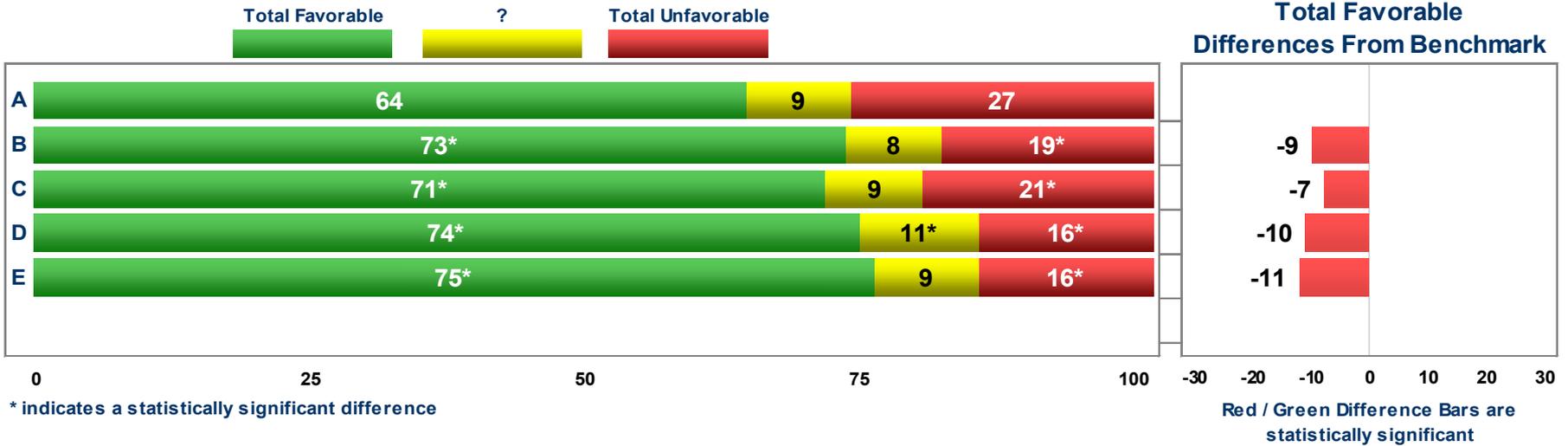**NRC OVERALL (N=2,981)**

vs. 4 Benchmarks

Category 10: NRC Image

12. In my experience, all NRC employees are held to the same standards of ethical behavior.

	Total Favorable	?	Total Unfavorable

Total Favorable Differences From Benchmark

	Total Favorable	?	Total Unfavorable		Difference
A	64	9	27		
B	73*	8	19*		-9
C	71*	9	21*		-7
D	74*	11*	16*		-10
E	75*	9	16*		-11

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

A. NRC OVERALL (N=2,981)
B. NRC OVERALL 2009 (N=3,404)
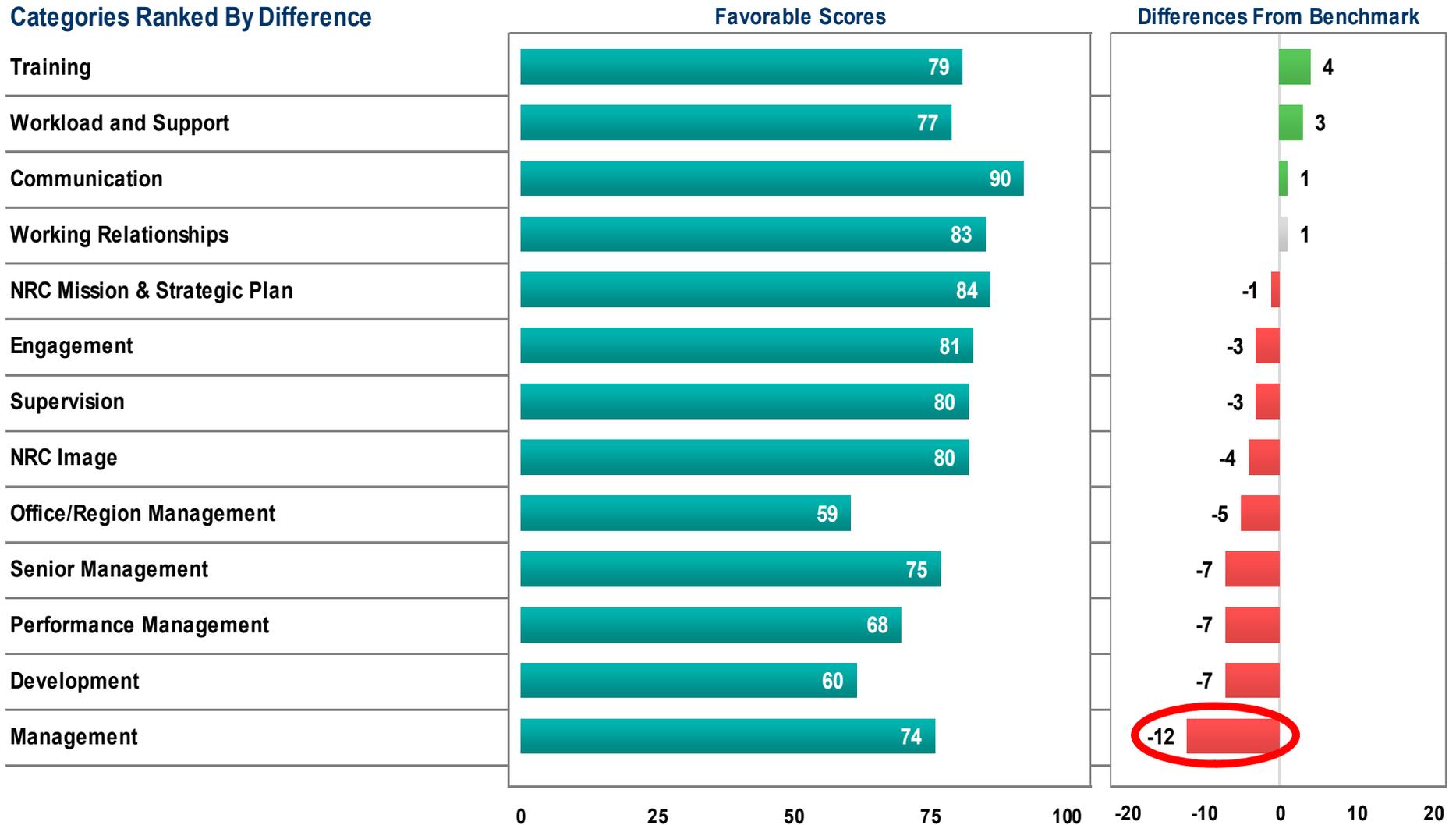C. TW US NATIONAL NORM (N=160,397)

D. TW US RESEARCH AND DEVELOPMENT NORM (N=24,138)
E. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

Summary Category Scores vs. Benchmark
NRC OVERALL (N=2,981)
vs. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Training	79	4
Workload and Support	77	3
Communication	90	1
Working Relationships	83	1
NRC Mission & Strategic Plan	84	-1
Engagement	81	-3
Supervision	80	-3
NRC Image	80	-4
Office/Region Management	59	-5
Senior Management	75	-7
Performance Management	68	-7
Development	60	-7
Management	74	-12

7 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Items By Category

NRC OVERALL (N=2,981)
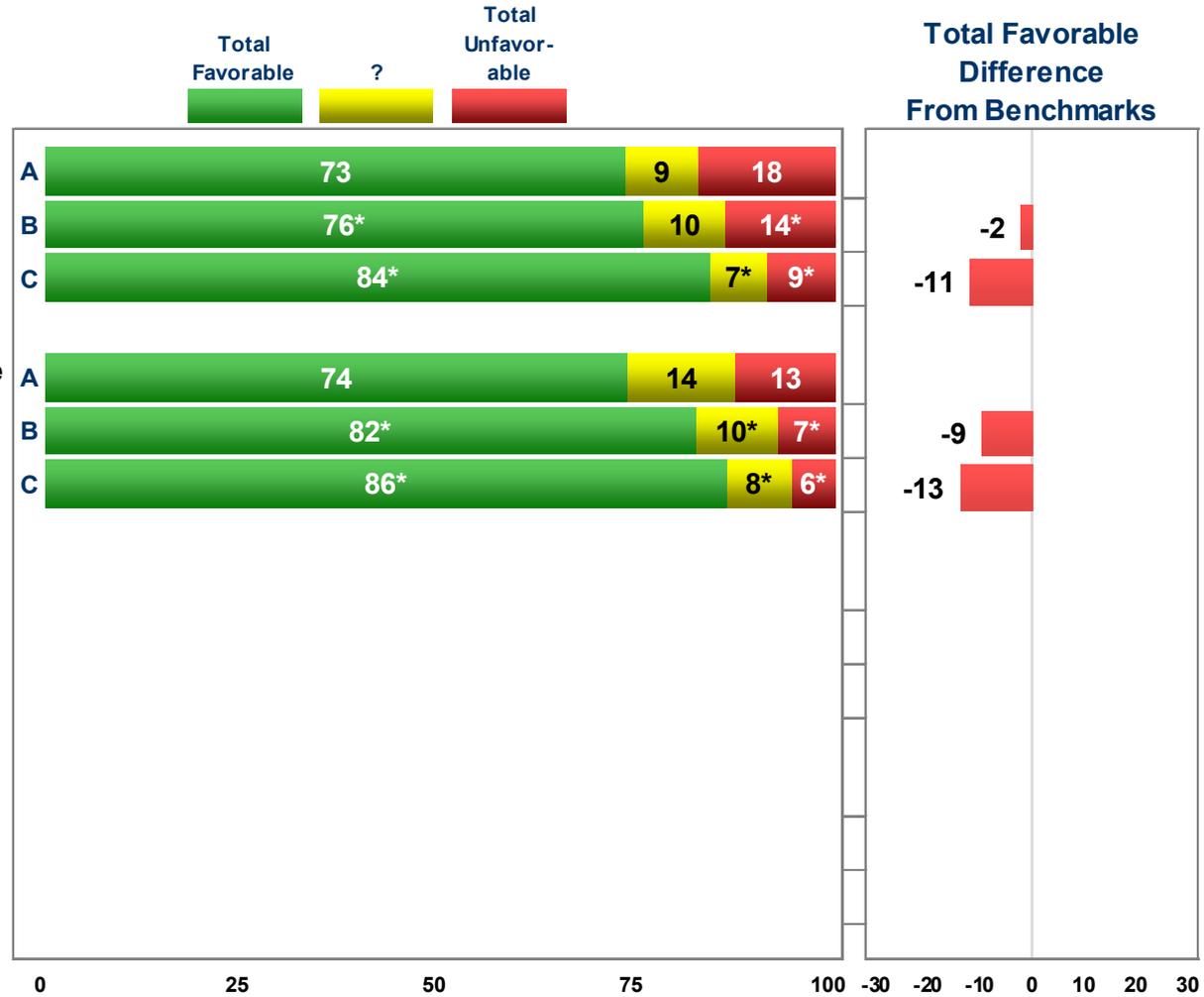
vs. 2 Benchmarks

Category 9: Management

	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks

20. The management style at the NRC encourages employees to give their best.

	Total Favorable	?	Total Unfavorable	Difference
A	73	9	18	
B	76*	10	14*	-2
C	84*	7*	9*	-11

35. Management recognizes and respects the value of human differences.

	Total Favorable	?	Total Unfavorable	Difference
A	74	14	13	
B	82*	10*	7*	-9
C	86*	8*	6*	-13

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Items By Category

NRC OVERALL (N=2,981)

vs. 2 Benchmarks

Category 16: Senior Management

Legend

A. NRC OVERALL (N=2,981)
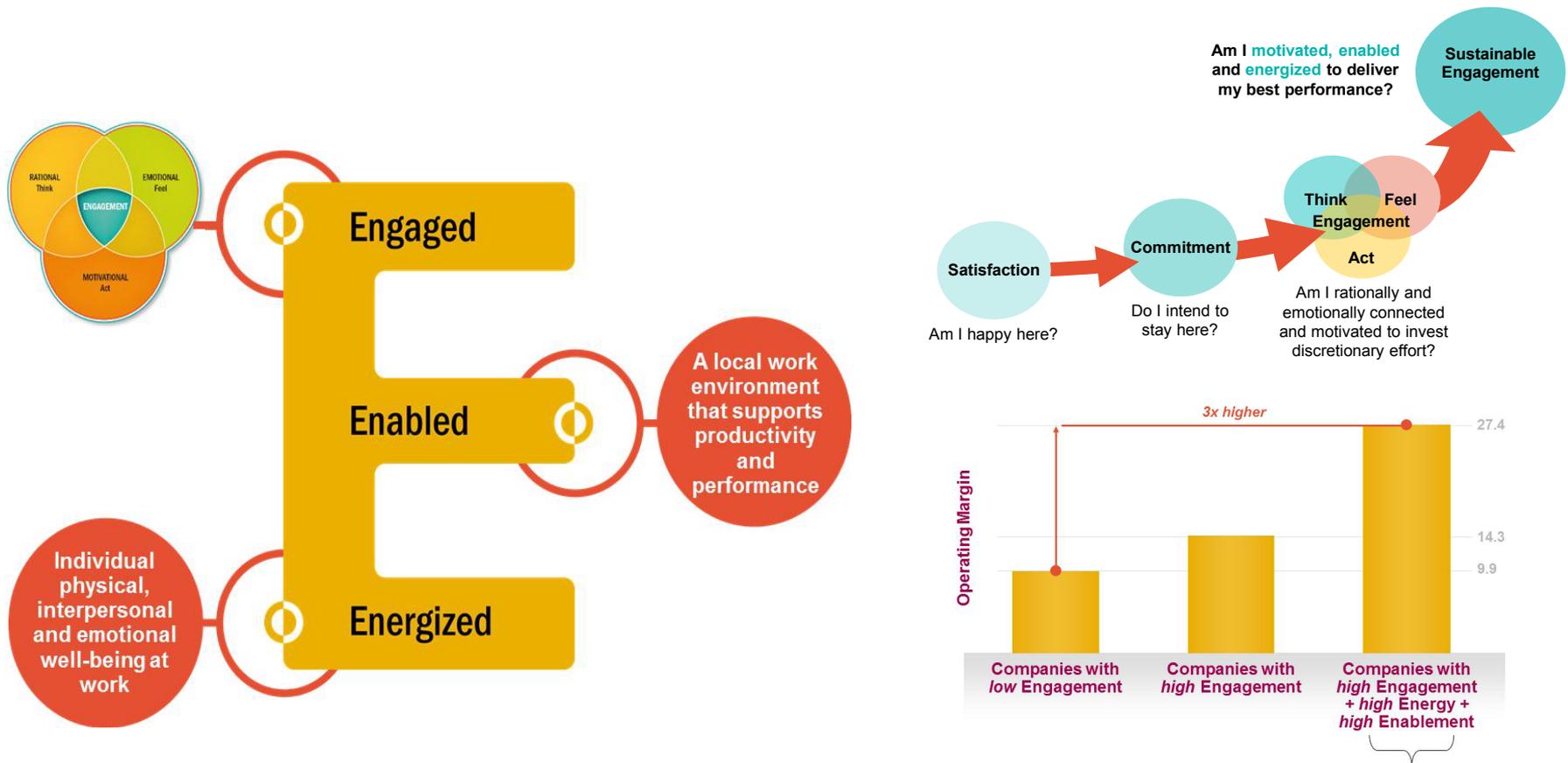
B. NRC OVERALL 2009 (N=3,404)

C. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

The TW Sustainable Engagement Model and Items

Sustainable engagement: Advancing the concept

Our model of engagement has evolved following Towers Watson research into high-performing companies. We see the best financial performance in companies with sustainable engagement.

Engaged

Enabled — A local work environment that supports productivity and performance

Energized — Individual physical, interpersonal and emotional well-being at work

RATIONAL Think — EMOTIONAL Feel — ENGAGEMENT — MOTIVATIONAL Act

Am I **motivated, enabled** and **energized** to deliver my best performance? → Sustainable Engagement

Satisfaction — Am I happy here?

Commitment — Do I intend to stay here?

Think Engagement Feel Act — Am I rationally and emotionally connected and motivated to invest discretionary effort?

3x higher

Operating Margin

Companies with *low* Engagement	Companies with *high* Engagement	Companies with *high* Engagement + *high* Energy + *high* Enablement
9.9	14.3	27.4

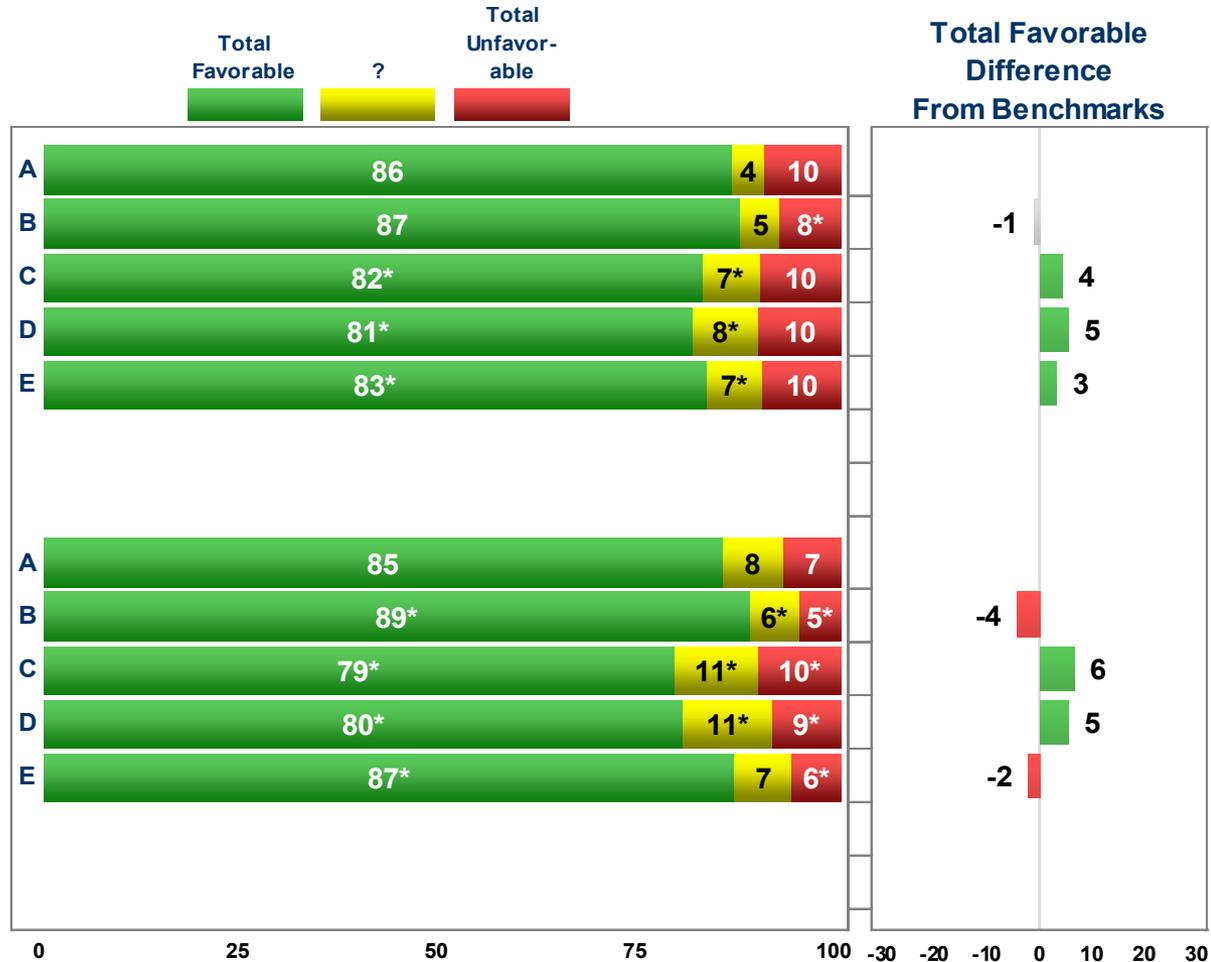Source: Towers Watson's Global Normative Database

NRC 2012 Sustainable Engagement Items

- Engagement
  - I would recommend the NRC as a good place to work.
  - I am proud to be associated with the NRC.
  - I believe strongly in the goals and objectives of this organization.
  - The NRC energizes me to go the extra mile.
- Enablement
  - I have the work tools and resources I need to achieve exceptional performance.
- Energy
  - My work gives me a sense of personal accomplishment.
  - The amount of stress I experience in my job seriously reduces my effectiveness.
  - I am able to sustain the level of energy I need throughout the work day.

Sustainable Engagement Items vs. 2009 and Norms

	Total Favorable	?	Total Unfavorable

Total Favorable Difference From Benchmarks

28. My work gives me a sense of personal accomplishment.

	Total Favorable	?	Total Unfavorable	Difference
A	86	4	10	
B	87	5	8*	-1
C	82*	7*	10	4
D	81*	8*	10	5
E	83*	7*	10	3

29. I would recommend the NRC as a good place to work.

	Total Favorable	?	Total Unfavorable	Difference
A	85	8	7	
B	89*	6*	5*	-4
C	79*	11*	10*	6
D	80*	11*	9*	5
E	87*	7	6*	-2

Bottom axis: 0   25   50   75   100

Difference axis: -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

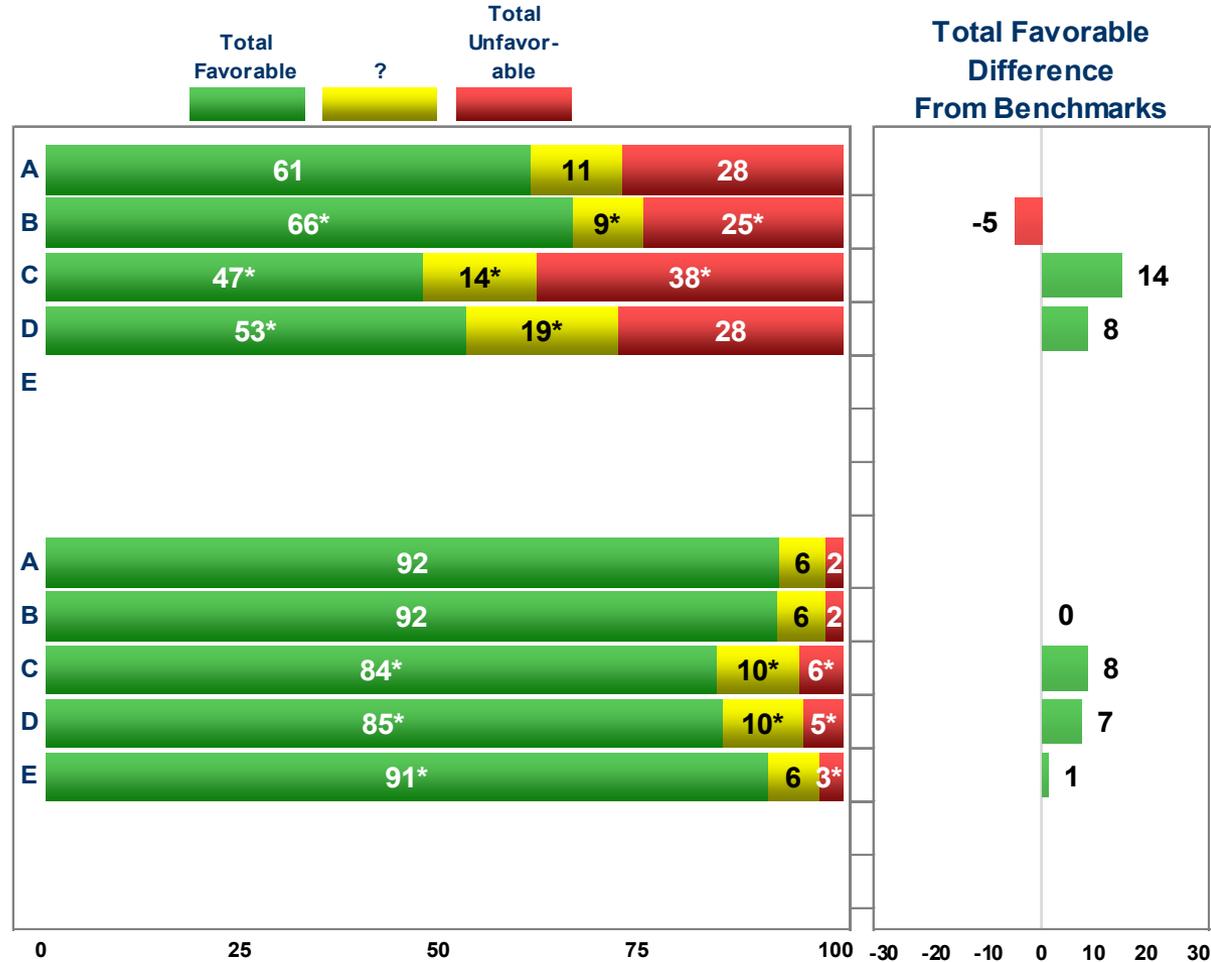Red / Green Difference Bars are statistically significant

Legend
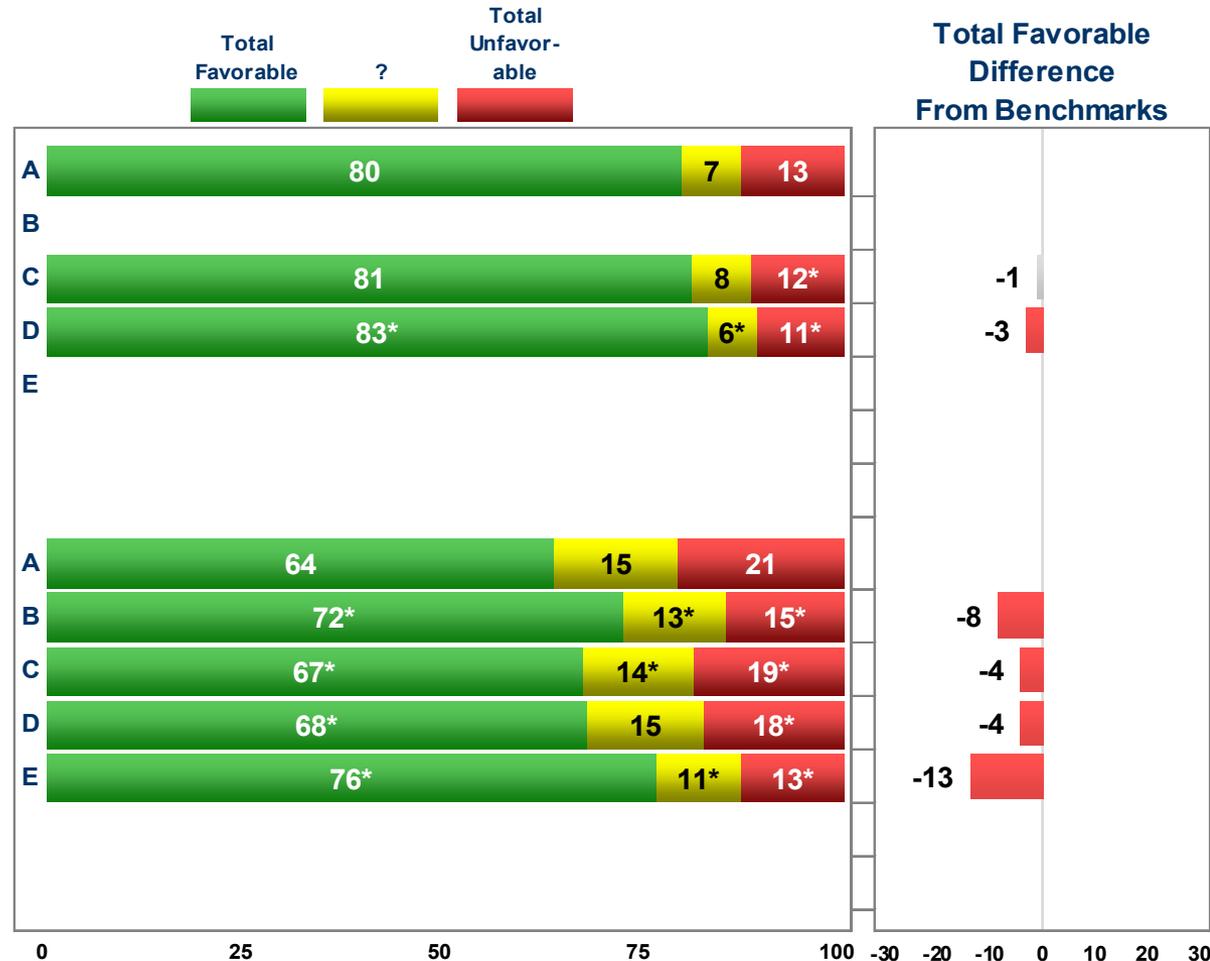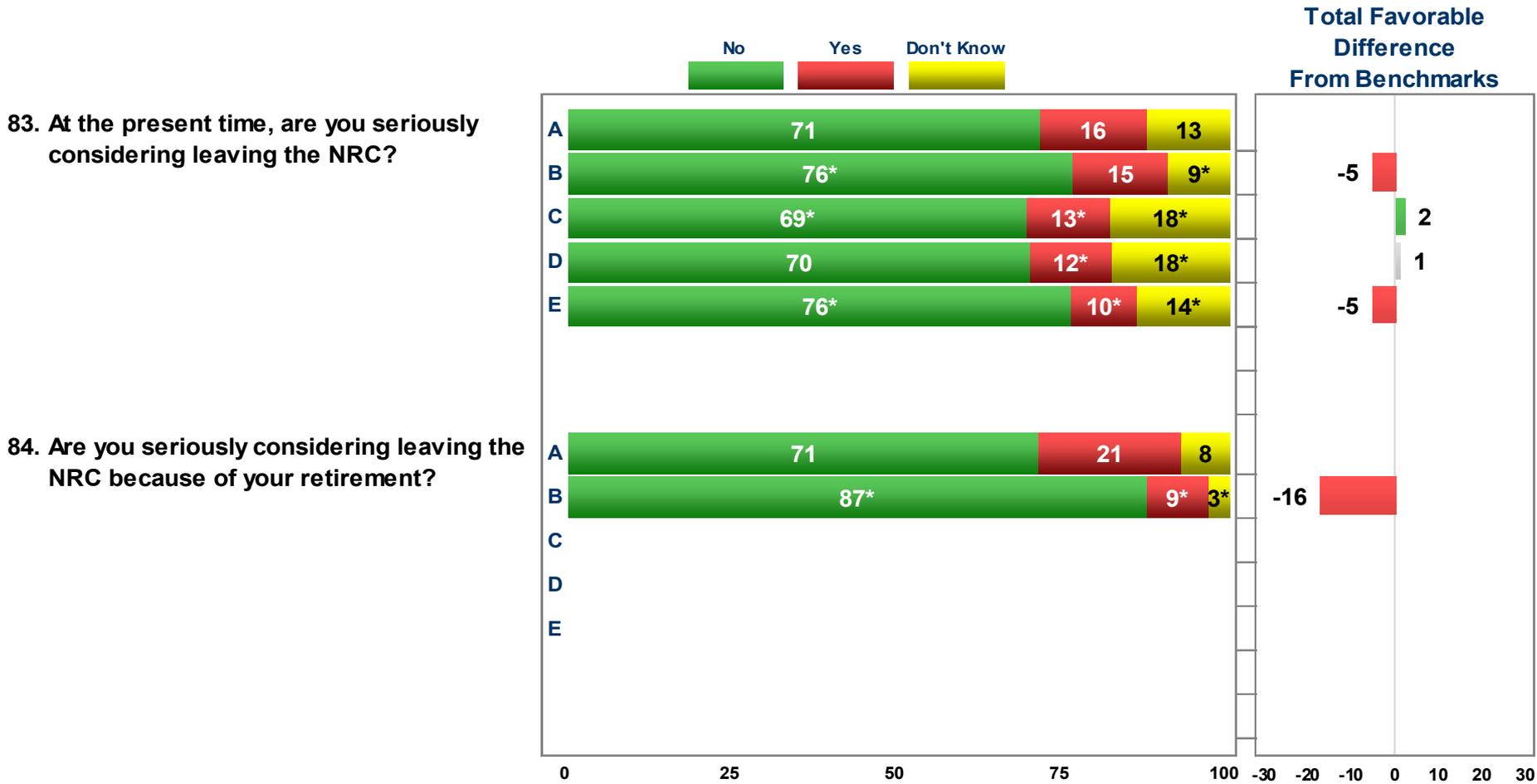
A. NRC OVERALL (N=2,981)
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C. TW US NATIONAL NORM (N=160,397)
D. TW US RESEARCH AND DEVELOPMENT NORM (N=24,138)
E. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

Sustainable Engagement Items vs. 2009 and Norms (cont'd)

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

44. I am proud to be associated with the NRC.

	Total Favorable	?	Total Unfavorable	Difference
A	90	7	4	
B	92*	5*	3*	-3
C	87*	8*	5*	3
D	87*	8*	4	2
E	93*	5*	3*	-3

50. I have the work tools and resources I need to achieve exceptional performance.

	Total Favorable	?	Total Unfavorable	Difference
A	79	9	13	
B				
C	75*	8*	17*	3
D	72*	9	19*	6
E	81*	7*	13	-2

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Sustainable Engagement Items vs. 2009 and Norms (cont'd)

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

53. The amount of stress I experience in my job seriously reduces my effectiveness. (N)

	Total Favorable	?	Total Unfavorable	Difference
A	61	11	28	
B	66*	9*	25*	-5
C	47*	14*	38*	14
D	53*	19*	28	8
E				

55. I believe strongly in the goals and objectives of this organization.

	Total Favorable	?	Total Unfavorable	Difference
A	92	6	2	
B	92	6	2	0
C	84*	10*	6*	8
D	85*	10*	5*	7
E	91*	6	3*	1

Scale: 0 25 50 75 100   -30 -20 -10 0 10 20 30

(N) indicates 'Disagreeing' is the Favorable Response

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant
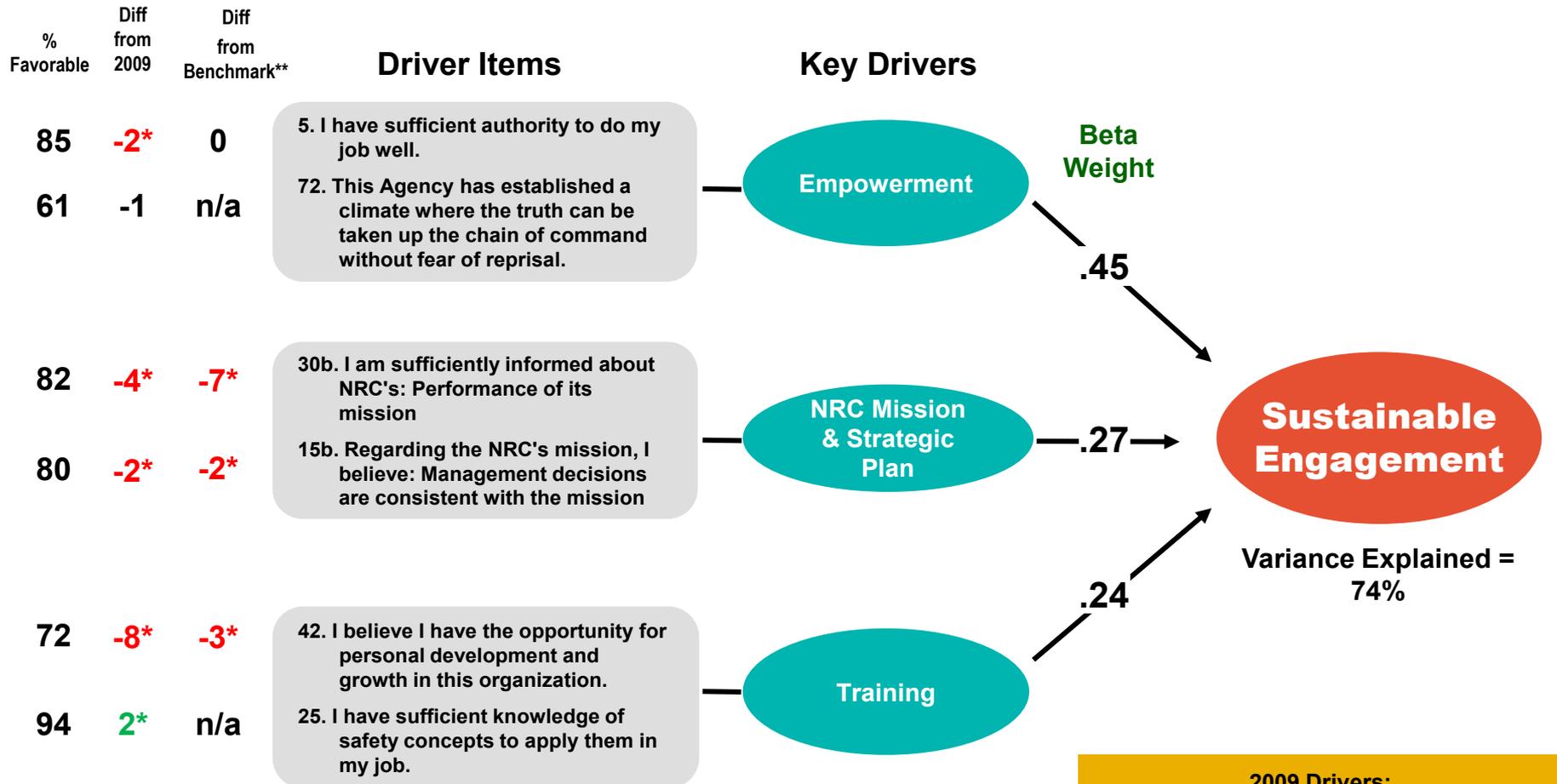
Legend

A. NRC OVERALL (N=2,981)
B. NRC OVERALL 2009 (N=3,404)
C. TW US NATIONAL NORM (N=160,397)

D. TW US RESEARCH AND DEVELOPMENT NORM (N=24,138)
E. TW US HIGH PERFORMING COMPANIES NORM (N=140,000)

Sustainable Engagement Items vs. 2009 and Norms (cont'd)

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

66. I am able to sustain the level of energy I need throughout the work day.

	Total Favorable	?	Total Unfavorable	Difference
A	80	7	13	
B				
C	81	8	12*	-1
D	83*	6*	11*	-3
E				

70. The NRC energizes me to go the extra mile.

	Total Favorable	?	Total Unfavorable	Difference
A	64	15	21	
B	72*	13*	15*	-8
C	67*	14*	19*	-4
D	68*	15	18*	-4
E	76*	11*	13*	-13

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Sustainable Engagement Items vs. 2009 and Norms (cont'd)

Total Favorable Difference From Benchmarks

	No	Yes	Don't Know

83. At the present time, are you seriously considering leaving the NRC?

	No	Yes	Don't Know	Difference
A	71	16	13	
B	76*	15	9*	-5
C	69*	13*	18*	2
D	70	12*	18*	1
E	76*	10*	14*	-5

84. Are you seriously considering leaving the NRC because of your retirement?

	No	Yes	Don't Know	Difference
A	71	21	8	
B	87*	9*	3*	-16
C				
D				
E				

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Key Drivers of Sustainable Engagement

Overall 2012 Key Drivers of Sustainable Engagement

% Favorable	Diff from 2009	Diff from Benchmark**
85	-2*	0
61	-1	n/a
82	-4*	-7*
80	-2*	-2*
72	-8*	-3*
94	2*	n/a

Driver Items

- 5. I have sufficient authority to do my job well.
- 72. This Agency has established a climate where the truth can be taken up the chain of command without fear of reprisal.

- 30b. I am sufficiently informed about NRC's: Performance of its mission
- 15b. Regarding the NRC's mission, I believe: Management decisions are consistent with the mission

- 42. I believe I have the opportunity for personal development and growth in this organization.
- 25. I have sufficient knowledge of safety concepts to apply them in my job.

Key Drivers

- Empowerment
- NRC Mission & Strategic Plan
- Training

Beta Weight

.45

.27

.24

Sustainable Engagement

Variance Explained = 74%

2009 Drivers:
#1: Management Leadership
#2: Continuous Improvement Commitment
#3: Training and Development

** Towers Watson U.S. High Performing Companies Norm.
* Indicates a statistically significant difference.
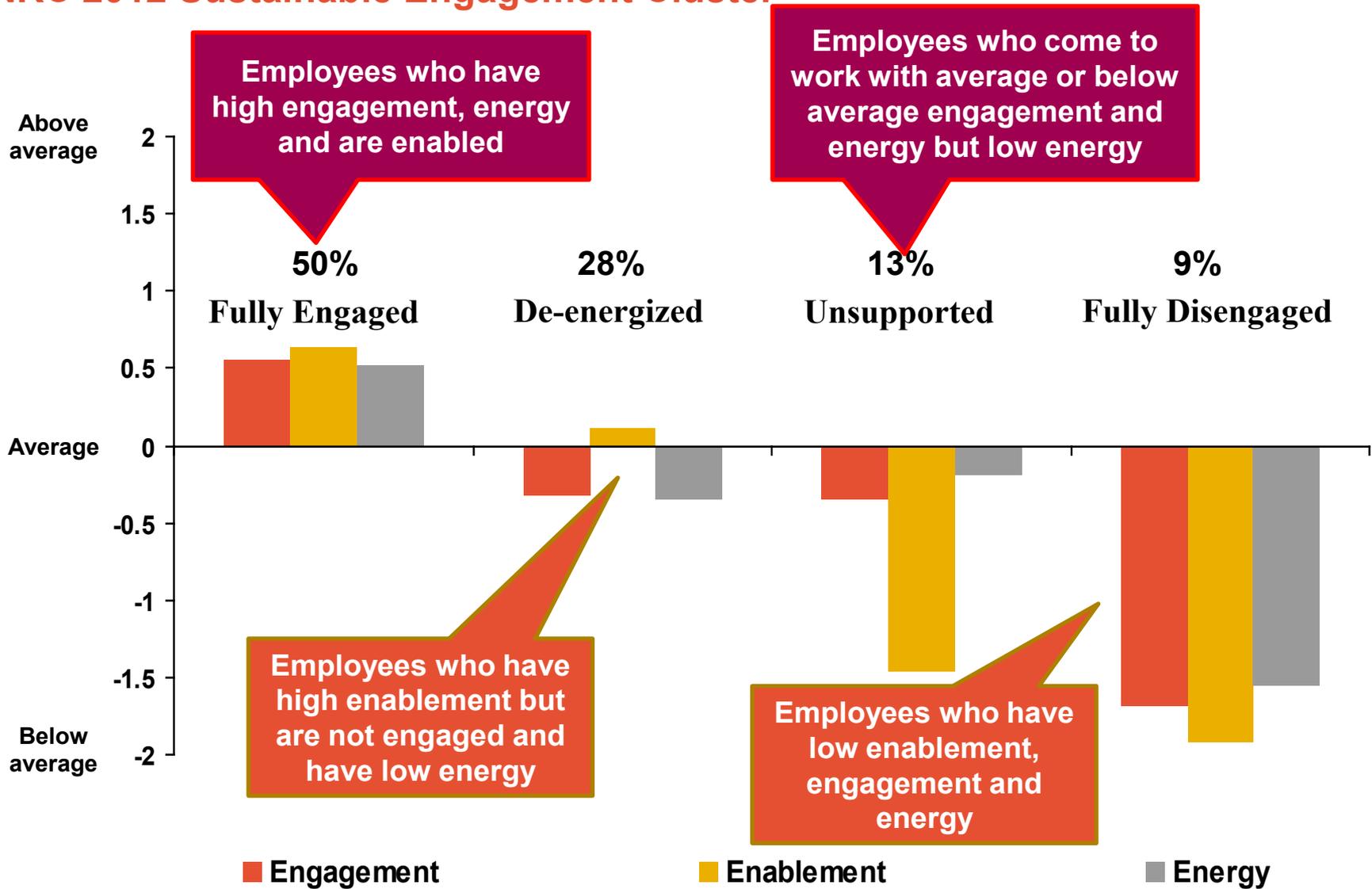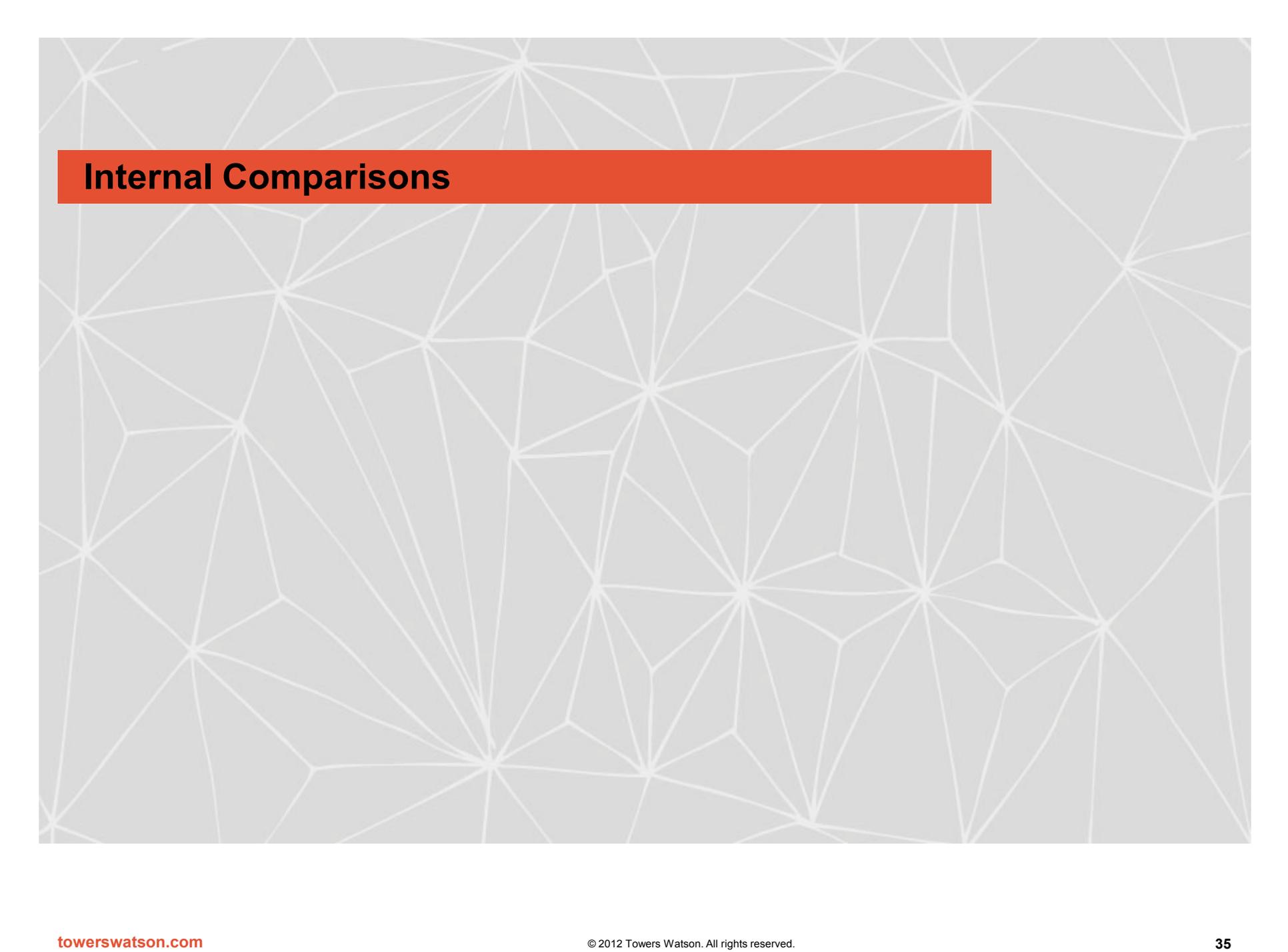
Internal Comparisons

Category Breakdown Matrix

NRC OVERALL (N=2,981)

By Job Function

A. NRC OVERALL (N=2,981)
B. ADMINISTRATIVE/SUPPORT (N=854)
C. ENGINEERING (N=1,428)

D. LEGAL (N=108)
E. SECURITY (N=197)
F. SCIENTIFIC (N=361)

#	Category	A	B	C	D	E	F
	Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference			
1	Clarity of Responsibilities	85	0	2	1	-9	-2
2	Communication	75	2	0	-3	-4	-1
3	Continuous Improvement Commitment	70	1	0	-2	-3	1
4	Development	62	1	1	-1	-7	-1
5	DPO/Non-Concurrence	59	-7	5	1	-6	1
6	Elevating Concerns	72	-2	2	-1	-5	1
7	Empowerment	68	-3	3	1	-5	0
8	Engagement	78	-2	2	-1	-4	0
9	Management	74	0	2	-4	-7	1
10	NRC Image	80	-3	3	-1	-6	2
11	NRC Mission & Strategic Plan	83	-1	2	-4	-3	0
12	Office/Region Management	66	-1	2	-1	-10	2
13	Open, Collaborative Working Environment	71	-3	3	1	-5	1
14	Performance Management	66	2	0	-4	0	-2
15	Quality Focus	63	-4	4	-1	-6	0
16	Senior Management	67	1	0	-4	-5	0
17	Supervision	77	-1	2	3	-5	-3
18	Training	67	0	2	1	-5	-1
19	Working Relationships	80	-2	3	-4	-5	-2
20	Workload and Support	73	-2	3	6	-10	-1

Category Breakdown Matrix
NRC OVERALL (N=2,981)

By Grade Level

A. NRC OVERALL (N=2,981)
B. GG-1 TO GG-10 (N=245)
C. GG-11 TO GG-12 (N=185)
D. GG-13 (N=686)

E. GG-14 (N=864)
F. GG-15 (N=764)
G. SENIOR LEVEL/ADMIN LAW JUDGE (N=25)
H. SES/SLS/EXECUTIVE LEVEL (N=185)

#	Category	A	B	C	D	E	F	G	H
	Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference				
1	Clarity of Responsibilities	85	5	-3	0	-4	2	13	9
2	Communication	75	7	2	-2	-4	1	-2	10
3	Continuous Improvement Commitment	70	5	4	-2	-4	1	-3	13
4	Development	62	8	2	-3	-6	3	-2	19
5	DPO/Non-Concurrence	59	-6	-6	-4	-3	6	-9	23
6	Elevating Concerns	72	3	-2	-2	-5	3	-3	18
7	Empowerment	68	0	0	-3	-5	4	2	20
8	Engagement	78	3	2	0	-3	0	3	7
9	Management	74	8	2	-3	-6	4	-2	17
10	NRC Image	80	2	-1	0	-3	1	6	11
11	NRC Mission & Strategic Plan	83	3	2	-1	-3	1	-5	10
12	Office/Region Management	66	10	1	-4	-6	2	5	22
13	Open, Collaborative Working Environment	71	-1	-2	-3	-4	5	-3	19
14	Performance Management	66	8	2	-5	-4	3	-15	14
15	Quality Focus	63	1	-3	-3	-3	1	5	20
16	Senior Management	67	8	-2	-4	-5	3	-9	19
17	Supervision	77	4	3	-3	-4	2	8	15
18	Training	67	2	4	-1	-3	0	3	8
19	Working Relationships	80	2	0	-1	-3	2	-11	11
20	Workload and Support	73	4	1	0	-3	-1	14	13

Category Breakdown Matrix
NRC OVERALL (N=2,981)

By Total Length of NRC/AEC Service

A. NRC OVERALL (N=2,981)
B. LESS THAN 1 YEAR OF SVC (N=48)
C. 1 YEAR BUT < 5 YEARS OF SVC (N=737)
D. 5 YEARS BUT < 10 YEARS OF SVC (N=914)

E. 10 YEARS BUT < 15 YEARS OF SVC (N=379)
F. 15 YEARS BUT < 20 YEARS OF SVC (N=153)
G. 20 YEARS BUT < 25 YEARS OF SVC (N=320)
H. 25 YEARS OR MORE OF SVC (N=414)

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

#	Category	A	B	C	D	E	F	G	H
1	Clarity of Responsibilities	85	1	0	-3	1	0	3	4
2	Communication	75	9	1	-2	-1	0	2	1
3	Continuous Improvement Commitment	70	5	0	-1	-1	0	2	2
4	Development	62	22	0	-4	0	-2	4	4
5	DPO/Non-Concurrence	59	-2	-2	-1	0	3	5	4
6	Elevating Concerns	72	11	2	-2	0	-2	0	2
7	Empowerment	68	12	0	-2	0	0	0	3
8	Engagement	78	6	3	-1	1	-1	-1	-3
9	Management	74	19	2	-3	0	-5	-1	4
10	NRC Image	80	12	2	-1	0	1	-1	-1
11	NRC Mission & Strategic Plan	83	9	1	-3	0	0	1	2
12	Office/Region Management	66	23	1	-3	-3	1	3	5
13	Open, Collaborative Working Environment	71	10	0	-2	1	0	0	2
14	Performance Management	66	-9	1	-2	1	3	0	4
15	Quality Focus	63	4	2	-3	0	0	3	0
16	Senior Management	67	4	-1	-3	0	1	3	6
17	Supervision	77	12	1	-2	0	-3	2	3
18	Training	67	7	1	-3	0	-1	1	4
19	Working Relationships	80	8	-1	-2	2	1	1	4
20	Workload and Support	73	11	0	-2	-1	-2	3	3

Conclusions

2012 NRC Strengths

- **Workload and Support**
  - Employees feel strongly that there is usually enough staff to handle the workload (+23* vs. R&D, +12* vs. U.S. Nat'l, +6* vs. NRC 2009)
  - Employees agree that priorities do not change so frequently that it affects their work (+13* R&D and +15* vs. U.S. Nat'l)
- **Training** (A Key Driver)
  - The NRC received high marks on training preparing employees for the work they do (+10* vs. R&D, High Performance, and U.S. Nat'l)
  - There is also high agreement that employees have sufficient opportunities to receive training to improve skills for the current job (+6* vs. U.S. High Performance, +12* vs. R&D, and +14* U.S. Nat'l)
- **Communication**
  - There is a clear understanding of:
    — The NRC as a whole (+4* vs. High Performance, +9* vs. R&D, +8* vs. U.S. Nat'l., and +2* vs. 2009)
    — How the goals and objectives of employees' work fit into the NRC's future direction (+6* vs. R&D and +7* vs. U.S. National)
- **Engagement**
  - Employees believe strongly in the in the goals and objectives of the NRC (+1* vs. High Performance, +7* vs. R&D, and +8* vs. U.S. Nat'l) and have a strong sense of personal accomplishment (+3* vs. High Performance, +5* vs. R&D, +4* vs. U.S. Nat'l)

2012 NRC Opportunities

- **Management**
  - Employees are less likely to think that management recognizes and respects the value of human differences (-13* vs. High Performance, -10* vs. R&D, -8* vs. U.S. Nat'l, and -9* vs. 2009)
- **DPO/ Non-Concurrence**
  - Opinions have decreased since 2009 on views of experiencing negative reactions from raising a mission-related differing view from: senior management (-13*), Supervisors (-13*), Peers (-10*)
- **NRC Image**
  - Employees do not feel that everyone is held to the same ethical standard (-11* vs. High Performance, -10* vs. R&D, -7* vs. U.S. Nat'l, and -9* vs. 2009)
- **Development**
  - Views have decreased since 2009 regarding the NRC:
    — Recruiting the right people for future needs (-12* vs. High Performance and -8* vs. 2009)
    — Retaining its most talented people (-6* vs. High Performance and 2009)
- **Performance Management**
  - Regarding performance evaluation, views have dropped since 2009 on:
    — Identifying strengths and weaknesses (-12* vs. High Performance and -8* vs. 2009)
    — Improving job performance (-7* vs. High Performance and -8* vs. 2009)

Next Steps

Next Steps

- ❑ Briefing for Commission   – November 8
- ❑ Briefing for Staff   – November 8
- ❑ Conduct Results to Action Workshop   – January 8-11, 2013
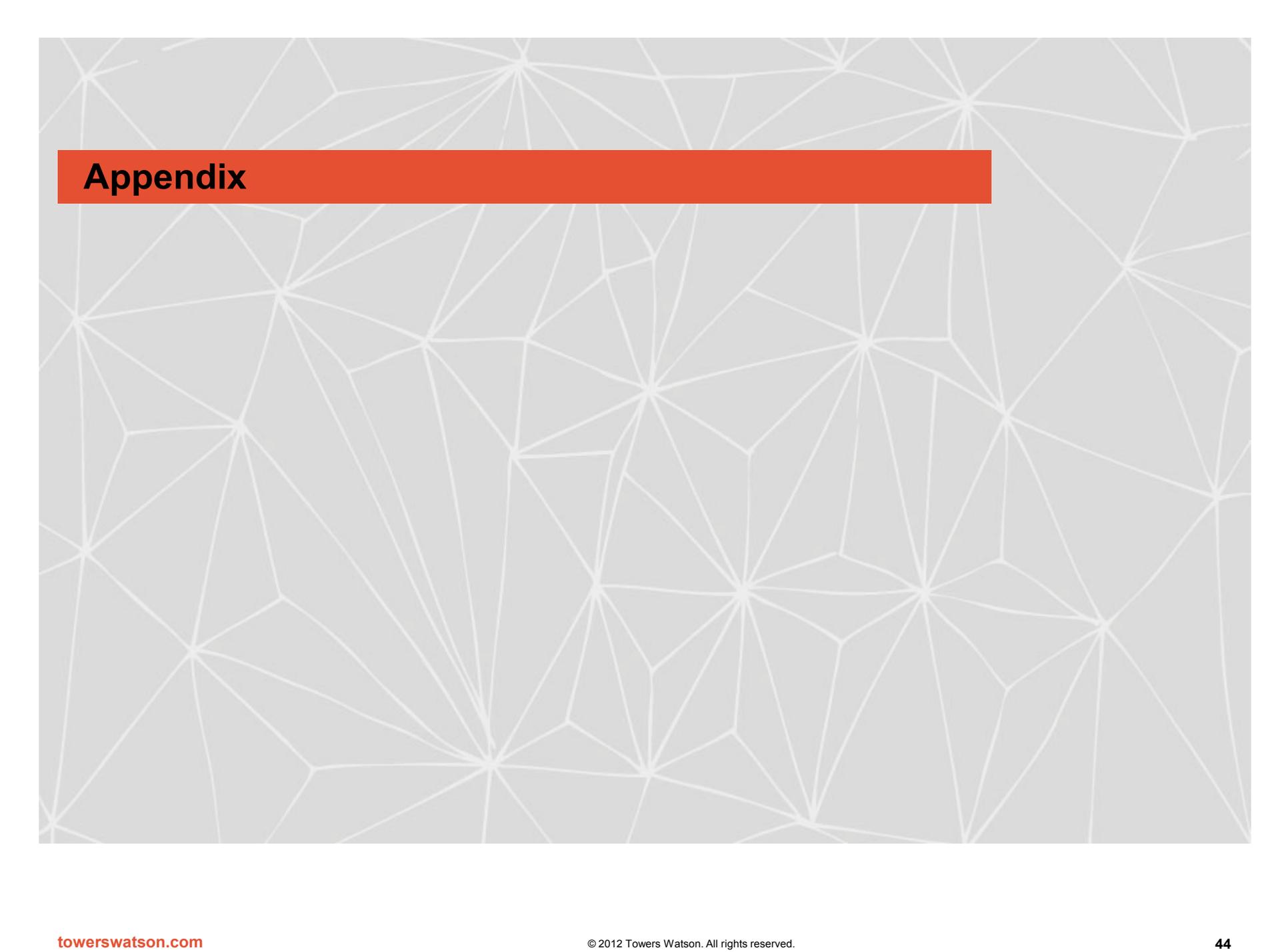
Appendix

Key Definitions

- **SENIOR MANAGEMENT** refers to NRC supervisors and managers at the Deputy Office Director/ Deputy Regional Administrator level and above, including the Chairman, and Commissioners. Also includes senior management such as the IG, the CFO, the EDO, Deputy Executive Director for Reactor and Preparedness Programs, Deputy Executive Director for Materials, Waste, Research, State, Tribal and Compliance Programs, Deputy Executive Director for Corporate Management

- **MANAGEMENT** refers to all supervisors and managers as a whole and would include the person to whom you report on a day-to-day basis

- **OFFICE/REGION MANAGEMENT** refers to all supervisors and managers as a whole in your Office such as the Office of Nuclear Material Safety and Safeguards, Office of Nuclear Reactor Regulation, Office of the Inspector General, Office of Enforcement, and Office of Information Services. In the Regions, this term refers to all managers and supervisors in your Region

- **SUPERVISOR** refers to the person to whom you report on a day-to-day basis, regardless of his or her title. This definition is applicable only for this questionnaire. It differs from the definition for a supervisor under 5 U.S.C. 7103 (1)(10)

- **STAKEHOLDERS** refers to such elements [internal and external] with which the NRC interacts [employees, licensees, interveners, the general public, Congress, the nuclear industry]

Norm Descriptions

Towers Watson's U.S. High Performance Companies Norm

Impact	A stretch comparison to some of the most effective companies in the U.S.
Description	The Towers Watson U.S. High Performance Companies Norm is comprised of a weighted average of 140,000 employee survey results from a cross-section of industry sectors for operations located in the U.S. The data is derived from recent client studies conducted by Towers Watson. Companies qualify for the norm by meeting two criteria: (a) superior financial performance, defined by a net profit margin and/or return on invested capital that exceeds industry averages; and (b) superior human resource practices, defined by employee opinion scores near the top among the most financially successful companies surveyed by Towers Watson.

Towers Watson's U.S. National Norm

Impact	A look across a broad range of U.S. industries
Description	The Towers Watson U.S. National Norm is comprised of a weighted average of 160,397 employee survey results from a cross-section of industry sectors for operations located in the United States. The data is derived from recent client studies conducted by Towers Watson and is updated annually. Data are weighted by size and by industry using current Census data so as to represent the distribution of employees in major industry sectors across the nation.

Towers Watson's U.S. Research & Development Norm

Impact	Provides the NRC with a distinct comparison to the U.S. R&D industry
Description	The Towers Watson U.S. Research and Development Norm is comprised of a weighted average of 24,138 survey results from U.S. employees working in Research and Development functions/departments in organizations across sectors. The data is derived from recent client studies conducted by Towers Watson. The norm is updated annually.