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PG&E Letter DCL-00-031

U.S. Nuclear Regulatory Commission
ATTN: Document Control Desk
Washington, DC 20555-0001

Docket No. 50-275, OL-DPR-80
Docket No. 50-323, OL-DPR-82
Diablo Canyon Units 1 and 2
Diablo Canyon Safety Culture Survey Results and Alleged Discrimination
(2000-ERA-3)

Dear Commissioners and Staff:

This is in response to the your letter dated January 14, 2000, regarding recent events related to a November 2, 1998, discrimination complaint brought by Mr. Neil J. Aiken.

Your letter indicated that the NRC has reviewed a November 19, 1999, preliminary determination by the Regional Administrator of OSHA regarding the complaint, and that the NRC has reaffirmed its determination that Mr. Aiken's complaint was not substantiated. However, your letter indicated a concern about the potential negative effect on the safety conscious work environment at Diablo Canyon that may occur as a result of OSHA's determination and the December 13, 1999, termination of Mr. Aiken's employment. Therefore, you requested that the NRC be informed of any actions PG&E has taken to prevent these events from having a negative effect on the willingness of other employees to raise safety concerns, and that PG&E provide information on a recent survey regarding the safety conscious work environment at Diablo Canyon.

PG&E agrees with the NRC's determination that Mr. Aiken's discrimination complaint cannot be substantiated and is confident that the hearings we have requested before a Department of Labor administrative law judge will result in the same conclusion. Nonetheless, PG&E is aware of the indirect potential effect events surrounding Mr. Aiken's situation might have on groups of our employees, particularly those in Shift Operations who worked closely with Mr. Aiken, and we recognize the importance of maintaining a strong safety conscious work environment at Diablo Canyon. As a result, in addition to the many general work environment and safety culture enhancement actions we have taken over the

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last year, PG&E has taken the following specific actions to ensure that Diablo Canyon's safety culture remains open and positive in light of the publicity surrounding recent events associated with Mr. Aiken.

First, plant management held a meeting with Operations Department shift managers on December 17, 1999, after the OSHA preliminary determination became public knowledge and Mr. Aiken's employment with PG&E was officially terminated. Among the topics covered at this meeting were a description of the status of the legal proceedings and government agency investigations surrounding Mr. Aiken. In addition, the importance of taking actions to maintain an open and positive safety culture was discussed. In particular, the need for supervisors to actively encourage and assist employees to continue to use the various means available to them to raise and resolve safety issues was stressed. This was done so that the shift managers would be better prepared to proactively answer questions from employees regarding the status of Mr. Aiken's case, and to reaffirm the importance of their role in helping Diablo Canyon maintain a strong and open safety culture.

Second, on January 7, 2000, the Plant Manager held a meeting with Operations supervision to discuss actions that would promote trust within the organization, given the ongoing publicity of the Aiken case. Enhanced trust is conducive to a safety conscious work environment. Based on this discussion, Operations management will continue to work on various issues of concern to operators, such as watchstation responsibilities and material condition of operator work areas. Operations management is taking steps to ensure that supervisors are available to Operations employees for the purposes of updating them on important issues and answering questions.

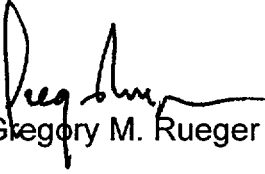
Third, an evaluation was conducted by Employee Concerns Program (ECP) personnel regarding trends in the use of the Corrective Action Program at Diablo Canyon before and after issues associated with Mr. Aiken's plant access surfaced. This evaluation was undertaken to assess whether indications might exist that the safety culture had been adversely affected over the last year, and to respond to claims made before the NRC by the Union of Concerned Scientists that the significant reduction in employee concerns received by the NRC related to Diablo Canyon in 1999 indicated a "chilling effect" attributable to PG&E's handling of Mr. Aiken's situation. The evaluation reviewed the one-year time period ending October of 1999 and compared it to the earlier one-year time period ending October 1998. The evaluation concluded that the number of action requests and event trend records written by plant employees over these two time periods remained relatively unchanged, despite a concurrent decrease in the number of plant employees. There was a decrease in event trend records filed by Operations Department personnel, but ECP believes this decrease was attributable to improved operating performance in refueling outages, rather than any other factor. The overall trend in the Corrective Action Program, taken together with other information reviewed

regarding Employee Concern Investigations and employee contacts through Diablo Canyon's ECP, and NRC allegation statistics, implies an improving rather than declining trend in the safety culture over the last year. We believe this is a direct result of actions PG&E has taken to enhance its safety culture and general employee morale in 1999, and that these actions have been indirectly effective in enhancing Diablo Canyon's employees' willingness to raise safety issues. Enclosure 1 to this letter summarizes the actions taken in 1999 to improve the morale and safety culture at Diablo Canyon, particularly in Operations and NSSS Maintenance -- the two departments which contributed the majority of adverse comments on safety culture and work environment issues in the 1998 Diablo Canyon safety culture survey conducted by SYNERGY Consulting Services (SYNERGY).

Fourth, PG&E continued with the administration of a follow-up safety culture survey targeted at the Diablo Canyon organizations which received the lowest SYNERGY nuclear safety scores in the 1998 survey. Though Diablo Canyon as a whole received 1998 survey scores in the "adequate to good" range and just above the national average, significant variation existed among departments within Diablo Canyon and SYNERGY recommended that we focus our improvement actions on those departments with results in the lowest quartile of the plant. The November 1999 survey was done to provide us with feedback from employees in the lowest quartile organizations to determine if a "mid-course correction" was in order. These organizations were identified to you in PG&E's letter of April 19, 1999, which outlined the 2 to 3 year program PG&E had embarked upon to enhance the safety culture. The OSHA preliminary determination letter concerning Mr. Aiken's issues was received by PG&E and became common knowledge at the plant about two weeks prior to the response period for this survey closing. The recent survey results have shown that PG&E has made good progress in improving the safety culture and morale within the 1998 survey lowest scoring organizations, including Operations and NSSS Maintenance. Enclosure 2 to this letter provides the PG&E report summarizing the results of the SYNERGY survey conducted by PG&E in November 1999.

PG&E is well aware of the importance of maintaining and enhancing the safety conscious work environment at Diablo Canyon. The evidence presented in this letter and its enclosures supports our conclusion that recent events involving Mr. Aiken have not adversely affected the Diablo Canyon safety culture, and that in fact, noticeable improvements in Diablo Canyon's already "adequate to good" safety conscious work environment are being made. We will continue to devote our attention and effort to enhancing our safety culture and ensuring that this culture is not adversely affected by events such as those relating to Mr. Aiken.

Sincerely,



Gregory M. Rueger

cc: Steven D. Bloom
Ellis W. Merschoff
David L. Proulx
Diablo Distribution

Enclosures

1999 Program to Enhance DCPP's Nuclear Safety Culture

I. OVERVIEW

The following is a summary discussion of the actions taken in 1999 to improve the Diablo Canyon Power Plant (DCPP) general culture/work environment and Nuclear Safety Culture (NSC). These actions include performance of a mini-survey of targeted DCPP organizations. The 1999 mini-survey conclusions and additional actions to be taken in 2000 are summarized below.

II. GENERAL CULTURE AND WORK ENVIRONMENT

The Leadership Cascade process (Figure 1) began in 1998 with the DCPP officers and managers and has included the creation of guiding principles to enhance collaboration and teamwork among the leadership team (officers, managers, directors, and shift managers). Living these principles has resulted in greater leadership alignment and teamwork. Development of the leadership team focused on enhancing interpersonal skills such as listening, coaching, feedback, and communication. The team is being measured on their improvement in leadership skills and behaviors, teamwork, connection with the front line, and a deeper commitment to "living" the guiding principles. With increased competence in these areas, the leadership team will be better able to build employee morale, trust, and commitment within Nuclear Power Generation (NPG).

Significant progress has been made since mid-1998. The development program will continue with the leadership team through 2000. Implementation of the same leadership principles at the director level began in March 1999 and were introduced to all DCPP supervisors in late 1999. This program brought the leadership team to a commitment to the cultural changes that are desired and an understanding of why their implementation is critical to DCPP's success.

To build trust in management and create opportunities for open dialogue, managers and officers participated in small group "connection" events to interact with plant employees. Monthly connection meetings began in May 1999. These "connection events" involved a cross-section of the NPG organization, including active participation of bargaining unit employees and longer term contractors. These events provided opportunities for dialogue on culture and plant-wide issues, as well as a method for capturing, sharing, and acting upon concerns in an open and safe environment. These actions are summarized in the Leadership Cascade (Figure 1).

A. SPECIFIC IMPROVEMENT AREAS

The 1998 comprehensive cultural assessment (survey) conducted by SYNERGY Consulting Services Corporation (SYNERGY) identified several specific areas that warranted additional consideration. These areas were:

- 1) Priority organizations to focus on for improvement. Shift Operations and NSSS Maintenance were two of the groups in this category.
- 2) The employee concerns program.

The following is a summary of the actions taken to address these specific areas.

Employee Concerns Program

An Employee Advocate option was implemented for those who utilize the Employee Concerns Program (ECP). This Employee Advocate (if selected by the employee) reviews the results of the investigative actions to provide assurance (to the employee) that their issues have been fairly investigated and addressed.

An Intranet website for Employee Concerns was developed. This site includes links to applicable NRC and Department of Labor documents, and provides the employees with a summary (with confidentiality maintained) of past ECP investigative results to encourage their use of the program.

NPG Differing Professional Opinion (DPO) Process

A Differing Professional Opinion (DPO) process was developed. The DPO process supplements and is separate from the current NPG Employee Concerns Program.

Section Specific Actions Taken

The 1998 SYNERGY survey identified organizations that ranked in the lower quartile of all DCCP organizations and recommended that these organizations be focused upon to improve their general culture and work environment. Initiatives were undertaken in several of these organizations, including the Shift Operations and NSSS Maintenance sections specifically highlighted in the survey. The specific actions taken in Shift Operations and NSSS Maintenance included the following.

Operations Section

Operations leadership (Director and shift supervision) received professional leadership coaching during 1999. This development program is similar to that described earlier in the Leadership Cascade for directors, managers and officers.

Efforts were made to connect leaders from throughout the DCPD organization with operations section leaders to discuss larger issues facing DCPD, to provide additional collaboration and teamwork throughout the power plant, and to reduce the sense of isolation Operations personnel apparently feel.

To address the shortage of qualified Operations personnel, a reactor operator licensing class, as well as an initial non-licensed operator training class, were initiated. In addition, a decision was made to implement a crew structure that allows for the crews to provide their own relief of shift supervision. The purpose of this was to improve the consistency of shift supervision.

NSSS Maintenance

To address specific concerns related to the work environment, the NSSS Maintenance asset team was relocated to a more suitable location to improve working conditions and team efficiency and allow for better integration with the other Maintenance asset teams. To address concerns related to unbalanced workload, some work responsibility was reallocated to other asset teams and other responsibilities continue to be evaluated for workload balancing. To increase the technical skill base of each crew and effectively broaden the technical knowledge and experience at the supervisor level, the NSSS team restructured from four crews to two larger crews. This allowed for two supervisors to be available to each crew and for the supervisors to assist each other to assure that the work is appropriately assigned and supported. To address concerns related to the type of work performed by NSSS Maintenance personnel, the security systems sub-team and associated work scope became the responsibility of NSSS. This work is regarded to be more technically challenging and interesting, while the added experience provides an additional skill base to the team.

B. Targeted Survey to Measure Progress

To assure that the initiatives being taken are effective in improving the general culture and work environment at DCPD, a targeted mini-survey of specific sections was conducted during the period November 8, 1999 to November 30, 1999. The purpose of this interim cultural assessment was to assess the degree of progress made over the last year in the lower quartile DCPD organizations,

identified in the 1998 survey. The organizations surveyed were NSSS Maintenance, Shift Operations, Other Operations (those in the Operations department who are not shift workers), Radiation Protection, Chemistry and Fire, Health & Safety. With two exceptions (Chemistry and Other Operations), these organizations were in the 1998 lower quartile. Employees in Chemistry and Other Operations were surveyed along with the four target groups since these organizations share or rotate some employees with Radiation Protection and Shift Operations, respectively.

The November 1999 survey did not include all DCPD employees and thus the results cannot be directly extrapolated to assess the current position of the overall DCPD safety culture. The results are to be used to identify what, if any, mid-course corrections DCPD management should take in their improvement efforts within the 1998 lower quartile organizations. If there were significant positive improvements shown, particularly among Shift Operations and NSSS Maintenance, it could be an indication that improvement overall at DCPD has been made.

The focus areas for the mini-survey were:

- Nuclear safety culture, including safety conscious work environment
- General culture and work environment
- Employee concerns program
- Leadership and management

The objectives were to measure progress in the following with respect to the above focus areas:

- Trust
- Openness and listening skills

All employees in the targeted organizations were confidentially surveyed using a written questionnaire submitted directly to SYNERGY for tabulation. Many of the questions in the 1999 mini-survey were identical or equivalent to the questions in the 1998 survey. This allowed for measurement of response trends both on a topic-by-topic basis and on a question-by-question basis. The blank surveys were distributed to the individual section directors who in turn distributed them to their personnel. Personnel were provided company time to complete the survey.

Although the survey solicited demographic information, there was nothing in the survey or on the envelope that would identify the individual employee.

The following noteworthy environmental conditions, which had the potential to impact the survey results, existed at the time the survey was administered:

- The pending CPUC General Rate Case decision delaying the 2000 merit pay and casting doubt on the performance incentive pay for management personnel.
- The power plant sale arrangements at Morro Bay and Moss Landing nearing transition end when PG&E International Brotherhood of Electrical Workers (IBEW) personnel at these facilities could elect to "bump" into craft maintenance positions at DCPD.
- Recent completion of the 2R9 refueling outage.
- Controversy over DCPD entering the competitive market as early as the end of 2000.
- Preliminary Department of Labor decision against PG&E regarding the removal of Mr. Aiken from duty.

C. Survey Results -- Effectiveness of Actions Taken in 1999

For the 1999 mini-survey, the overall response rate was approximately 18 percent higher than the 1998 survey for the targeted organizations.

Details of the survey results can be found in Enclosure 2. This includes detailed discussion of the results for each of the targeted organizations. It also includes the bases for determining the extent of improvement, as well as the current rating for the focus areas. The summary below will focus on the Shift Operations and NSSS Maintenance organizations, because these organizations were the major focus for improvement in 1999 and had exhibited the largest amount of concern in the 1998 survey about the situation surrounding Mr. Aiken.

The key findings, based on a composite analysis of the 1999 survey results related to the NSC, were as follows:

- The overall NSC for Shift Operations was rated as "adequate" and showed a significant improvement. Furthermore, their perception of the current direction of change in the NSC is positive.

- The overall NSC for Other Operations was rated as “good” and the employees’ perception as expressed in the 1999 survey is that the current direction of change in NSC within Other Operations is essentially steady. However, when comparing these results from Other Operations to the 1998 survey, this “good” rating for the overall NSC indicates a decline. This apparent decline must be viewed with caution since SYNERGY believes the demographics associated with the two surveys probably invalidates trend comparisons for Other Operations. SYNERGY concluded that the low number of responses from Other Operations in 1998 (10 people) and the significant changes in the makeup of those responding make trending comparisons between the 1998 and 1999 survey results questionable at best. There were 31 respondents to the 1999 survey from Other Operations.
- The overall NSC for NSSS Maintenance was rated as “good” and showed very significant improvement. Furthermore, their perception is that the current direction of change in the NSC is positive.

The key findings, based upon survey data for the trend in the integrated performance indicator, were:

- Managers and officers are perceived to have improved significantly in providing a positive influence on promoting a strong NSC in Shift Operations and NSSS Maintenance. This suggests that the culture transformation work (Leadership Cascade) to improve the leadership skills of senior management has been effective.
- Very significant improvement in management/supervisory influence on promoting a strong NSC is perceived in NSSS Maintenance.
- A perception that there has been significant improvement in behaviors and practices, consistently reflecting nuclear safety as our top priority, exists in NSSS Maintenance.

Relative to the focus areas and objectives, the key findings, based on an analysis of the composite results from the 1999 survey, were:

- The Safety Conscious Work Environment (SCWE) is “good to very good” with the perception of significant improvement over the last year in Shift Operations and “very good to excellent” with the perception of very significant improvement over the last year in NSSS Maintenance. These were two of the primary focus areas for 1999. Responses from Other Operations indicated a “very good” SCWE.

- The general culture and work environment is perceived to have improved very significantly over the past year in NSSS Maintenance and is rated as “nominally adequate”. There has been essentially no change perceived in this area and it is rated “less than adequate” in Shift Operations. It is rated “nominally adequate” in Other Operations.
- Confidence in the ECP was rated as “adequate” and showed a very significant improvement in NSSS Maintenance. Notable improvement was indicated in Shift Operations where it was still deemed “less than adequate”. Other Operations rated confidence in the program “adequate to good”.
- Overall leadership, management and supervisory skills were rated as “nominally adequate” in NSSS Maintenance, but it was perceived to have significantly improved over the last year. A decline in this area was indicated by Shift Operations and it was rated as “less than adequate.” Other Operations rated this area as “nominally less than adequate.”
- Trust and confidence in management was rated as “nominally less than adequate” in NSSS Maintenance but it was perceived to have very significantly improved over the last year. Notable improvement over the past year was perceived in Shift Operations and this area was rated as “less than adequate.” Other Operations rated this area as “nominally less than adequate.”
- The openness and listening skills of managers and supervisors are perceived to have improved in Shift Operations and very significantly improved in NSSS Maintenance over the last year. They were rated “nominally adequate” in both Shift Operations and Other Operations and “good” in NSSS Maintenance.

Based on the above results and the data in Enclosure 2, it has been concluded that:

- NSSS Maintenance has seen very significant improvement in essentially all areas since the 1998 survey. Corrective actions to address the issues that affected the results of the 1998 comprehensive cultural assessment in NSSS Maintenance appear to be effective in achieving improvement; however, there is still dissatisfaction with the general culture and work environment in NSSS Maintenance in the areas of trust and confidence in senior management, leadership practices, general communications, teamwork and change management.
- Shift Operations has improved significantly in the areas of NSC and SCWE. Other Operations receives higher ratings in these areas than does Shift

Operations, but has indicated a significant declining trend in almost all areas when compared to the 1998 survey; however, according to SYNERGY the validity of this trend is questionable due to the change in demographics for this group between the two surveys.

- Corrective actions to address the issues that affected the results of the 1998 comprehensive cultural assessment in Operations appear to be somewhat effective in achieving improvement for Shift Operations. There is still dissatisfaction with the general culture and work environment in Operations in the areas of trust and confidence in section management, leadership practices, personnel management and development practices, general communications and change management. Additionally, although improvement was noted, there is less than adequate confidence in the ECP among Shift Operations.

Overall, among all of the targeted groups surveyed, there is an “adequate” to “very good” NSC. The vast majority of respondents would inform their supervisor and/or write an Action Request (AR) of a potential nuclear safety concern (99%) and would take the concern further up the management chain if not satisfied with their supervisor’s response (88%). In addition, 95% of respondents believed their immediate supervisor and 79% of respondents believed their management to be receptive to workers who raise potential nuclear safety or quality issues/concerns. These represent significant to very significant improvement in Shift Operations and NSSS Maintenance.

There was general to full agreement among the groups surveyed that no one had experienced or had knowledge of someone who had experienced a negative reaction from supervision or management within the past six months for having raised an issue or concern related to nuclear safety. There was significant to very significant improvement in the ratings for these areas in Shift Operations and NSSS Maintenance

Essentially all (98%) of the survey respondents agreed that at DCP, conduct of operations, maintenance and modifications is in accordance with the licensing and design bases. This compares to 98% agreement site wide in 1998.

D. Additional Actions Being Taken

The following represents the corrective actions developed in response to the issues identified by this interim cultural assessment.

- The Manager and Director of Operations will involve their employees in identifying the specific issues contributing to the lack of improvement/decline in

the general culture and work environment in these organizations. With regard to Other Operations, these discussions may assist in determining the degree to which survey demographic changes may have accounted for the observed trend results. Corrective actions to address the issues identified through these discussions are to be developed (or enhanced if they are already being addressed), again with the involvement of their employees.

- The NSSF Maintenance Asset Team leader will continue with the corrective actions already being taken to improve the general culture and work environment for the team. The entire maintenance supervisor population will participate in a multi-discipline supervisor training program in 2000. This program was developed to specifically address concerns related to the ability of supervisors to effectively assign and direct work that did not previously fall within their specific area of responsibility or experience. This will further address one of the specific issues on the NSSF Asset Team and the Maintenance organization as a whole.
- The results of the 1999 mini-survey are to be communicated to the participating organizations by March 3, 1999. All information in the survey is to be made available to these employees, with the exception of the write-in comments, some of which directly identify people in the organization or may not preserve the confidentiality of the author.
- A comprehensive cultural assessment will be conducted site wide for DCPD by SYNERGY by year end 2000.

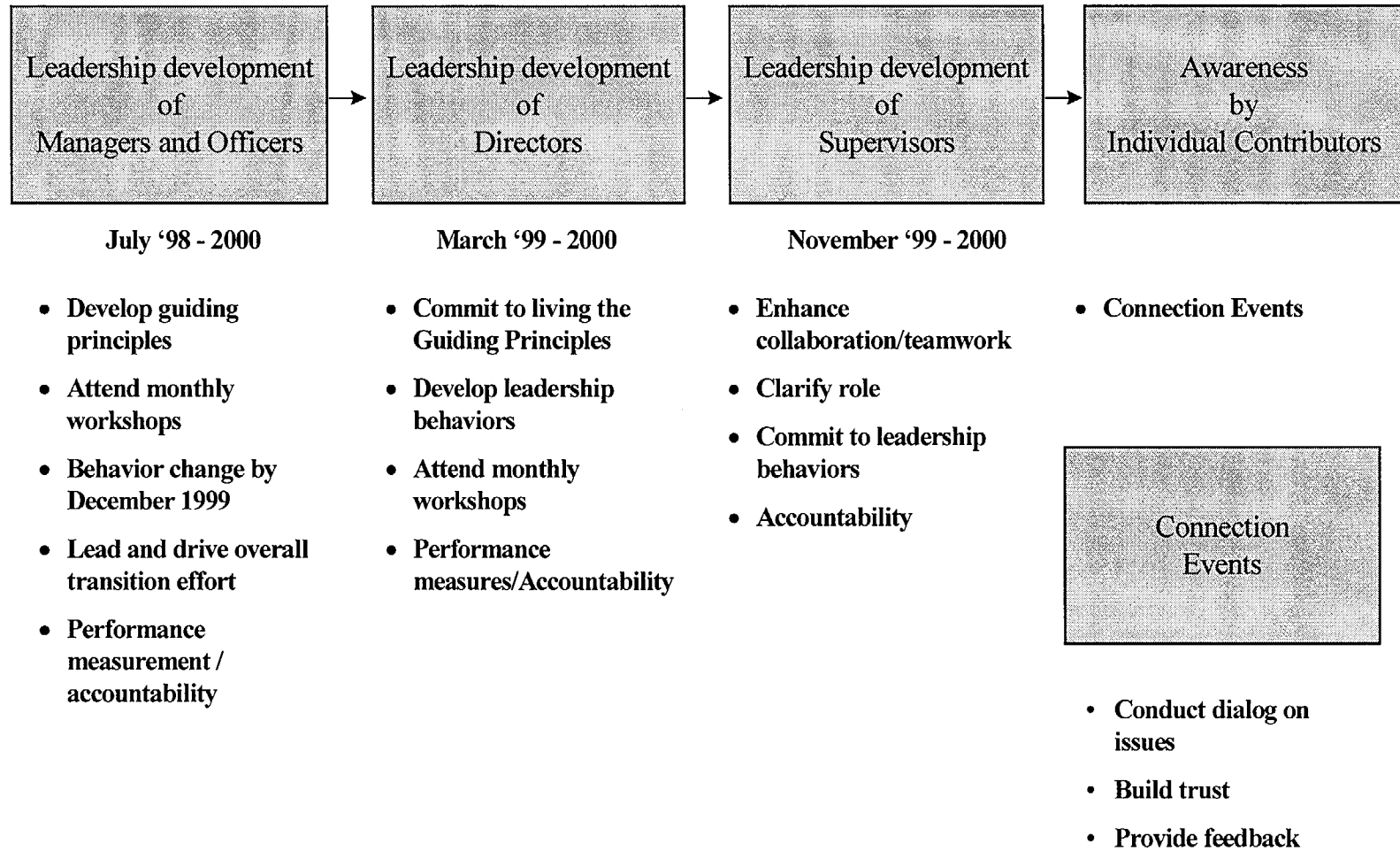
CONCLUSIONS

We expect to achieve the necessary improvements in our general culture by initiating change in the behaviors of our plant leaders and cascading these changes throughout our organization. The interim cultural assessment indicates that positive progress is being made in this regard. These changes will take a sustained effort over an extended period of time. The initiatives being taken in targeted sections will assure that specific issues, contributing to areas of continued employee dissatisfaction, are proactively addressed.

We are confident that the changes already made and those changes discussed in this report will result in DCPD having a much improved safety culture.

LEADERSHIP CASCADE

Figure 1: Culture Transformation Leadership Development Cascade



Results of the November 1999 Interim Cultural Assessment

Results of the November 1999 Interim Cultural Assessment

Introduction

Background

The 1998 Comprehensive Cultural Assessment of the Diablo Canyon Power Plant (DCPP), performed by SYNERGY Consulting Services Corporation (SYNERGY), showed DCPP to have an “adequate to good” safety culture with an overall Integrated Performance Indicator (IPI) score just above the US nuclear industry median. However, considerable variation in section level scores was seen among various DCPP organizations. To assist DCPP management to focus its efforts for improvement, SYNERGY identified those Director level organizations that ranked in the lower quartile of all DCPP organizations. Efforts have been made in all DCPP organizations during 1999 to address morale and other issues related to safety culture, through a process termed the Leadership Cascade. Particular attention was paid to implementing formally planned and managed improvement efforts in the organizations identified by SYNERGY as being in the lower quartile.

Purpose

The purpose of the targeted mini-survey conducted during the period November 8 to 30, 1999 is to assess the degree of progress made over the last year in the 1998 lower quartile DCPP organizations. With two exceptions (Chemistry and Other Operations), only employees in these organizations were polled. It was recognized that cultural change would take two to three years. This interim survey represents a “snapshot” of these organizations after one year. The results obtained are to be used to identify what, if any, mid-course corrections DCPP management should take in their improvement efforts within these organizations.

The November 1999 survey did not survey all DCPP employees and thus the results reported here cannot be directly extrapolated to assess the current position of the safety culture within the overall DCPP organization. Significant positive improvement shown among the lowest quartile organizations, however, would be a good indication that overall improvement has likely been made. Per the recommendation made by SYNERGY in 1998, a comprehensive safety culture survey of the entire DCPP organization is scheduled to be performed by the end of 2000.

Focus Areas

The focus areas for this interim and targeted assessment were:

- Nuclear Safety Culture (This includes Safety Conscious Work Environment)
 - General Culture and Work Environment
 - Employee Concerns Program
 - Leadership and Management
-

Results of the November 1999 Interim Cultural Assessment

Introduction, Continued

Objectives The objectives were to measure progress in the following with respect to the above “focus areas”:

- Trust
- Openness and Listening Skills

Targeted Organizations The survey was targeted at the entire population of the following organizations, which finished in the lowest quartile in the 1998 survey:

- Radiation Protection
- Shift Operations
- NSSS Maintenance Asset Team
- Fire, Health and Safety (FH&S)

Additionally, the following organizations, which finished in the top quartile in the 1998, were surveyed since these organizations share or rotate some employees with Radiation Protection and Shift Operations:

- Other Operations (Day shift Operations staff)
 - Chemistry and Environmental Operations (Chemistry)
-

Methodology Employees were confidentially surveyed using a written questionnaire that was submitted directly to SYNERGY. Many of the questions in the 1999 mini-survey were identical or equivalent to questions in the 1998 survey, thereby providing the ability to measure response trends both on a topic by topic basis and on a question by question basis.

The blank surveys were distributed to the individual Section Directors, who in turn distributed them to their personnel. Personnel were provided company time to complete the survey. A self-addressed envelope was provided and the employees were instructed to either drop the envelopes off at the mail room for shipment to the independent accounting firm, or they could take the envelopes off-site and mail them on their own. Although the survey included demographic information, there was nothing in the survey, or on the envelope that would identify the individual employee.

Analysis The questionnaire included 33 multiple-choice questions with 85 total sub-parts that evaluated the identified focus areas. There were also two opportunities to provide write-in comments.

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Results of the November 1999 Interim Cultural Assessment

Introduction, Continued

Analysis,
continued

The multiple-choice questions were generally designed as “positive” statements to which the respondents rated their degree of agreement or disagreement. A number of questions asked for ratings of “adequacy” of an area of performance or the environment. A few questions requested a “yes” or “no” response.

The following response scales were generally utilized:

Fully agree (5) Strongly agree (4) Generally agree (3) Disagree (2) Strongly disagree (1)

and

Excellent (5) Very good (4) Adequate (3) Less-than-adequate (2) Inadequate (1)

Thus, the response scales were asymmetric and anchored about a numerical mid-point of “3”, with scores greater than 3.00 representing either a “positive or adequate” response/rating and less than 3.00 representing either a “negative or less-than-adequate” response/rating. Only changes that were greater than 5 percent from the previous survey represent a statistically significant difference.

Because this survey was a “targeted” survey, designed to evaluate only the identified organizations, data analysis was performed on an organization by organization basis. No attempt was made to determine the overall performance of DCPD as a whole although, in some cases, conclusions presented may be applicable to the entire organization based on similar results for all identified organizations.

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Results of the November 1999 Interim Cultural Assessment

Introduction, Continued

Rating and Trending Conventions

Mean values were calculated for responses to each question for each of the targeted organizations. Mean value scores were then developed for sets of questions that constituted topical areas of interest, such as Trust. The correlations between numerical mean value scores and topical area ratings, developed by SYNERGY, are presented below, along with the abbreviations used in charts and tables:

Mean Value Range	Rating
> 4.50	Excellent (E)
4.21 to 4.50	Very Good to Excellent (VG-E)
3.91 to 4.20	Very Good (VG)
3.71 to 3.90	Good to Very Good (G-VG)
3.51 to 3.70	Good (G)
3.31 to 3.50	Adequate to Good (A-G)
3.16 to 3.30	Adequate (A)
3.00 to 3.15	Nominally Adequate (NA)
2.85 to 2.99	Nominally Less than Adequate (N-LTA)
2.50 to 2.84	Less than Adequate (LTA)
< 2.50	Significantly Less than Adequate (S-LTA)

Unless indicated otherwise, trending information presented in this report is based upon comparing results between the 1998 Comprehensive Cultural Assessment and the 1999 Interim Cultural Assessment. The correlations between the numerical percentages of change and the trend ratings, developed by SYNERGY, are presented below, along with the symbols used in charts and tables:

Change Percentage	Rating
+/- 0.0 to 4.9 %	No Change
+ 5 to 10 %	Improvement (↑)
+ 10 to 20%	Significant Improvement (↑↑)
+ > 20%	Very Significant Improvement (↑↑↑)
- 5 to 10%	Decline (↓)
- 10 to 20%	Significant Decline (↓↓)
- > 20%	Very Significant Decline (↓↓↓)

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Introduction, Continued

Definitions

Integrated Performance Indicator (IPI): The IPI was developed by SYNERGY as a simplistic measure of the overall Nuclear Safety Culture (NSC). It is based upon a set of 14 questions (Questions 27-33 for this survey) that represent “Key Areas of Inquiry.” It is useful in evaluating trends when conducting Interim Cultural Assessments, where the full NSC survey model is not fully utilized.

1999: Data based on this survey taken in 11/99

“1998”: Data based on this survey asking what it was like one year ago

1998: Data based on the survey performed a year ago in 11/98

Comparison of the data from 1998 to 1999 indicates actual changes in the results between the 1998 Comprehensive Cultural Assessment and this 1999 Interim Cultural Assessment. Changes in these results are considered to reflect the actual long-term trends. Changes in the data from “1998” to 1999 are the best indicator of the direction in which the culture is **currently perceived** to be heading. Changes in these results are considered to reflect short-term trends and current momentum.

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Results of the November 1999 Interim Cultural Assessment

Introduction, Continued

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Results of the November 1999 Interim Cultural Assessment

Section 1: Executive Summary

Overall

Introduction This section contains an overall summary of the results and conclusions of the 1999 Interim Cultural Assessment and a comparison of those results with the 1998 Comprehensive Cultural Assessment. Recommendations developed as a result of these conclusions are also presented.

Survey Response The composite response rate for the 1999 survey was 69%, which is 18% higher than the 1998 composite response rate for the Targeted Organizations.

Survey Response Demographics Changes in organizational survey response demographics from one survey to the next can influence the validity and/or the accuracy of comparing survey results and developing trending information. SYNERGY performed a detailed analysis of the 1998 and 1999 survey response demographics to identify and characterize any factors that could affect the meaningfulness of comparisons.

SYNERGY concluded that:

- For the Shift Operations, Radiation Protection and Fire, Health and Safety organizations, there is a high level of confidence that the results of the two surveys can be meaningfully compared.
- For the 1998 survey, NSSS Maintenance had a total of 17 survey respondents (11 hourly/union, 5 monthly/salaried and 1 contractor). In 1999 there were 39 respondents (25 hourly/union, and 14 monthly/salaried). If it were not for these demographics changes, the positive change in the IPI for NSSS Maintenance between 1998 and 1999 could have been as much as 20% higher (+24.5% vs. +19.6%).
- For the 1998 survey, Chemistry had 5 hourly/union respondents and 17 monthly/salaried. In 1999 there were 13 hourly/union respondents and 12 monthly/salaried. This changes in response demographics between the two surveys could account for as much as 31% of the magnitude of the decline in the IPI between 1998 and 1999.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Overall, Continued

Survey Response Demographics, continued

- For the Other Operations organization, in light of the changing target populations, low response rates, and changing demographics, SYNERGY recommended that caution be applied in comparing the results of the two surveys. The 1998-survey response rate for this organization was very low (10 people) and the breakdown of employee types is significantly different than found in 1999, where 31 people responded. SYNERGY concluded that 1998 to 1999 trending comparisons for Other Operations are questionable at best. As a result, thought the survey score changes seen from 1998 to 1999 in Other Operations are reported in the tables which follow, trends for this organization may not be valid.

IPI Actual Cultural Change 1998-1999

The following chart presents information on the actual change (98 to 99) in the NSC for each of the Targeted Organizations measured using the IPI and the seven Key Areas of Inquiry, which comprise the IPI.

Actual Change in Culture from 1998 to 1999

Overall	1998 Bottom Quartile				1998 Top Quartile	
	Radiation Protection	Shift Operations	NSSS Maintenance	Fire, Health & Safety	Other Operations	Chemistry
IPI	no change	↑	↑↑	↑↑↑	↓↓↓	↓↓↓
Key Area						
Identify/Resolve Problems	↑	no change	↑	↑	↓	↓↓↓
Willingness to Identify Problems	no change	↑↑	↑↑	↑↑↑	↓↓↓	↓↓↓
Mgt./Supv. Influence	no change	no change	↑↑↑	↑↑↑	↓↓↓	↓↓↓
Sr. Mgt. Influence	↑	↑↑	↑↑	↑↑↑	no change	↓↓↓
Confidence in ECP	↑	↑	↑↑↑	↑↑↑	↓	↓↓↓
Personal Experience & Morale	↓	no change	↑↑↑	↑↑↑	↓↓↓	↓↓↓
Overall Support of NSC as Top Priority	↑	no change	↑↑	↑↑↑	↓↓↓	↓↓↓

NOTE: Trends are questionable for Other Operations

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Overall, Continued

IPI Perceived Current Direction of Cultural Change

The following chart presents information on the perceived current direction of change ("98" to 99) in the NSC for each of the Targeted Organizations using the Integrated Performance Indicator (IPI) and the seven Key Areas of Inquiry.

Perceived Change in Culture from 1998 to 1999

Overall	1998 Bottom Quartile				1998 Top Quartile	
	Radiation Protection	Shift Operations	NSSS Maintenance	Fire, Health & Safety	Other Operations	Chemistry
IPI	no change	↑	↑	↑	no change	no change
Key Area						
Identify/Resolve Problems	no change	↑	↑↑	↑↑	no change	no change
Willingness to Identify Problems	no change	↑	↑	no change	no change	no change
Mgt./Supv. Influence	no change	↑	↑↑	↑↑	↑	no change
Sr. Mgt. Influence	↑	↑	↑↑	↑↑	↑	no change
Confidence in ECP	no change	no change	↑	no change	↑	no change
Personal Experience & Morale	↓↓	no change	↑↑	↑	↓	↓↓
Overall Support of NSC as Top Priority	no change	↑	↑	no change	no change	no change

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Overall, Continued

Focus Area Change

The following two tables present rating and trend information for the key focus areas of the 1999 Interim Cultural Survey as well as for the two key improvement objectives. The first table provides 1998 to 1999 trending information. The second table provides survey ratings for each targeted organization in each of these areas. The data presented in these tables are based upon a collective evaluation of the survey response data and analyses.

Actual Change in Focus Areas and Key Objectives from 1998 to 1999

Focus Areas	1998 Bottom Quartile				1998 Top Quartile	
	Radiation Protection	Shift Operations	NSSS Maintenance	Fire, Health & Safety	Other Operations	Chemistry
Nuclear Safety Culture	↑↑	↑↑	↑↑↑	↑↑↑	↓↓	↓↓
Safety Conscious Work Environment	↑↑	↑↑	↑↑↑	↑↑↑	↓↓	↓↓
General Culture and Work Environment	no change	no change	↑↑↑	↑↑↑	↓↓↓	↓↓↓
Employee Concerns Program	↑	↑	↑↑↑	↑↑↑	↓	↓↓
Leadership and Management	↓	↓	↑↑	↑↑	↓↓	↓↓
Objective						
Trust and Confidence in Management	↑↑	↑	↑↑↑	↑↑↑	↓↓	↓↓
Openness and Listening Skills	↑	↑	↑↑↑	↑↑↑	↓↓↓	↓

NOTE: Trends are questionable for Other Operations

Focus Areas and Key Objectives Scores

Focus Areas	1998 Bottom Quartile				1998 Top Quartile	
	Radiation Protection	Shift Operations	NSSS Maintenance	Fire, Health & Safety	Other Operations	Chemistry
Nuclear Safety Culture	A-G	A	G	G-VG	G	A-G
Safety Conscious Work Environment	VG	G-VG	VG-E	VG-E	VG	VG
General Culture and Work Environment	N-LTA	LTA	NA	A-G	NA	NA
Employee Concerns Program	A-G	LTA	A	G-VG	A-G	A
Leadership and Management	LTA	LTA	NA	A-G	N-LTA	N-LTA
Objective						
Trust and Confidence in Management	N-LTA	LTA	N-LTA	A-G	N-LTA	N-LTA
Openness and Listening Skills	A	NA	G	G	NA	G

Results of the November 1999 Interim Cultural Assessment

Key Findings

Introduction

This section represents key findings, based on a detailed analysis of the survey response data. Trending information for NSSS Maintenance and Chemistry should be considered in the context of SYNERGY's evaluation of the changes in survey response demographics between the 1998 and 1999 survey. Trends for Other Operations are not shown in Key Findings due to SYNERGY's conclusion that 1998 to 1999 trending comparisons for this organization are questionable at best.

Nuclear Safety Culture (NSC)

- Based upon the IPI trend data, the 1999 interim cultural assessment has identified that:
 - NSSS Maintenance, Fire, Health & Safety, and Shift Operations perceive that the current direction of change in the NSC is positive.
 - Radiation Protection, Other Operations and Chemistry perceive that the current direction of change is essentially steady.
 - Improvement in senior management's (managers and officers) influence on promoting a strong Nuclear Safety Culture was indicated for all targeted organizations, except for Chemistry. Improvement was *significant* in Shift Operations and NSSS Maintenance and was *very significant* in FH&S. Chemistry indicated a *significant decline*.
 - NSSS Maintenance and FH&S indicate a *very significant improvement* in management/supervisory influence on promoting a strong Nuclear Safety Culture. Radiation Protection and Shift Operations were essentially *unchanged*. Chemistry indicated a *significant decline*.
 - Radiation Protection, NSSS Maintenance, and FH&S indicate an improvement in behaviors and practices consistently reflecting nuclear safety as our top priority. Improvement was *significant* in NSSS Maintenance and *very significant* in FH&S. Shift Operations was essentially *unchanged* and Chemistry indicated a *significant decline*.
- 98% of the survey respondents agreed that at DCP, we conduct operations, maintenance, and modifications in accordance with the licensing and design bases.
- 92% of the survey respondents agreed that at DCP, we anticipate operational risks associated with planned work activities and take appropriate precautions.
- 85% of the survey respondents agreed that our plant's nuclear safety culture, based upon our behaviors and practices, consistently reflects nuclear safety as our top priority.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

Nuclear Safety Culture (NSC), continued

- 42% of the survey respondents indicated “*less than adequate*” confidence that management is making well thought out decisions in the allocation of resources (adequate staffing, experience and qualifications) to assure that nuclear safety is maintained.
- 35% of the survey respondents indicated concern that workload is affecting the quality of work products.

Employee Concerns Program (ECP)

More than 50% of the survey respondents identified that they were unfamiliar with the Employee Concerns web-site on the plant intranet; and 46% rated its effectiveness as a communications vehicle as “*less than adequate*”.

Safety Conscious Work Environment (SCWE)

- 95% of the survey respondents believed their immediate supervisor to be receptive to workers who raise potential nuclear safety or quality issues/concerns. Ratings of supervisor receptivity improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection and Shift Operations, and was *very significant* in NSSS Maintenance and FH&S.
- 79% of the survey respondents believed their management to be receptive to workers who raise potential nuclear safety or quality issues/concerns. Ratings of management receptivity improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection, and was *very significant* in Shift Operations, NSSS Maintenance and FH&S.
- 79% of the survey respondents believed that their management and supervisors value and recognize workers who raise potential nuclear safety or quality issues/concerns. Ratings improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection, and was *very significant* in Shift Operations, NSSS Maintenance and FH&S.
- 89% of the survey respondents indicated that, during the past six months, they have not experienced a negative reaction from their supervision for having raised an issue or concern related to nuclear safety. Ratings improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection and in Shift Operations, and was *very significant* in NSSS Maintenance and FH&S.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

- 86% of the survey respondents indicated that, during the past six months, they have not experienced a negative reaction from their management for having raised an issue or concern related to nuclear safety. Ratings improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection and in Shift Operations, and was *very significant* in NSSS Maintenance and FH&S.
- 78% of the survey respondents indicated that they did not know anyone who, during the past six months, had experienced a negative reaction from supervision or management for having raised an issue or concern related to nuclear safety. Ratings improved in all targeted organizations with the exception of Chemistry. Improvement was *significant* in Radiation Protection, and was *very significant* in Shift Operations, NSSS Maintenance, and FH&S. There was a 85% improvement in Shift Operations, 64% improvement in FH&S, and a 37% improvement in NSSS Maintenance.
- The vast majority of survey respondents indicated that they would inform their supervisor and/or write an Action Request (AR) if they identified a potential nuclear safety concern (99%); and that they would take the concern further up the management chain if not satisfied with their supervisor's response (88%).

**General
Culture and
Work
Environment
(GCWE)**

Trust and Confidence in Management

This focus area included two types of questions: one set that measured trust and confidence in Senior management (i.e. Officers and Managers) and one that measured trust and confidence in Section management (Directors and Supervisors). With the exception of NSSS Maintenance and FH&S, the targeted organizations provided more positive ratings (mean response ratings) for Senior management than for Section management: Radiation Protection (+17%), Shift Operations (+14%), Other Operations (+11%), Chemistry (+4%), FH&S (-13%) and NSSS Maintenance (-18%).

- Trust in management has improved in Shift Operations, NSSS Maintenance, Fire, Health and Safety, and RP. Trust in Management has declined in Chemistry.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

General Culture and Work Environment (GCWE), continued

- 72% of survey respondents agree that Senior management effectively communicates the bases for changes in programs, policies and procedures.
- 69% of survey respondents believe Senior management is open and honest in their communications with employees.
- 44% of survey respondents believe that Section management's follow through on commitments is "*less than adequate*".
- 41% of survey respondents believe that Section management does not adequately discuss the bases for decisions and the reasons for change.

Openness, Receptivity and Listening Skills

This focus area received the highest rating of the GCWE and Leadership, Management, and Supervisory Practices (LMS) survey categories.

- 89% of survey respondents feel that they have sufficient opportunity to input their ideas. 82% expressed agreement that their supervisor listens effectively to input and feedback from the workforce. 85% agree that their supervisor is appropriately supportive of ideas and suggestions provided by the workforce.
- 78% of survey respondents agree that they have an environment where people feel safe to voice their opinion and ideas. Mean response ratings for this question improved for every targeted organization. The improvement was *very significant* in four organizations: (+54%) for NSSS Maintenance, (+53%) for FH&S, (+29%) for Shift Operations, and (+27%) for Radiation Protection.
- The only question in this focus area that received a composite rating of < 3.0 is related to Section management receptivity to input from the work force, including feedback on plans and decisions.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

General Culture and Work Environment (GCWE),
continued

Quality of Supervision

This area of interest received the second highest rating of the GCWE and LMS survey categories.

- Questions related to the approachability and receptivity of immediate supervision received the highest ratings in this category (82 to 85% agreement rates)
- Questions related to personnel management activities such as holding people accountable, dealing with human performance problems, coaching, and empowering received the lowest ratings in this category (48 to 62% agreement rates)
- 78% of the survey respondents indicated that their immediate supervisor had earned their trust

General Communications

This area of interest received the second lowest rating of the GCWE and LMS survey categories.

- More than 40% of the survey respondents indicated that the quantity and/or quality of communications were “*less than adequate*” regarding future plans for DCPD and regarding priorities as used in decisions and resource allocation.

Change Management

This area of interest received the lowest rating of the GCWE and LMS survey categories

- 43% of survey respondents disagreed that we are effective in planning and implementing changes in the way we do business, and 49% disagreed that supervisors and managers in their organization obtain employee buy-in and ownership up-front before implementing significant changes.

Teamwork

This area of interest does not have trending data available.

- Ratings were generally in the “*nominally adequate*” range; however, NSSS Maintenance rated this area as “*less than adequate.*”

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

General Culture and Work Environment (GCWE), continued

General Satisfaction and Morale

- Ratings of “overall personal experience and morale as a worker based upon factors such as personal growth opportunities, rewards and the professional working environment” ranged from 2.56 (Chemistry) to 3.22 (FH&S). FH&S was the only organization with a rating > 3.0. Ratings in Chemistry, Other Operations and Radiation Protection were all at, or near the bottom of the range.
- NSSS Maintenance and FH&S showed *very significant improvement* in this area: +31% and +40% respectively. Chemistry showed a *very significant decline*: -21%.

Leadership, Management and Supervisory Practices (LMS)

Ratings and perceived trends for Leadership and Management Skills & Practices generally are very similar to those for the General Culture and Work Environment.

Leadership Skills and Practices

Leadership Skills & Practices were rated the highest by FH&S (“adequate to good”) and were rated the lowest by Shift Operations and NSSS Maintenance (“less than adequate”). The other organizations provided “nominally less than adequate” ratings. FH&S and NSSS Maintenance indicated that this area has *improved significantly*.

- 49% of survey respondents disagreed that management provides a clear map of the road ahead and of how we will achieve our goals and objectives.
- 39% disagreed that, within their Department, we develop plans that create confidence that our goals will be achieved.

Business Management Skills and Practices

Business Management Skills & Practices were rated the highest by FH&S (“adequate to good”) and the lowest by Radiation Protection (“less than adequate”). Ratings in NSSS Maintenance and in Other Operations were “nominally adequate”; ratings in Chemistry and Shift Operations were “nominally less than adequate.” FH&S indicated that this area has *improved significantly*. NSSS Maintenance indicated that this area has *improved very significantly*.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Key Findings, Continued

**Leadership,
Management
and
Supervisory
Practices
(LMS),
continued**

- 40% of survey respondents disagreed that management and supervision within their Section are working to identify and remove barriers that adversely affect work.
- 35% disagreed that their management and supervision were willing to make decisions.

Personnel Management and Development Skills and Practices

Personnel Development and Management Skills & Practices were rated the highest by FH&S and NSSS Maintenance (*"adequate"*) and the lowest by Radiation Protection and Shift Operations (*"less than adequate"*). FH&S and NSSS Maintenance perceive that this area has *improved very significantly*.

- All the organizations surveyed in this interim cultural assessment identified that supervisors and management within their organization are less effective today in holding people accountable, managing conflicts and disagreements and dealing with human performance problems, when compared to the results of the 1998 comprehensive cultural assessment. More than 40% of the survey respondents rated these questions as *"less than adequate."*
 - The majority of the organizations surveyed identified that supervisors and management within their organization are less effective today in involving the workforce to tap creativity and to obtain input and buy-in before implementing significant change. More than 45% of the survey respondents rated this category as *"less than adequate."*
 - 80% agreed that, within their Department, we constructively learn from our mistakes.
-

Results of the November 1999 Interim Cultural Assessment

Conclusions

Introduction

This section provides the overall conclusions for this Interim Cultural Assessment based on a detailed analysis of the survey results.

Overall

Fire, Health and Safety and NSSS Maintenance showed *very significant improvement* in essentially all areas since the 1998 survey. Radiation Protection and Shift Operations showed *significant improvement* in the Nuclear Safety Culture and in the Safety Conscious Work Environment. Chemistry showed a *significant declining trend* in almost all areas. Trending information for NSSS Maintenance and Chemistry should be considered in the context of SYNERGY's evaluation of the survey response demographics between the 1998 and 1999 surveys. Survey population and demographic changes for Other Operations between 1998 and 1999 make it questionable, at best, to draw *trending* conclusions for this organization. Other Operations 1999 ratings are, however, considered valid.

Shift Operations

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Shift Operations appear to be somewhat effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that while there has been *improvement* in Shift Operations, most notably in the SCWE, continued efforts are needed to accelerate progress in all areas and to achieve improvement in the GCWE and LMS.

Other Operations

SYNERGY has indicated that significant change in the target populations and changes in the response demographics between the two surveys significantly impact the validity of comparing the results of the two surveys. SYNERGY has concluded that trending comparisons of 1998 to 1999 survey results for Other Operations are questionable at best and thus no reliable trend conclusions can be drawn here. 1999 responses from Other Operations do show higher scores than in Shift Operations in virtually all areas. Other Operations employees *in 1999* perceive either no change or improvement from "1998" in all areas except "Personal Experience and Morale", where they perceive a decline.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Conclusions, Continued

Radiation Protection

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Radiation Protection appear to be somewhat effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that while there has been *improvement* in Radiation Protection, particularly in the SCWE and in the NSC, continued efforts are needed to accelerate progress in all areas and to achieve improvement in the GCWE and LMS.

Chemistry

The 1999 Interim Cultural Assessment has identified that Chemistry has experienced a *very significant decline* in all areas based upon comparisons with the results of the 1998 Comprehensive Cultural Assessment. SYNERGY has concluded that changes in the response demographics between the two surveys could account for as much as 31% of the magnitude of this decline. Nonetheless, the 1999 survey results indicate that actions are needed to address the underlying causes for the lower ratings.

NSSS Maintenance

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in NSSS Maintenance appear to be effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that there has been *very significant improvement* in NSSS Maintenance in almost all areas.

Fire, Health & Safety

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Fire, Health and Safety appear to be effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that there has been *very significant improvement* in Fire, Health and Safety in almost all areas.

Results of the November 1999 Interim Cultural Assessment

Recommendations

Introduction This section represents the recommendations developed in response to the issues identified by this survey.

Shift Operations With respect to the NSC, trust and confidence in the ECP and potential adverse affects of workload continue to require management attention. Additional management attention is required for improvement in the GCWE and LMS. This is to address issues raised regarding trust and confidence in Section management, leadership practices, personnel management & development practices, general communications, and change management.

Other Operations The 1999 survey results indicate that actions are needed to understand and address the underlying causes for the ratings within Other Operations, particularly the ratings for the GCWE and LMS. Management attention is required for improvement in GCWE and LMS. This is to address issues raised regarding trust and confidence in Section management, personnel management practices, the effectiveness of general communications, and change management.

Radiation Protection With respect to the NSC, the potential adverse affects of workload requires continued management attention. With respect to the GCWE and LMS, continued management attention is required to address issues raised regarding the quality and effectiveness of supervision, trust and confidence in Section management, business management practices, personnel management & development practices, and change management.

Chemistry With respect to the NSC, the potential adverse affects of workload warrant particular management attention. With respect to the SCWE, the declining trend related to knowing someone who has received a negative reaction for having raised an issue or concern related to nuclear safety warrants management attention. With respect to the GCWE and LMS, management attention is needed to address issues raised regarding personnel management practices, and change management.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Recommendations, Continued

**NSSS
Maintenance**

Continued efforts are needed to sustain progress, particularly to achieve improvement in the GCWE and LMS. This is to address issues raised regarding trust in senior management, leadership practices, general communications, teamwork, and change management.

**Fire, Health
and Safety**

While no specific recommendations are warranted, efforts should be continued to build upon the momentum already achieved in Fire, Health and Safety.

Other Recommendations

In addition to the organization specific recommendations above, it is further recommended that:

- the manager and directors of RP, Chemistry and Operations involve their employees in identifying the specific issues contributing to the lack of improvement/decline in the General Culture and Work Environment in these organizations. Corrective actions to address these issues should be developed or enhanced, again with the involvement of their employees.
 - management and supervision at the plant improve their effectiveness in holding people accountable, managing conflicts and disagreements and dealing with human performance problems.
 - management and supervision at the plant increase the involvement of the workforce to tap creativity and to obtain input and buy-in before implementing significant change. This should involve criteria, developed with the involvement of the workforce, to determine what changes require their involvement and to what extent, and how, the workforce is to be involved.
 - the Employee Concerns Program web-site on the plant Intranet be made familiar to all employees and its effectiveness as a communications vehicle for the program be enhanced.
 - the results of the interim cultural assessment be communicated to the organizations that were targeted to complete the survey and that all of the information be made available to all employees, with the exception of the data for questions 34 and 35 (write-in comments), some of which identify people in the organization or may not preserve the confidentiality of the author.
-

Results of the November 1999 Interim Cultural Assessment

Section 2: Survey Results

Background

Introduction

This section provides the overall results for the 1999 Interim Cultural Assessment for each of the targeted organizations. A more detailed analysis for each of the focus areas is contained in Section 3.

Noteworthy Environmental Conditions

The following noteworthy environmental conditions, which had the potential to impact the survey results, existed at the time the survey was administered:

- The power plant sale arrangements of Morro Bay and Moss Landing Power Plants nearing the end of their transition period, at which time the PG&E IBEW personnel at those facilities could elect to “bump” into craft maintenance positions at DCPD.
- Pending CPUC General Rate Case decision delaying the Merit Pay and casting doubt on the Performance Incentive Pay for management personnel
- Recent completion of the 2R9 Refueling Outage
- Controversy over DCPD entering the competitive market as soon as the end of 2000
- Preliminary Department of Labor decision regarding the removal of a shift foreman from duty

Survey Response statistics

For the 1999 mini-survey, the overall response rate is ~18% higher than 1998 for the targeted organizations. The Non-Designated responses are purposely excluded from the 1998 statistics since they included all DCPD

Survey Response Statistics				
	1998		1999	
	Response Rate	Response %	Response Rate	Response %
Radiation Protection	44 of 76	58%	48 of 76	63%
Chemistry	27 of 53	51%	26 of 41	63%
Shift Operations	88 of 150	59%	82 of 101	81%
Other Operations	10 of ?	?	31 of 75	41%
NSSS Maintenance	17 of 50	34%	39 of 57	68%
Fire, Safety & Health	10 of 30	30%	18 of 27	67%
Non-Designated			16 of 260	6%
Overall	196 of 385	51%	260 of 377	69%

organizations as opposed to just the targeted organizations. Since some of the Non-Designated responses in 1998 were most likely from the targeted organizations, the overall response rate for 1998 may be somewhat higher than is indicated.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Background, Continued

**Survey
Response
Demographics,
continued**

Changes in organizational survey response demographics from one survey to the next can influence the validity of comparing survey results and developing trending information.

SYNERGY performed a detailed analysis of the 1998 and 1999 survey response demographics and concluded that:

- For the Shift Operations, Radiation Protection and Fire, Health & Safety organizations, there is a high level of confidence that the results of the two surveys can be meaningfully compared.
 - For the 1998 survey, NSSS Maintenance had a total of 17 survey respondents (11 hourly/union, 5 monthly/salaried and 1 contractor). In 1999 there were 39 respondents (25 hourly/union, and 14 monthly/salaried). If it were not for these demographics changes, the positive change in the IPI for NSSS Maintenance between 1998 and 1999 could have been as much as 20% higher (+24.5% vs. +19.6%).
 - For the 1998 survey Chemistry had 5 hourly/union respondents and 17 monthly/salaried. In 1999 there were 13 hourly/union respondents and 12 monthly/salaried. This changes in response demographics between the two surveys could account for as much as 31% of the magnitude of the decline in the IPI between 1998 and 1999.
 - For the Other Operations organization, in light of the changing target populations, low response rates, and changing demographics, SYNERGY recommends that caution be applied in comparing the results of the two surveys. SYNERGY concluded that 1998 to 1999 trending comparisons for Other Operations are questionable at best.
-

Results of the November 1999 Interim Cultural Assessment

Shift Operations

Integrated Performance Indicator (IPI)

The 1999 IPI rating for Shift Operations is in the “*nominally adequate*” range. The IPI trending information indicates that Shift Operations showed statistically *significant improvement* in the actual change from 1998 to 1999. The current direction of change (“98” to 99 data) is perceived to be positive. Two of the seven key areas showed *significant improvement* and one area showed *improvement*.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.96	2.97	3.15	+6.4	+6.1
Key Area					
Identify/Resolve Problems	3.30	3.09	3.35	+1.5	+8.4
Willingness to Identify Problems	3.06	3.25	3.42	+11.8	+5.2
Mgt./Supv. Influence	2.94	2.86	3.05	+3.7	+6.6
Sr. Mgt. Influence	2.79	2.82	3.10	+11.1	+9.9
Confidence in ECP	2.34	2.45	2.55	+9.0	+4.1
Personal Experience & Morale	2.71	2.81	2.84	+4.8	+1.1
Overall Support of NSC as Top Priority	3.30	3.19	3.38	+2.4	+6.0

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 Shift Operations' rating of:

- The NSC is “*adequate*” with *significant improvement*.
- The SCWE is “*good to very good*” with *significant improvement*.
- Confidence in the ECP is “*less than adequate*” with *improvement*.
- The GCWE is “*less than adequate*” with a mixed, but generally *steady trend*.
- LMS Skills & Practices is “*less than adequate*” with *decline*.
- Trust in Management is “*less than adequate*” with *improvement*.
- Openness, Receptivity and Listening Skills & Practices is “*nominally adequate*” with *improvement*.

Shift Operations generally provided the lowest ratings of the six targeted organizations in all survey categories. It was the only targeted organization to rate overall confidence in the ECP as “*less than adequate*”.

Shift Operations ratings of the ten GCWE & LMS categories were among the lowest of the targeted organizations in all categories except “Teamwork” and “Quality of Supervision”.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

Summary of Composite Survey Results, continued

Improvement was identified in the areas of “Trust in Management”, “Openness, Receptivity and Listening Skills”, and “Business Management Skills and Practices.”

Highest Rated Questions

The highest rated questions by Shift Operations, with ratings of greater than 3.50 involved:

- The receptivity, support and trustworthiness of immediate supervision in Operations
 - The lack of experience or knowledge of anyone having received a negative reaction from supervision or management for having raised a nuclear safety concern, in the past six months
 - The willingness to raise a nuclear safety concern with their supervisor or management
 - The agreement that DCPD operates in accordance with the licensing and design basis
-

Lowest Rated Questions

The lowest rated questions by Shift Operations, with ratings of below 2.50, involved:

- Familiarity with the Employee Concerns Program web-site and effectiveness of the program
 - The receptivity, openness and honesty of management (i.e., Directors and Managers) within Operations
 - The effectiveness of communications about and plans for our future
 - The effectiveness of supervisors and management within Operations in dealing with human performance problems and managing conflicts
-

Key Issues

Key issues identified that are specific to Shift Operations include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements, and in holding people accountable.
 - Perceived adverse impacts of workload
 - Trust and confidence in the ECP
 - Effectiveness of change management
 - Trust and confidence in Section management
 - Effectiveness of general communications, particularly regarding plans for the future.
-

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

Conclusions

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Shift Operations appear to be somewhat effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that while there has been improvement in Shift Operations, most notably in the SCWE, continued efforts are needed to accelerate progress in all areas and to achieve improvement in the GCWE and LMS.

With respect to the NSC, trust and confidence in the ECP and potential adverse affects of workload require additional management attention. Continued management attention is required for improvement in the GCWE and LMS. This is to address issues raised regarding trust and confidence in Section management, leadership practices, personnel management & development practices, general communications, and change management.

Results of the November 1999 Interim Cultural Assessment

Other Operations

Integrated Performance Indicator (IPI)

The 1999 IPI rating for Other Operations is in the "good" range. SYNERGY has indicated that significant changes in the target populations and changes in the response demographics between the two surveys significantly impact the validity of comparing

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	4.01	3.40	3.51	-12.50	3.20
Key Area					
Identify/Resolve Problems	4.22	3.69	3.83	-9.20	3.80
Willingness to Identify Problems	4.10	3.45	3.61	-12.00	4.60
Mgt./Supv. Influence	3.80	3.16	3.32	-12.60	5.10
Sr. Mgt. Influence	3.60	3.39	3.68	2.20	8.60
Confidence in ECP	3.67	3.23	3.40	-7.40	5.30
Personal Experience & Morale	3.80	2.77	2.55	-32.90	-7.90
Overall Support of NSC as Top Priority	4.40	3.70	3.77	-14.30	1.90

the results of the two surveys. SYNERGY has concluded that trending comparisons of 1998 to 1999 survey results for Other Operations are questionable at best. Therefore, while a comparison of the results between the 1998 and 1999 survey is presented in this section for informational purposes, these comparisons are probably not indicative of a valid trend, but rather the result of the identified changes in demographics.

The IPI trending information indicates that Other Operations may have experienced a *significant decline* in the actual change from 1998 to 1999. The current direction of change ("98" to 99 data) is perceived to be nominally positive. Ratings in 6 of 7 "Key Areas" *declined significantly*, and the "Personal Experience and Morale" *declined very significantly*.

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 Other Operations' rating of:

- The NSC is "good"
- The SCWE is "very good"
- Confidence in the ECP is "adequate to good"
- The GCWE is "nominally adequate"
- LMS Skills & Practices is "nominally less than adequate"
- Trust in Management is "nominally less than adequate"
- Openness Receptivity and Listening Skills & Practices are "nominally adequate"

Each of the above areas indicate a possible *decline* from the 1998 survey. Other Operations generally provided ratings that were in the middle of the six targeted organizations in all survey categories.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

Summary of Composite Survey Results, continued

Ratings of the ten GCWE & LMS categories were mixed. Ratings of "Openness, Receptivity and Listening Skills", "Business Management Practices", "Quality of Supervision", "Teamwork" and "Responsiveness to the Previous Survey" were > 3.0. Ratings of "General Communications" and "Change Management" were < 3.0. Ratings of the other three categories were slightly < 3.0.

Highest Rated Questions

The highest rated questions by Other Operations, with ratings greater than 3.75 were questions dealing with:

- The willingness to raise a nuclear safety concern with their supervisor or management
 - Not having experienced or known someone who has experienced a negative reaction for raising a nuclear safety issue in the last 6 months
 - The receptivity of their immediate supervisor to raising of nuclear safety issues
 - The plant's Nuclear Safety culture, based on behaviors and practices reflecting nuclear safety as a top priority
 - The identification and resolution of nuclear safety issues (through all mechanisms combined)
-

Lowest Rated Questions

The lowest rated questions by Other Operations, with ratings less than 2.8 were questions related to:

- The overall personal experience and morale as a worker
 - The effectiveness of supervisors and management in Operations at holding people accountable and dealing with human performance issues
 - Management (i.e., Directors and Managers) in Operations providing a clear map of the road ahead, discussing the basis for decisions and the reasons for change, being receptive to input from the workforce, being straightforward honest and truthful, and following through on commitments
 - Communications regarding the future of DCPD and priorities as used in decisions and resource allocation
-

Key Issues

Key issues identified that are specific to Other Operations include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements, and in holding people accountable
 - Trust and confidence in Section management
 - Effectiveness of general communications
 - Effectiveness of change management
-

Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

Conclusions

The 1999 Interim Cultural Assessment has identified that Other Operations has experienced *declines* in all areas based upon comparisons with the results of the 1998 Comprehensive Cultural Assessment. SYNERGY has indicated that significant change in the target populations and changes in the response demographics between the two surveys significantly impact the validity of comparing the results of the two surveys. SYNERGY has concluded that trending comparisons of 1998 to 1999 survey results for Other Operations are questionable at best.

The 1999 survey results indicate that actions are needed to understand and address the underlying causes for the lower ratings within Other Operations, particularly the ratings for the GCWE and LMS. Management attention is required for improvement in the GCWE and LMS. This is to address issues raised regarding trust and confidence in Section management, personnel management practices, the effectiveness of general communications and change management.

Results of the November 1999 Interim Cultural Assessment

Radiation Protection

Integrated Performance Indicator (IPI)

The 1999 IPI rating for Radiation Protection is in the “adequate to good” range. The IPI trending information indicates that Radiation Protection showed essentially *no change* in the actual change from 1998 to 1999. The current direction of change (“98” to 99 data) is perceived to be steady. Ratings of 4 of the 7 “Key Areas” showed *improvement*, most notably the “Influence of Senior Management”. Ratings of “Personal Experience and Morale” *declined significantly*.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	3.36	3.46	3.48	3.6	0.6
Key Area					
Identify/Resolve Problems	3.55	3.64	3.73	5.1	2.5
Willingness to Identify Problems	3.60	3.67	3.65	1.4	0
Mgt./Supv. Influence	3.24	3.28	3.37	4	2.7
Sr. Mgt. Influence	3.29	3.32	3.57	8.5	7.5
Confidence in ECP	3.22	3.32	3.39	5.3	2.1
Personal Experience & Morale	2.86	3.00	2.60	-9.1	-13.3
Overall Support of NSC as Top Priority	3.45	3.62	3.66	6.1	1.1

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 Radiation Protection rating of:

- The NSC is “adequate to good” with *significant improvement*.
- The SCWE is “very good” with *significant improvement*.
- Confidence in the ECP is “adequate to good” with *improvement*.
- The GCWE is “nominally less than adequate” and has *no discernible trend*.
- LMS Skills & Practices is “nominally less than adequate” with *no discernible trend*.
- Trust in Management is “nominally less than adequate” with *significant improvement*.
- Openness Receptivity and Listening Skills & Practices is “adequate” with *improvement*.

Radiation Protection generally provided ratings that were in the middle to lower half of the six targeted organizations.

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

Summary of Composite Survey Results, continued

Radiation Protection ratings of the ten GCWE & LMS categories were all < 3.0, with the exception of "Openness, Receptivity and Listening Skills". Ratings of "Business Management Skills and Practices", "Personnel Management Skills and Practices", "Quality of Supervision", "Teamwork" and "Change Management" were among the lowest of the targeted organizations. Radiation Protection was the only targeted organization that rated "Quality of Supervision" < 3.0. *Significant improvement* was identified in the area of "Trust in Management", and *improvement* was identified in the area of "Openness, Receptivity and Listening Skills".

Highest Rated Questions

The highest rated questions by Radiation Protection, with ratings greater than 3.7 were related to Safety Conscious Work Environment, specifically:

- the willingness to raise a nuclear safety concern with their supervisor or management
 - not having received or being concerned with receiving a negative reaction as a result of raising nuclear safety issues
 - the identification and resolution of nuclear safety issues (through all mechanisms combined)
 - the conduct of operations, maintenance, and modifications in accordance with the licensing and design basis
-

Lowest Rated Questions

The lowest rated questions by Radiation Protection, with ratings below 2.6 were questions related to Quality of Supervision, specifically:

- the effectiveness of supervisors and management at dealing with human performance issues, managing conflict and disagreement, and holding people accountable
 - the willingness of supervision and management in RP to make decisions
 - the extent to which supervisors and management in RP obtain employee buy-in and ownership before implementing significant change
 - the extent to which supervisors and management in RP involve and tap the creativity of the workforce
-

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

Key Issues

Key issues identified that are specific to Radiation Protection include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements and in holding people accountable
 - Perceived adverse impacts of workload
 - Quality and effectiveness of supervision.
 - Trust and confidence in Section management
 - Effectiveness of business management
 - Effectiveness of change management
 - Teamwork
-

Conclusions

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Radiation Protection appear to be somewhat effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that while there has been *improvement* in Radiation Protection, particularly in the SCWE and in the NSC, continued efforts are needed to accelerate progress in all areas and to achieve improvement in the GCWE and LMS.

With respect to the NSC, the potential adverse affects of workload require continued management attention. With respect to the GCWE and LMS, continued management attention is required to address issues raised regarding the quality and effectiveness of supervision, trust and confidence in Section management, business management practices, personnel management & development practices and change management.

Results of the November 1999 Interim Cultural Assessment

Chemistry

Integrated Performance Indicator (IPI)

The 1999 IPI rating for Chemistry is in the "adequate to good" range. The IPI trending information indicates that Chemistry experienced a *significant decline* in the actual change from 1998 to 1999. SYNERGY has concluded that changes in the response demographics between the two surveys could account for as much as 31% of the magnitude of this decline. The perceived direction of change ("98" to 99 data) is steady. Ratings in all 7 "Key Areas" *declined significantly*.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	3.92	3.31	3.32	-15.30	0.00
Key Area					
Identify/Resolve Problems	4.10	3.39	3.54	-13.60	4.40
Willingness to Identify Problems	4.09	3.40	3.56	-13.00	4.70
Mgt./Supv. Influence	4.05	3.29	3.33	-17.80	1.20
Sr. Mgt. Influence	4.00	3.22	3.33	-16.80	3.40
Confidence in ECP	3.78	3.04	3.04	-19.60	0.00
Personal Experience & Morale	3.23	2.92	2.56	-20.70	-12.30
Overall Support of NSC as Top Priority	4.00	3.57	3.50	-12.50	-2.00

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 Chemistry rating of:

- The NSC is "adequate to good" with a *significant decline*.
- The SCWE is "very good" with a *significant decline*.
- Confidence in the ECP is "adequate" with a *significant decline*.
- The GCWE is "nominally adequate" with a *very significant decline*.
- LMS Skills and Practices is "nominally less than adequate" and has *declined*.
- Trust in Management is "nominally less than adequate" with a *significant decline*.
- Openness Receptivity and Listening Skills & Practices is "good" and has *declined*.

Chemistry generally provided ratings that were in the middle of the six targeted organizations in all survey categories.

Chemistry's ratings of the ten GCWE and LMS categories consistently *declined very significantly*. Ratings of "Openness, Receptivity and Listening Skills", "Quality of Supervision" and "Teamwork", were > 3.0. Ratings of "Change Management" were < 3.0. Ratings of the other six categories were nominally < 3.0.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

Highest Rated Questions

The highest rated questions by Chemistry, with ratings greater than 3.5, were:

- The receptivity, support, and trustworthiness of immediate supervision
 - The willingness to raise nuclear safety issues with their supervisors or management
 - Not having received or being concerned with receiving a negative reaction as a result of raising nuclear safety issues
-

Lowest Rated Questions

The lowest rated questions by Chemistry, with ratings in the range of 2.4 to 2.7, were:

- Familiarity with, and the effectiveness of the Employee Concerns Program web site
 - The affect of workload on the quality of work products and identification and resolution of potential nuclear safety issues
 - Effectiveness of supervisors and management at holding people accountable and dealing with human performance issues
-

Key Issues

Key issues identified that are specific to Chemistry include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements, and in holding people accountable
 - Perceived adverse impacts of workload
 - Effectiveness of change management
-

Conclusions

The 1999 Interim Cultural Assessment has identified that Chemistry has experienced a *very significant decline* in all areas based upon comparisons with the results of the 1998 Comprehensive Cultural Assessment. SYNERGY has concluded that changes in the response demographics between the two surveys could account for as much as 31% of the magnitude of this decline. Nonetheless, the 1999 survey results indicate that actions are needed to understand and address the underlying causes for the lower ratings.

With respect to the NSC, the potential adverse affects of workload warrant particular management attention. With respect to the SCWE, the declining trend related to knowing someone who has received a negative reaction for having raised an issue or concern related to nuclear safety warrants management attention. With respect to the GCWE and LMS, management attention is required to address issues raised regarding personnel management practices and change management.

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance

Integrated Performance Indicator (IPI)

The 1999 IPI rating for NSSS Maintenance is in the “good” range. The IPI trending information indicates that NSSS Maintenance showed *very significant improvement* in the actual change from 1998 to 1999. The perceived direction of change

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.96	3.25	3.54	+19.6	+8.9
Key Area					
Identify/Resolve Problems	3.44	3.35	3.73	+8.4	+11.3
Willingness to Identify Problems	3.25	3.54	3.78	+16.3	+6.8
Mgt./Supv. Influence	2.88	3.08	3.51	+21.9	+14.0
Sr. Mgt. Influence	2.81	2.97	3.29	+17.1	+10.8
Confidence in ECP	2.62	3.09	3.41	+30.2	+10.4
Personal Experience & Morale	2.19	2.63	2.87	+31.0	+9.1
Overall Support of NSC as Top Priority	3.13	3.50	3.74	+19.5	+6.9

(“98” to 99 data) is positive. Ratings of all “Key Areas” *improved significantly*, with 4 of the 7 areas showing *very significant improvement*.

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 NSSS Maintenance rating of:

- The NSC is “good” with *very significant improvement*.
- The SCWE is “very good to excellent” with *very significant improvement*.
- Confidence in the ECP is “adequate” with *very significant improvement*.
- The GCWE is “nominally adequate” with *very significant improvement*.
- LMS Skills and Practices is “less than adequate” with *significant improvement*.
- Trust in Management is “nominally less than adequate” with *very significant improvement*.
- Openness Receptivity and Listening Skills & Practices is “good” with *very significant improvement*.

NSSS Maintenance generally provided ratings that were in the middle to upper half of the six targeted organizations in all survey categories.

Ratings of the ten GCWE and LMS categories consistently showed *very significant improvement*, but the ratings themselves were mixed. Ratings of “Openness, Receptivity and Listening Skills”, “Quality of Supervision”, “Business Management Skills and Practices”, and “Personnel Management Skills and Practices” were among the highest of the targeted organizations.

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Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

Summary of Composite Survey Results, continued

Each of these areas were rated as > 3.0. Ratings of “Teamwork”, “General Communications”, “Trust in Management”, “Leadership Skills and Practices” and “Responsiveness to the Previous Survey” were among the lowest of the targeted organizations. Each of these areas was rated as < 3.0.

Highest Rated Questions

The highest rated questions by NSSS Maintenance, with ratings of greater than 4.0, involved:

- The receptivity, support and trustworthiness of immediate supervision in NSSS Maintenance
 - The lack of experience or knowledge of anyone having received a negative reaction from supervision or management for having raised a nuclear safety concern, in the past six months
 - The willingness to raise a nuclear safety concern with their supervisor or management
-

Lowest Rated Questions

The lowest rated questions by NSSS Maintenance, with ratings of 2.4 to 2.6, involved:

- The visibility and effectiveness of officers and managers in communicating, and demonstrating teamwork and a positive example
 - The response of management to the concerns raised about the implementation of the Asset Team approach
-

Key Issues

Key issues identified that are specific to NSSS Maintenance include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements, and in holding people accountable
 - Effectiveness of general communications
 - Trust and confidence in senior management
 - Effectiveness of change management
 - Teamwork
 - Effectiveness of leadership
-

Conclusions

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in NSSS Maintenance appear to be effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that there has been very significant improvement in NSSS Maintenance in all areas.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

Conclusions,
continued

Continued efforts are needed to sustain progress, particularly to achieve improvement in the GCWE and LMS. Issues raised regarding trust in senior management, leadership practices, general communications, teamwork and change management require continued management attention.

Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety

Integrated Performance Indicator (IPI)

The 1999 IPI rating for Fire, Health, and Safety (FH&S) is in the "good" range. The IPI trending information indicates that FH&S showed *very significant improvement* in the actual change from 1998 to 1999. The perceived direction of change

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.90	3.46	3.69	+27.2	+6.6
Key Area					
Identify/Resolve Problems	3.50	3.40	3.75	+7.1	+10.3
Willingness to Identify Problems	3.00	3.65	3.78	+26.0	+3.6
Mgt./Supv. Influence	2.30	3.18	3.50	+52.2	+10.1
Sr. Mgt. Influence	2.60	3.13	3.59	+38.1	+14.7
Confidence in ECP	3.20	3.71	3.89	+21.6	+4.8
Personal Experience & Morale	2.30	3.06	3.22	+40.0	+5.2
Overall Support of NSC as Top Priority	3.00	3.59	3.76	+25.3	+4.7

("98" to 99 data) is positive. Ratings of all "Key Areas" *improved significantly*, with 6 of the 7 areas showing *very significant improvement*.

Summary of Composite Survey Results

Based on an analysis of the composite survey results, the overall 1999 FH&S rating of:

- The NSC is "good to very good" with *very significant improvement*.
- The SCWE is "very good to excellent" with *very significant improvement*.
- Confidence in the ECP is "good to very good" with *very significant improvement*.
- The GCWE is "adequate to good" with *very significant improvement*.
- LMS Skills and Practices is "adequate to good" with *significant improvement*.
- Trust in Management is "adequate to good" with *very significant improvement*.
- Openness Receptivity and Listening Skills & Practices is "good" with *very significant improvement*.

Fire, Health and Safety provided ratings that were the highest, generally by a wide margin, of the six targeted organizations in all survey categories. Ratings of all ten GCWE & LMS categories were > 3.0.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

Highest Rated Questions

The highest rated questions by FH&S, with ratings of greater than 4.0 involved:

- the receptivity, and approachability of supervision and management in Fire, Health and Safety for problems and concerns
- the effectiveness of the Employee Concerns Program.
- the lack of experience or knowledge of anyone having received a negative reaction from supervision or management for having raised a nuclear safety concern, in the past six months
- the willingness to raise a nuclear safety concern with their supervisor or management

Lowest Rated Questions

The lowest rated questions by FH&S, with ratings of between 2.7 and 3.0, involved:

- familiarity with the Employee Concerns Program web-site
- the effectiveness of directors and managers within Fire, Health and Safety in dealing with human performance problems, holding people accountable and managing conflicts

Key Issues

Key issues identified that are specific to Fire, Health and Safety include:

- Effectiveness in dealing with human performance problems, in managing conflicts and disagreements, and in holding people accountable

Conclusions

The corrective actions taken to address the issues that affected the results of the 1998 Comprehensive Cultural Assessment in Fire, Health and Safety appear to be effective in achieving improvement. The 1999 Interim Cultural Assessment has identified that there has been *very significant improvement* in Fire, Health and Safety in all areas. Efforts should be continued to build upon this momentum.

Results of the November 1999 Interim Cultural Assessment

Section 3: Detailed Analysis of Survey Results

Shift Operations

Background Operations was selected for this Interim Cultural Assessment based on their finishing in the bottom quartile of DCPD during the 1998 SYNERGY Survey. This section provides a description of issues affecting the 1998 survey, actions taken in response to that assessment, and a detailed assessment of the results of this mini-survey.

Issues Affecting the 1998 Survey The Director and Manager of Operations identified the issues driving the 1998 SYNERGY Survey results in Operations as:

- a need to develop leadership skills among Operations supervision.
- the isolation of shift operations from the larger DCPD organization.
- the distrust among the levels of the Operations organization for management, who were perceived not to be listening.
- the removal from duty of a Shift Foreman.
- the extent to which Shift Operations people had to work extra hours due to shortages of qualified personnel.

Actions Taken To understand and address these issues, an independent change management consultant performed interviews of personnel both within Operations and outside the section. These interviews formed the basis of a consultant facilitated effort to address the above issues which would:

- connect leaders from throughout the DCPD organization with Operations Section leaders to discuss larger issues facing DCPD, to provide additional collaboration and teamwork throughout the power plant, and to reduce the sense of isolation Operations personnel apparently feel.
- improve the level of trust among all levels of the organization.
- establish a clear direction and vision of the future for Operations.
- improve the understanding and appreciation of the direction and strategies being pursued by other organizations at DCPD.
- establish an Operations management team that is supportive of each other.
- cooperatively develop a set of operating and cultural initiatives regarding staffing, cost reduction, improved trust, training, relationships with other sections, consistency across crews, and management structure (Shift Manager, Shift Foreman, Shift Technical Advisor etc.).

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

Actions Taken, continued

Facilitated full day workshops involving Shift Supervisors, and the Director and Manager of Operations were held throughout the year to achieve the above goals. The initiatives, which have been undertaken with the involvement of the entire Operations organization, to promote the building of trust include:

- Development of the Operations strategic staffing plans, including placement of the current license class
- Implementation of the role of the Shift Supervisor as Shift Manager
- Refinement of the duties/responsibilities of Senior Control Operators
- Implementation of the third duty Shift Foreman in the Control Room to allow the crews to provide their own relief for shift supervision
- Determination of the future roles of the Work Week Manager and Shift Technical Advisor positions
- Completion of new vision and mission statements for the Operations organization

To address the shortage of qualified personnel, a reactor operator licensing class, as well as an initial operator training class were initiated to increase the number of qualified operators.

In addition, a consultant provided one on one coaching of the Operations Director on change management.

1999 Survey Response Rate and Demographics

Survey Response Rate:

There were 82 Shift Operations survey participants in 1999, which represented 81% of the Shift Operations population. This is a similar number of Shift Operations participants as in the 1998 survey (88 participants). The percentage participation in the 1998 survey was calculated as 59% of the population; however, it appears that the size of the Shift Operations population was over-estimated in 1998.

Survey Response Demographics:

The demographics of the Shift Operations participants, in terms of worker category and organizational position, were very similar for the two surveys.

Analysis and Conclusions:

SYNERGY concluded that there is a high level of confidence that the results of the two surveys can be meaningfully compared without adjustments.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

Integrated Performance Indicator (IPI)

The 1999 Integrated Performance Indicator (IPI) rating for Shift Operations is in the "Nominally Adequate" range.

The IPI results showed statistically *significant improvement* in the actual change from 98

to 99. The current direction of change ("98" to 99) is perceived to be positive. Two of the seven key areas showed *significant improvement* and one area showed *improvement*.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.96	2.97	3.15	+6.4	+6.1
Key Area					
Identify/Resolve Problems	3.30	3.09	3.35	+1.5	+8.4
Willingness to Identify Problems	3.06	3.25	3.42	+11.8	+5.2
Mgt./Supv. Influence	2.94	2.86	3.05	+3.7	+6.6
Sr. Mgt. Influence	2.79	2.82	3.10	+11.1	+9.9
Confidence in ECP	2.34	2.45	2.55	+9.0	+4.1
Personal Experience & Morale	2.71	2.81	2.84	+4.8	+1.1
Overall Support of NSC as Top Priority	3.30	3.19	3.38	+2.4	+6.0

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within Shift Operations is rated as "Adequate" and has shown *significant improvement*.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 71% of Shift Operation's responses were rated higher than 3.00, 21% were rated higher than 3.50, and 8% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to operational nuclear safety.

Eleven questions were rated less than 3.0. Two were related to the ECP web-site. Six were related to confidence in the ECP. Three were related to confidence in the adequacy of management decisions in the allocation of resources to assure nuclear safety is maintained, and to the adverse impacts of workload.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as, or equivalent to questions in the 1998 survey, 88% *improved* and, of those, 43% *improved significantly* (i.e., by more than 10%). Two questions showed a *significant decline*.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

Nuclear Safety Culture (NSC), continued

Of the 19 linked questions that were related to the NSC and the ECP, response to one question improved by more than 20%. Questions with the highest improvement percentages are:

- Management support of the ECP (+23%)
- Confidence that AR System ensures that potential NS problems are resolved in a timely manner (+15%)
- Thorough investigations by ECP (+13%)
- Willingness and likelihood of reporting potential NS issues (+12%)
- Senior management influence on NSC (+11%)

Questions with the highest percentage of decline are:

- Workload affect on quality of work products (-12%)
- Workload affect on willingness to identify NS concern (-12%)

ANALYSIS OF TOPICAL AREAS:

Nuclear Safety Behaviors, Practices and Programs:

Questions asked in this area were designed to measure Behaviors, Practices and Programs with regard to the NSC. The overall score for this area is 3.15 placing it in the “*Nominally Adequate*” range. Question ratings ranged from a high of 3.73 to a low of 2.54. Trends were mixed and there was *essentially no change* in this area compared to the 1998 Survey.

There continues to be strong agreement in Shift Operations that at DCPD “we conduct operations, maintenance and modifications in accordance with the licensing and design basis.” For question #6a, “With regard to nuclear safety or quality issues/concerns, supervisors and management in my Functional Organization value and recognize workers who identify potential nuclear safety issues/concerns,” it is noteworthy that there is a 28.7 % increase from 1998. However, the survey suggests that workload in shift operations is believed today to have a more adverse affect on the identification and resolution of potential nuclear safety issues and the quality of work products than in 1998. So, while there has been improvement in encouraging and recognizing workers who identify nuclear safety concerns, improvement is needed in managing workload to assure problem identification and resolution and quality of work products.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

**Nuclear Safety
Culture (NSC),
continued**

Employee Concerns Program (ECP):

Questions asked in this area were designed to measure the confidence of our employees in the Employee Concerns Program. The overall score for this area is 2.69 placing it in the "*Less than Adequate*" range, with question ratings ranging from a high of 3.41 to a low of 2.00. This was an *improvement* over the 1998 Survey.

There continues to be general to strong agreement regarding the familiarity with the program. Furthermore, there was increasing confidence in the support of management for the program and the thoroughness of investigations. However, there was essentially no change in confidence in the integrity of the program or that it is an acceptable alternative path to pursue resolution of potential nuclear safety concerns. Both of these areas were rated "*less than adequate*" by Shift Operations.

Write-in Comments:

40% of Shift Operations respondents to the survey provided comments in the area of Nuclear Safety Culture and Performance. Concerns specifically raised by Shift Operations were with regard to the use of hot mid-loop operations and the technical knowledge/experience of some Operations management. A number of commenters in Shift Operations questioned the integrity/effectiveness of the Employee Concerns Program. There were numerous comments from Shift Operations that were positive regarding the nuclear safety culture at DCPD.

**Safety
Conscious
Work
Environment
(SCWE)**

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within Shift Operations is rated as "*Good to Very Good*" and has shown *significant improvement*.

ANALYSIS OF QUESTION RESPONSES

Of the 13 questions related to SCWE, 100% of Shift Operations' responses were rated higher than 3.00, 54% were rated higher than 3.50, and 23% were rated higher than 3.90. No questions were rated less than 3.00.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

Of the 13 questions related to the SCWE that were the same as or equivalent to questions in the 1998 survey, 85% showed improvement and, of these, 64% improved by more than 10%. No questions showed a significant decline.

Response to 4 questions improved by more than 20%, and response to one question improved by more than 30%. Questions with the highest improvement percentages are:

- Don't know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a NS concern (+85%)
- Have an environment where they feel safe to voice opinions and ideas (+29%)
- Management and Supervision value workers who identify potential NS issues or concerns (+29%)
- Management receptivity to workers who raise NS concerns (+25%)

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** The overall score for this area is 3.63 ("Good"), with a high of 4.39 (question 25a) and a low of 3.08 (question 12c). This represents a *significant improvement* in ratings compared to the 1998 survey.
- **Willingness to Act:** This area is comprised of two questions with an overall score of 4.27 ("Very Good to Excellent"). The answer to these two questions indicate a strong willingness to identify Nuclear Safety Concerns (4.51), however, individuals are slightly less willing to take the concern up the management chain if dissatisfied with their supervisors response (3.71). There was essentially *no change* in this area from 1998.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

General Culture and Work Environment (GCWE)

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness, and listening practices.

OVERALL RATING AND TREND:

Overall, the Shift Operations' rating of the GCWE is "*less than adequate*". In general, scores in this area tend to be lower than for the remainder of the survey. The scores for individual topics ranged from "*less than adequate*" to "*adequate*," with a high of 3.12 for openness, receptivity, and listening skills/practices and a low of 2.48 for change management. Overall, there was essentially *no change* in the GCWE in Shift Operations from the 1998 Survey.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 20% of Shift Operations' responses were rated higher than 3.00 and 8% were rated higher than 3.50. 32 questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as or equivalent to questions in the 1998 survey, 44% *declined* and, of these, 33% *declined significantly* (i.e., by more than 10%.) Three questions showed a *significant improvement*.

Responses to 4 questions declined by more than 20% , however, no responses declined by more than 30%. Questions with the highest percentages of decline are:

- Supervision and management are effective at holding people accountable (-29%)
- Supervision obtains buy-in before implementing significant changes (-21%)
- Supervision is effective at managing conflicts and disagreements (-22%)
- Supervision is effective at coaching (-20%)

Questions with the highest improvement percentages are:

- Constructively learn from our mistakes (+18%)
- Senior Management provides effective leadership in ensuring necessary changes are being made (+13%)

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

General
Culture and
Work
Environment
(GCWE),
continued

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall index for this area was 2.63 in Shift Operations indicating that trust in management was “*less than adequate*”. This was lower than the other work groups surveyed and represented an *improvement* from the 1998 survey. The highest scoring questions in this area were 18b and 18c, at 2.82, indicating nominal disagreement that senior management was sufficiently visible and accessible to the workforce, as well as open and honest in their communications with employees. The lowest scoring questions in this area were 16a,d and e (scores of 2.4) indicating disagreement that directors and managers of Shift Operations were straightforward, honest and truthful when dealing with others, were receptive to input from the workforce and followed through on commitments. There is need for improvement in building of trust in Shift Operations management.

Openness, Receptivity and Listening Skills/Practices: The overall score for this area was 3.12 indicating “*nominal adequacy*” here. This again was lower than the other work groups surveyed but an *improvement* from the 1998 survey. Noteworthy was the strong agreement that immediate supervision in Shift Operations were comfortable to approach with problems, listened effectively to input and feedback from the workforce and supported their ideas and suggestions (questions 11a,b and c which scored 3.7 to 3.8). The lowest scoring question (16d with a score of 2.37) pertained to the receptivity of directors and managers in Shift Operations to input from the workforce, including feedback on plans and decisions. It is noteworthy that there was *significant improvement* (29% more positive) in the belief that Shift Operations had an environment where people feel safe to voice their opinion and ideas.

Leadership Skills and Practices: The overall score for this area was 2.66 indicating that the leadership skills and practices in Shift Operations were “*less than adequate*” . This was lower than the other work groups surveyed and essentially *no change* from 1998. There was nominal disagreement that the senior management team demonstrated teamwork and was more effectively leading change for the competitive environment (questions 18a,f,g with scores of 2.76 to 2.96), and there was less confidence in the leadership of Shift Operations with regard to providing a clear map and plans for the achievement of goals (questions 14b and 16b, scores of 2.53 and 2.45, respectively).

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Business Management Skills and Practices: The overall index for this area was 2.84 indicating “*nominally less than adequate*” skills in this area. This was essentially *no change* from 1998. While there was nominal agreement that there were appropriate levels of cooperation and teamwork between work groups and their management (questions 14e and 15d scored 3.16 and 3.03, respectively), there was disagreement regarding the effectiveness in planning and implementing changes within Shift Operations (question 14f scored 2.55).

Personnel Management and Development Skills and Practices: The overall index for this area was 2.72 indicating “*less than adequate*” performance in this area. This was essentially *no change* from 1998. There was good agreement that immediate supervision in Shift Operations had earned trust (question 11d scored 3.66) and significant disagreement that supervisors and management within Shift Operations are effective in dealing with human performance problems (question 17c scored 2.26). Improvement was noted in constructive learning from mistakes (18% more positive) within Shift Operations.

General Communications: Overall this area scored 2.54 indicating “*less than adequate*” satisfaction in Shift Operations with communications regarding the future of DCPD and priorities used in decisions and resource allocation (question 19). This was *no change* from 1998.

Teamwork: There was general agreement in Shift Operations that teamwork was demonstrated between work groups and among the managers and officers (score was 3.10 – “*nominally adequate*”).

Change Management: The overall index of 2.48 in this area indicates “*significantly less than adequate*” satisfaction with how change is managed within Shift Operations. This was essentially *no change* from the 1998 results.

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Results of the November 1999 Interim Cultural Assessment

Shift Operations, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Quality of Supervision: The overall index for this area was 3.08 indicating the quality of supervision in Shift Operations was regarded to be “*nominally adequate.*” However, this was a *decline* from the survey in 1998. There was good agreement that immediate supervision listens effectively and is supportive, trustworthy and approachable (question 11 scored in the range of 3.66 to 3.83). The decline was largely due to the disagreement that supervisors and managers within Shift Operations are effective in dealing with human performance problems (question 17c scored 2.26) and in holding people accountable (question 17a scored 2.54, which was a 29% decline from 1998).

Responsiveness to Previous Survey: This area consisted of one question (20) regarding the response to issues and concerns raised regarding the Asset Team approach to maintenance. The Shift Operations index for this question was 2.75 indicating “*less than adequate*” management response.

Write-in Comments: 46% of the survey respondents from Shift Operations provided comments in the area of General Culture and Work Environment. There were several comments expressing frustration in Shift Operations with a perceived lack of action taken as a result of previous surveys. There were also several comments targeted at trust issues between Shift Operations and Day Operations Management. Some perceive that being vocal in Operations will not be beneficial to one’s career. Several comments were directed at perceived inadequacies in the Operations training program. Other comments dealt with the difficulty in dealing with a perceived continuous change of management in Operations.

Results of the November 1999 Interim Cultural Assessment

Other Operations

Background

Operations, as a whole, was selected for this mini-survey based on Shift Operations finishing in the bottom quartile of 1998 SYNERGY Survey. Other Operations are those members of Operations that are not on shift. During the 1998 SYNERGY Survey, Other Operations finished in the top quartile; however, they were included in this survey because personnel occasionally rotate between Shift Operations and Other Operations.

1999 Survey Response Rate and Demographics

Survey Response Rate:

There were 10 Other Operations survey participants in 1998. This represented an unknown percentage of the Other Operations population. In the 1998 survey, Other Operations was included as an “overflow” population for personnel that did not fit into one of the other available population categories for that survey. The small number of participants raises significant questions regarding the confidence level that should be placed on the 1998 survey results.

The target population for Other Operations was much broader in the 1999 survey. The level of participation in the 1999 survey was 31 (41% of the target population). This is a low response rate.

Survey Response Demographics:

The demographics of the participants, in terms of worker category and organizational position, changed considerably between the two surveys.

Analysis and Conclusions:

In light of the changing populations and low response rates, SYNERGY recommends that caution be applied in comparing the results of the two surveys. SYNERGY concluded that comparisons are questionable at best. In this detailed section of the report comparisons of 1998 to 1999 responses are presented, but they must be viewed in light of SYNERGY's assessment that these comparisons are probably not valid for Other Operations.

In addition, SYNERGY conducted a detailed analysis of survey demographics for Other Operations. In this regard, SYNERGY concluded that, for Other Operations, the changes in response demographics between the two surveys had a significant influence on the validity of comparisons between the 1998 and 1999 survey results. The change in survey response demographics alone

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

1999 Survey Response Rate and Demographics, continued

could account for as much as 58% of the decline in the IPI for Other Operations between 1998 and 1999. Therefore, while a comparison of the results between the 1998 and 1999 survey is presented in this section for informational purposes, it may not be indicative of a valid trend, but rather the result of the identified changes in demographics.

Integrated Performance Indicator

The 1999 Integrated Performance Indicator (IPI) rating for Other Operations is "Good".

The IPI results *declined significantly* when comparing the actual change from 98 to 99. The current direction of change ("98" to 99) is perceived to be nominally positive.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	4.01	3.40	3.51	-12.50	3.20
Key Area					
Identify/Resolve Problems	4.22	3.69	3.83	-9.20	3.80
Willingness to Identify Problems	4.10	3.45	3.61	-12.00	4.60
Mgt./Supv. Influence	3.80	3.16	3.32	-12.60	5.10
Sr. Mgt. Influence	3.60	3.39	3.68	2.20	8.60
Confidence in ECP	3.67	3.23	3.40	-7.40	5.30
Personal Experience & Morale	3.80	2.77	2.55	-32.90	-7.90
Overall Support of NSC as Top Priority	4.40	3.70	3.77	-14.30	1.90

Ratings in 6 of the 7 key areas *declined significantly*. Personal Experience and Morale *declined very significantly*.

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within Other Operations is rated as "Good". This represents a *significant decline* from the 1998 survey.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 100% of Other Operation's responses were rated higher than 3.00, 58% were rated higher than 3.50, and 10% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to operational nuclear safety. No questions were rated less than 3.0.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as or equivalent to questions in the 1998 survey, 81% declined and, of those, 50% declined significantly (i.e., by more than 10%.) Two questions showed a significant improvement.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

Nuclear Safety Culture (NSC), continued

Of the 19 linked questions that were related to the NSC and the ECP, response to one question declined by more than 20%. No questions declined by more than 30%. Questions with the highest percentages of decline are:

- Impact of workload on work product quality (-21%)
- Supervision and Management respond promptly to nuclear safety concerns (-19%)
- Overall support of nuclear safety as a top priority (-14%)

The questions with the highest improvement percentage is:

- Confidence that the AR System ensures that potential NS problems are resolved appropriately and effectively (+14%)

ANALYSIS OF TOPICAL AREAS

Nuclear Safety Behaviors, Practices and Programs:

Questions asked in this area were designed to measure Behaviors, Practices, and Programs with regards to NSC. The overall score for this area is 3.5, placing it in the "Adequate to Good" range, with question ratings ranging from a high of 4.1 to a low of 2.94. The high score represents strong agreement that at DCP, we conduct operations, maintenance, and modifications in accordance with the licensing and design basis. The low score indicates nominal disagreement that management is making well thought out decisions in the allocation of resources to assure Nuclear Safety is maintained. Overall, there has been a *significant decline* from the 1998 survey.

Of particular note is the 21.14% decline in the belief that workload does NOT adversely affect the quality of our product, with a score of 3.07 (question 12e). Also noteworthy is the 13.98% improvement in confidence that the Action Request system will ensure that potential Nuclear Safety Problems are resolved in an appropriate and effective manner (question 7c).

Employee Concerns Program (ECP):

Questions in this area were designed to measure employee confidence in the Employee Concerns Program. The overall score in this area was 3.43, placing it in the "Adequate to Good" range. This represents a *decline* when compared to the 1998 survey. The high score of 3.74 (question 21a) indicates personnel have a good awareness of the Employee Concerns Program, however, the low score of 2.87 (question 21b) indicates they are considerably less aware of the ECP intranet web-site.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

**Nuclear Safety
Culture (NSC),
continued**

Write-in Comments:

32% of the survey respondents from Other Operations provided comments on Nuclear Safety Culture. Comments directly related to the safety culture were generally positive. There were some comments questioning the integrity/effectiveness of the Employee Concerns Program

**Safety
Conscious
Work
Environment
(SCWE)**

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within Other Operations is rated as "Very Good", but has shown a *significant decline*.

ANALYSIS OF QUESTION RESPONSES

Of the 13 questions related to SCWE, 100% of Other Operations' responses were rated higher than 3.00, 92% were rated higher than 3.50, and 31% were rated higher than 3.90. No questions were rated less than 3.00.

Of the 13 questions related to the SCWE that were the same as or equivalent to questions in the 1998 survey, 77% declined and, of these, 70% declined by more than 10%. One question showed a significant improvement.

Questions with the highest declining percentages are:

- Immediate supervisor makes it comfortable to approach (-23%)
- Barrier - concern about receiving a negative reaction from supervision (-19%)
- Have an environment where they feel safe to voice opinions and ideas (-17%)
- Barrier - concern about being viewed as a complainer or someone who is resistant to change (-12%)

The question with a significant improvement is:

- Don't know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a NS concern (+46%)

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** The overall score for this area is 3.92 ("Very Good"), with a high of 4.87 (question 25a) and a low of 3.07 (question 9a). Overall, this represents a *decline* from the 1998 survey.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

- **Willingness to Act:** This area is comprised of two questions with an overall score of 4.52 (“*Excellent*”). The answers to these two questions indicate a strong willingness to identify nuclear safety concerns (4.68), however, individuals are somewhat less willing to take the concern up the management chain if dissatisfied with their supervisors response (4.16). Overall, this represents a *decline* from the 1998 survey.
-

**General
Culture and
Work
Environment
(GCWE)**

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness, and listening practices.

OVERALL RATING AND TREND:

Overall, the Other Operations rating of the GCWE is “*Nominally Adequate*”, which represents a *very significant decline* from the 1998 survey. Topical area scores range from a low of 2.74 for General Communications to a high of 3.19 for Teamwork. Most questions showed a decline from the 1998 survey, ranging from 7% to 33%.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 45% of Other Operations’ responses were rated higher than 3.00 and 20% were rated higher than 3.50. 22 questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as, or equivalent to questions in the 1998 survey, 93% declined and, of these, 76% declined significantly (i.e., by more than 10%.) No questions showed a significant improvement.

Responses to 12 questions declined by more than 20% and responses to 4 questions declined by more than 30%. Questions with the highest percentages of decline are:

- Supervision obtains buy-in before implementing significant changes (-33%)
 - Personal experience and morale - today (-33%)
 - Supervision is effective at coaching (-33%)
 - Supervision is effective at holding people accountable (-32%)
 - Satisfied with communication about future plans for DCP (-27%)
 - Satisfied with communication about priorities (-26%)
 - Have sufficient opportunity to input ideas (-24%)
 - Immediate supervisor has earned trust (-24%)
 - Work group effectively resolves problems (-24%)
-

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

General
Culture and
Work
Environment
(GCWE),
continued

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall score for this area was 2.91 indicating that trust in management is “*nominally less than adequate*”. This represents a *significant decline* from the 1998 survey. The high score for this section was 3.13 (question 18c) indicating nominal agreement that the senior management team is open and honest in their communications with employees. The low score of 2.62 (question 16e) indicates disagreement that directors and managers within Operations follow through on commitments.

Openness, Receptivity and Listening Skills/Practices: The overall score was 3.12 indicating “*nominally adequate*” performance in this area. This represents a *very significant decline* from the 1998 survey. The high score was 3.52 (question 11a) indicating good agreement that the supervisors are making it comfortable to approach them with problems. The low score of 2.77 (question 16d) indicates that the managers and directors are somewhat less receptive to input and feedback from the workforce.

Leadership Skills and Practices: The overall score for this area was 2.94 indicating “*nominally less than adequate*” performance in this area. This represents a *significant decline* from the 1998 survey. The high score of 3.27 (question 18f) indicates general agreement that the senior management team demonstrates teamwork. The low score of 2.65 (question 16b) indicates disagreement that directors and managers in Operations have provided a clear map of the road ahead and of how they will achieve their goals and objectives.

Business Management Skills and Practices: The overall score of 3.02 indicates “*nominal adequacy*” in this area. This represents a *very significant decline* from the 1998 survey. The high score of 3.27 (question 15d) indicates general agreement that supervisors and management in Operations work cooperatively with their counterparts in other organizations. Based on the low score of 2.87 (question 14f), there appears to be some disagreement that Operations is effective in planning and implementing changes in the way they do business.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

General
Culture and
Work
Environment
(GCWE),
continued

Personnel Management and Development Skills/Practices: The overall score for this area was “*nominally less than adequate*” at 2.85. This represents a *very significant decline* from the 1998 survey. The high score of 3.35 (question 9c) indicates general agreement that within Operations, they constructively learn from their mistakes. The lowest scores in this section are for two questions (15c and 17c) with a score of 2.60. These scores reflect disagreement that management in Operations is obtaining employee input, buy-in, and ownership before implementing significant change or effective at dealing with human performance problems.

General Communication: The overall score in this area is 2.74 indicating “*less than adequate*” performance. This represents a *very significant decline* from the 1998 survey. The high score of 2.87 (question 19b) indicates some dissatisfaction with the communications regarding the competitive business environment and what it means to DCP. The low score of 2.61 (question 19a) indicates an even greater level of dissatisfaction with communications regarding the future plans for DCP.

Teamwork: This area was rated as “*adequate.*” There is general agreement that teamwork is demonstrated both by the senior management team (score of 3.27 on question 18f) and between workgroups in Operations (3.16 on question 14e).

Change Management: The overall score for this area is 2.79, indicating “*less than adequate*” performance in managing change within Operations. This represents a *decline* from the 1998 survey.

Quality of Supervision: The overall score for this area was 3.05, indicating “the quality of supervision within Operations was regarded to be “*nominally adequate.*” This represents a *very significant decline* from the 1998 survey. The high score in this area was 3.52 (questions 11a), indicating general to full agreement that immediate supervisors in Operations make it comfortable to approach them with problems. The low scores for this area are for the same two questions identified in Personnel Management and Development Skills/Practices.

Responsiveness to Previous Survey: This area consisted of one question concerning the response to issues and concerns raised regarding the Asset Team approach to maintenance. The score of 3.12 indicates “*nominal adequacy*” in this area.

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Results of the November 1999 Interim Cultural Assessment

Other Operations, Continued

**General
Culture and
Work
Environment,
continued**

Write-in Comments: 39 % of the survey respondents from Other Operations provided comments in the area of General Culture and Work Environment. There are several comments regarding compensation & benefits and the performance review process in Operations. There are also several comments targeted at trust/confidence in Operations management.

Results of the November 1999 Interim Cultural Assessment

Radiation Protection

Background Radiation Protection (RP) was selected for this Mini Survey based on their scoring in the bottom quartile during the 1998 SYNERGY Survey. This section provides a description of RP issues affecting the 1998 Survey, actions taken in response to these issues and a detailed assessment of the results of this mini-survey.

Issues Affecting the 1998 Survey The Director of RP identified the following issues present at the time of the 1998 SYNERGY survey, specific to RP:

- Changes in RP processes made to accommodate a lower outage budget for RP going into 1R9
- RP Techs obtaining daily work direction from more than one RP foreman
- Lack of trust in management

Additionally, it was identified that these issues had been exacerbated, following the 1998 survey, by the RP experience during 1R9. This left the perception among C&RP technicians and some RP management that radiation protection was secondary to getting work done.

Actions Taken In response to the 1998 SYNERGY Survey and these identified issues, the Director of RP took the following corrective actions:

- The RP Foreman responsibilities were reorganized to provide a single foreman point of contact for individual C&RP technicians for daily work direction.
- Teams that include both technicians and foremen were established to address cross-functional issues related to radiation protection.
- The RP Foremen and the NSSS Assistant Team Leaders began meeting on a monthly basis to improve communications on cross-functional issues related to radiation protection.

1999 Survey Response Rate and Demographics **Survey Response Rate:** There were 48 Radiation Protection survey participants in 1999, which represented 63% of the Radiation Protection population. This is a similar level of participation as in the 1998 survey, which had 44 participants (58%).

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

1999 Survey Response Rate and Demographics, continued

Survey Response Demographics:

The demographics of the Radiation Protection participants, in terms of worker category and organizational position, were very similar for the two surveys.

Analysis and Conclusions:

SYNERGY concluded that there is a high level of confidence that the results of the two surveys can be meaningfully compared without adjustments.

Integrated Performance Indicator

The 1999 Integrated Performance Indicator (IPI) for RP is in the "adequate to good" range.

The IPI showed essentially *no change* in the actual change from 98 to 99. The current direction of change ("98" to 99) is perceived to be steady.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	3.36	3.46	3.48	3.6	0.6
Key Area					
Identify/Resolve Problems	3.55	3.64	3.73	5.1	2.5
Willingness to Identify Problems	3.60	3.67	3.65	1.4	0
Mgt./Supv. Influence	3.24	3.28	3.37	4	2.7
Sr. Mgt. Influence	3.29	3.32	3.57	8.5	7.5
Confidence in ECP	3.22	3.32	3.39	5.3	2.1
Personal Experience & Morale	2.86	3.00	2.60	-9.1	-13.3
Overall Support of NSC as Top Priority	3.45	3.62	3.66	6.1	1.1

Ratings of 4 of the 7 key areas showed *improvement*, most notably the influence of Senior management. Ratings of Personal Experience and Morale showed a *decline*.

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within Radiation Protection is rated as "adequate to good" and has shown *significant improvement*.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 90% of Radiation Protection's responses were rated higher than 3.00, 50% were rated higher than 3.50, and 10% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to operational nuclear safety.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

Nuclear Safety Culture (NSC), continued

Four questions were rated less than 3.0. Two were related to the ECP website. Two were related to confidence in the adequacy of management decisions in the allocation of resources to assure nuclear safety is maintained, and to the adverse impacts of workload.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as, or equivalent to questions in the 1998 survey, 81% improved and, of those, 35% improved significantly (i.e., by more than 10%.) No questions showed a significant decline.

Of the 19 linked questions that were related to the NSC and the ECP, response to one question improved by more than 20%. Questions with the highest improvement percentages are:

- Management support of the ECP (+23%)
- Confidence that the AR System ensures that potential NS problems are resolved appropriately and effectively (+12%)
- We properly balance nuclear safety, production and cost priorities (+11%)
- Confidence that the AR System ensures that potential nuclear safety problems are resolved in a timely manner (+10%)
- Thorough investigations by ECP (+10%)

ANALYSIS OF TOPICAL AREAS

Nuclear Safety Behaviors, Practices, and Programs:

Questions asked in this area were designed to measure Behaviors, Practices and Programs with regard to the NSC. The overall score for this area is 3.24 placing it in the “adequate” range, with a high of 3.86 (question 8b) and a low of 2.60 (question 13). The high and low indicate a strong belief that DCPD is operated and maintained in accordance with the licensing and design basis, however, there is a lack of confidence that management is making well thought out decisions in the allocation of resources to ensure that nuclear safety is assured. There was an *improvement* over the 1998 Survey.

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

Nuclear Safety Culture (NSC), continued

One question of note is #6. In question #6a, "With regard to nuclear safety or quality issues/concerns, supervisors and management in my Functional Organization value and recognize workers who identify potential nuclear safety issues/concerns," there is a 13.6 % increase from 1998. However, questions 6b & 6c, which deal with "Responding promptly to concerns" and "Ensuring that concerns are evaluated thoroughly" do not show a comparable increase. Instead, there is an increase in the number of negative responses, although the mean values are still in the "nominally agree" to "agree" range. So, while there has been improvement in encouraging and recognizing workers who identify nuclear safety concerns, continued improvement is needed in management follow-through on these same concerns.

Employee Concerns Program (ECP)

Questions in this area were designed to measure employee confidence in the Employee Concerns Program. The overall score in the area of ECP is 3.40, placing it in the "adequate to good" range. When compared to the 1998 survey, there is *improvement* in most questions for this area.

The high in this area was 3.67 (question 22), which represents a 23.4% increase in the belief that management supports the ECP. The lows were 2.70 (question 21b) and 2.78 (question 24), both of which were for questions related to the ECP intranet web site and is representative of the scores in each of the other organizations. Based on this, it is apparent that the ECP web site has not been effectively utilized as a communication tool to promote the ECP.

Write-in Comments:

34 % of the survey respondents in RP provided comments on Nuclear Safety Culture. Generally, the comments were positive with regard to nuclear safety, however there were some comments questioning industrial safety practices in this section and the General Culture and Work Environment section.

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

Safety
Conscious
Work
Environment
(SCWE)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within Radiation Protection is rated as “*very good*” and has shown *improvement*.

ANALYSIS OF QUESTION RESPONSES

Of the 13 questions related to SCWE, 100% of Radiation Protection’s responses were rated higher than 3.00, 85% were rated higher than 3.50, and 31% were rated higher than 3.90. No questions were rated less than 3.00.

Of the 13 questions related to the SCWE that were the same as or equivalent to questions in the 1998 survey, 85% showed improvement and, of these, 54% improved by more than 10%. No questions showed a significant decline.

Response to one question improved by more than 20%. Questions with the highest improvement percentages are:

- Have environment where they feel safe to voice opinions and ideas (+27%)
- Don’t know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a nuclear safety concern (+18%)
- Management and supervision value workers who identify potential nuclear safety issues or concerns (+14%)
- Management receptivity to workers who raise nuclear safety concerns (+13%)
- In last 6 mos., have not received negative reaction from supervisor for raising a nuclear safety concern (+12%)

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** This area measures the effectiveness of supervisors and management in promoting a Safety Conscious Work Environment. The overall score for this area is 3.89 in the “*good to very good*” range, with a high of 4.67 (question 25a) and a low of 3.35 (question 6a). This represents an *improvement* in ratings over 1998.

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

Willingness to Act: This area is comprised of two questions with an overall score of 4.49 which is at the upper end of the “*very good to excellent*” range. Compared to the 1998 survey, this represents *steady* performance. The answer to these two questions indicate a strong willingness to identify Nuclear Safety Concerns (4.63), however, individuals are slightly less willing to take the concern up the management chain if dissatisfied with their supervisors response (4.19).

**General
Culture and
Work
Environment
(GCWE)**

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness, and listening practices.

OVERALL RATING AND TREND:

Overall, the Radiation Protection rating of the GCWE is “*nominally less than adequate*”. In general, scores in this area tend to be lower than for the remainder of the survey. When evaluating the area of General Culture and Work Environment, it is difficult to assess the overall change between the 1998 survey and the 1999 survey. The results are *mixed* -- while some areas showed notable improvements, other areas showed a decline.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 38% of Radiation Protection’s responses were rated higher than 3.00 and 2% were rated higher than 3.50. 25 questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as or equivalent to questions in the 1998 survey, 48% declined and, of these, 46% declined significantly (i.e., by more than 10%). Six questions showed a significant improvement.

Responses to 3 questions declined by more than 20% and responses to 1 question declined by more than 30%. Questions with the highest percentages of decline are:

- Supervision and management are effective at holding people accountable (-32%)
 - Supervision obtains buy-in before implementing significant changes (-23%)
 - Supervision is effective at managing conflicts and disagreements (-22%)
 - Supervision is effective at coaching (-18%)
-

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Questions with the highest improvement percentages are:

- Senior management provides effective leadership in ensuring necessary changes are being made (+19%)
- Management is straightforward, honest and open (+17%)
- Satisfied with communications regarding priorities (+15%)

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall score for this area was 2.93, indicating that trust in management is “*nominally less than adequate*”. Overall, there was *significant improvement* over the 1998 survey, particularly in the perception that management within their Functional Organization was straightforward, honest, and truthful in dealing with others. High scores of 3.23 in this area (questions 18c & d) indicate a general agreement that senior management is open and honest with their communications and effectively communicates the bases for changes in programs, policies and procedures. The low score of 2.51 (question 16e) indicates disagreement that directors and managers within RP follow through on their commitments.

Openness, Receptivity and Listening Skills/Practices: The overall score for this area was 3.2, indicating “*adequacy*” in this area. Scores generally *improved* from the 1998 survey with *very significant improvement* in the belief that there is an environment where people feel safe to voice their opinions and ideas. There is good agreement that individuals have sufficient opportunity to input ideas within their workgroup (score of 3.6 on question 10a), however, there was less agreement with the idea that managers and directors within RP are receptive to input from the workforce (score of 2.75 on question 16d).

Leadership Skills and Practices: The overall score for this area was 2.85, indicating that leadership skills and practices within RP are “*nominally less than adequate*”. Overall, results were mixed with *no discernible trend*. Improvement was noted in the belief that the senior management team provides effective leadership in assuring that necessary changes are being made and has established a clear strategy for DCPPs success in the competitive market (3.19 and 3.09 on questions 18a & g). Conversely, there is much less confidence that managers and directors within RP provide a clear map of how they will achieve their goals and objectives (score of 2.44 on question 16b).

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Business Management Skills and Practices: The overall score of 2.63 in this area indicates *“less than adequate”* performance. This was lower than the other workgroups and shows a *significant decline* from the 1998 survey. There is nominal agreement with the belief that supervisors and management within RP work cooperatively with their counterparts in other organizations (3.02 on question 15d). The low score of 2.36 indicates disagreement with the belief that supervisors and managers within RP are willing to make decisions (question 14c). This represents a 12.68% decrease from 1998.

Personnel Management and Development Skills/Practices: The overall score for this area was *“less than adequate”* at 2.57. Once again, this was lower than the other organizations and shows a *significantly declining trend* when compared to 1998. There is nominal agreement that immediate supervisors have earned their trust (3.04 on question 11d), however there is a strong feeling that supervisors and managers within RP do not do a good job at dealing with human performance problems (2.24 on question 17c).

General Communication: The overall score in this area is 2.94 indicating *“nominally less than adequate”* performance. This is generally *improved* over the 1998 survey. Individuals are generally satisfied with communications regarding the competitive business environment and its impact on DCP (3.21 on question 19b), however, they are less satisfied with the communications with regards to the future of DCP (2.81 on question 19a).

Teamwork: Overall, the rating in this area is *“nominally less than adequate.”* There is general agreement that the senior management team demonstrates teamwork (score of 3.18 on question 18f) with less agreement on the amount of teamwork demonstrated within RP (2.81 on question 14e).

Change Management: The overall score for this area is 2.51, indicating *“less than adequate”* performance in managing change within RP. This is a *nominal decrease* from the 1998 survey.

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Results of the November 1999 Interim Cultural Assessment

Radiation Protection, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Quality of Supervision: The overall score for this area was 2.8 (*“less than adequate”*), indicating some dissatisfaction with the quality of supervision within RP. This was lower than the other organizations and represents a *significant declining trend* from the 1998 survey. The high scores in this area indicate personnel are generally satisfied with their immediate supervisor (3.04 to 3.54 on questions 11a-d). The low scores indicate a general disagreement that supervisors and management within RP are holding people accountable, managing conflicts and disagreements, and dealing with human performance problems effectively (2.24 to 2.36 on questions 17a-c).

Responsiveness to Previous Survey: This area consisted of one question concerning the response to issues and concerns raised regarding the Asset Team approach to maintenance. The score of 2.85 (*“nominally less than adequate”*) indicates some dissatisfaction in this area.

Comments: 44 % of the survey respondents from RP provided comments in the area of General Culture and Work Environment. There are numerous comments regarding the quality of RP supervision. Some feel that they are not buying in to upper management’s attempts to change the culture.

Results of the November 1999 Interim Cultural Assessment

Chemistry

Background

Although Chemistry finished in the top quartile during the 1998 SYNERGY Survey, they were included in this targeted survey, at the request of management, since they share the same technician workforce with RP, and all of the technicians have worked in both organizations since the 1998 survey.

1999 Survey Response Rate and Demographics

Survey Response Rate:

There were 26 survey participants in 1999, which represented 63% of the Chemistry population. This is a similar level of participation as the 1998 survey that had 27 participants (51% of the population).

Survey Response Demographics:

The demographics of the participants, in terms of worker category and organizational position, changed considerably between the two surveys. In particular, managers and first line supervisors constituted 30% of the total 1998 survey response, but only 8% of the 1999 survey response. Technical Staff participation increased from 56% to 81%.

Analysis and Conclusions:

In light of the above, SYNERGY conducted a detailed analysis of survey demographics for Chemistry to determine whether comparisons of the results of the two surveys are meaningful.

In this regard, SYNERGY concluded that, for Chemistry:

- the changes in response demographics between the two surveys had a significant influence on the validity of comparisons between the 1998 and 1999 survey results.
- the 1998 survey results were influenced in the positive direction by the lower participation of Technical Staff personnel and the higher participation of management and supervision.
- the change in survey response demographics could account for as much as 31% of the decline in the IPI for Chemistry between 1998 and 1999. This should be taken into consideration when evaluating the changes in the 1998 to 1999 survey results.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

Integrated Performance Indicator

The 1999 Integrated Performance Indicator for Chemistry is in the "adequate to good" range.

The IPI results for Chemistry have *declined significantly* when comparing the actual change from 98 to 99.

The current direction of change ("98" to 99) is perceived to be steady.

Ratings of all 7 of the Key Areas *declined significantly*, most notably Personal Experience and Morale, and Confidence in the ECP.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	3.92	3.31	3.32	-15.30	0.00
Key Area					
Identify/Resolve Problems	4.10	3.39	3.54	-13.60	4.40
Willingness to Identify Problems	4.09	3.40	3.56	-13.00	4.70
Mgt./Supv. Influence	4.05	3.29	3.33	-17.80	1.20
Sr. Mgt. Influence	4.00	3.22	3.33	-16.80	3.40
Confidence in ECP	3.78	3.04	3.04	-19.60	0.00
Personal Experience & Morale	3.23	2.92	2.56	-20.70	-12.30
Overall Support of NSC as Top Priority	4.00	3.57	3.50	-12.50	-2.00

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within Chemistry is rated as "adequate to good" and has shown *significant decline*.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 84% of Chemistry's responses were rated higher than 3.00, 45% were rated higher than 3.50, and 5% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to operational nuclear safety.

Six questions were rated less than 3.0. Two were related to the ECP web-site. Three were related to confidence in the adequacy of management decisions in the allocation of resources to assure nuclear safety is maintained, and to the adverse impacts of workload. One was related to the quality of ECP investigations.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as, or equivalent to questions in the 1998 survey, 91% declined and, of those, 66% declined significantly (i.e., by more than 10%.) No questions showed a significant improvement.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

Nuclear Safety Culture (NSC), continued

Of the 19 linked questions that were related to the NSC and the ECP, responses to six questions declined by more than 20%. No questions declined by more than 30%. Questions with the highest percentages of decline are:

- Impact of workload on nuclear safety concern identification (-25%)
- Integrity of the ECP (-22%)
- Thorough investigations by ECP (-22%)
- Management and supervision ensure nuclear safety concerns are responded to promptly (-21%)
- Management and supervision ensure nuclear safety concerns are evaluated thoroughly (-21%)
- Confidence in the ECP (-20%)
- Senior Management influence on the NSC (-18%)
- Management influence on the NSC (-17%)

ANALYSIS OF TOPICAL AREAS:

Nuclear Safety Behaviors, Practices and Programs:

Questions in this area were designed to measure behaviors, practices, and programs with regard to the NSC. The overall score for this area is 3.22 placing it in the "adequate" range, with individual question ratings ranging from a high of 3.92 (question 8b) to a low of 2.42 (question 12e). As with other areas of the survey, most questions show a *significant decline* from the 1998 survey.

Of particular note are the answers to questions 12d & e. These questions show a 20 to 24% decline from the 1998 survey with scores of 2.65 and 2.42 respectively. These scores indicate considerable disagreement with the belief that workload does NOT adversely affect the identification and resolution of potential nuclear safety issues or the quality of their work product.

Employee Concerns Program (ECP):

Questions in this area were designed to measure employee confidence in the Employee Concerns Program. The overall score for in this area is 3.20 placing it in the "adequate" range, which represents a *significant decline* from the 1998 survey. The high score of 3.6 (question 21a) indicate that Chemistry personnel are familiar with the program. The low score of 2.42 (question 21b) supports the conclusion that many individuals are unaware of the ECP intranet web site. Most questions showed a 13% to 22% decline from the 1998 survey.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

**Nuclear Safety
Culture (NSC),
continued**

Write-in Comments:

33 % of the Chemistry respondents provided comments with regards to NSC. There were some comments that tend to support the concern with workload (also in the General Culture and Work Environment section). There were also a number of comments that questioned industrial safety standards/practices.

**Safety
Conscious
Work
Environment
(SCWE)**

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within Chemistry is rated as "very good", but has shown a *significant decline*.

ANALYSIS OF QUESTION RESPONSES

Of the 13 questions related to SCWE , 100% of Chemistry's responses were rated higher than 3.00, 92% were rated higher than 3.50, and 15% were rated higher than 3.90. No questions were rated less than 3.00.

Of the 13 questions related to the SCWE that were the same as, or equivalent to questions in the 1998 survey, 77% declined and, of these, 30% declined by more than 10%. No questions showed a significant improvement.

Questions with the highest declining percentages are:

- Don't know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a nuclear safety concern (-15%)
- Barrier - concern about receiving a negative reaction from management (-12%)
- In last 6 mos., have not received negative reaction from management for raising a nuclear safety concern (-10%)

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** The overall score for this area is 3.80 ("good to very good") with a high of 4.38 (question 25a) and a low of 3.46 (question 26). There was a *decline* in this area from 1998.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

- **Willingness to Act:** This area is comprised of two questions with an overall score of 4.30 (*“very good to excellent”*). The answer to these questions indicate that individuals are very willing to identify nuclear safety concerns (4.44), however, they are somewhat less willing to take the concern up the management chain if dissatisfied with their supervisors response (3.96). There was a *decline* in this area from 1998.

**General
Culture and
Work
Environment
(GCWE)**

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness, and listening practices.

OVERALL RATING AND TREND:

Overall, the Chemistry rating of the GCWE is *“nominally adequate”*, which represents a *very significant decline* from the 1998 survey. Scores in this area range from a low of 2.67 for Change Management to a high of 3.51 for Openness, Receptivity, & Listening Skills and Practices.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 55% of Chemistry’s responses were rated higher than 3.00 and 8% were rated higher than 3.50. 18 questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as, or equivalent to questions in the 1998 survey, 100% declined and, of these, 56% declined significantly (i.e., by more than 10%.)

Responses to 6 questions declined by more than 20% and response to 1 question declined by more than 30%. Questions with the highest percentages of decline are:

- Supervision and management are effective at holding people accountable (-38%)
- Management is effective at managing conflicts and disagreements (-25%)
- Supervision is effective at managing conflicts and disagreements (-24%)
- Supervision is effective at coaching (-23%)
- Supervision obtains buy-in before implementing significant changes (-22%)
- Personal experience and morale - today (-21%)

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

General
Culture and
Work
Environment
(GCWE),
continued

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall score for this area was 2.94 indicating that trust in management was “*nominally less than adequate*”. This represents a *significant decline* from the 1998 survey. The high score for this section was 3.16 (question 18d) indicating general agreement that the senior management team effectively communicates the bases for change in programs, policies, procedures. The low score of 2.64 (question 16e) indicates disagreement that directors and managers within Chemistry follow through on commitments.

Openness, Receptivity and Listening Skills/Practices: This was the highest scoring section of the GCWE within Chemistry, at 3.51 indicating “*good*” skills and performance in this area. The high score in this section was 3.92 for questions related to their immediate supervisors (questions 11a-c). This indicates very good agreement that the supervisors are making it comfortable to approach them with problems, are listening effectively to input/feedback and are appropriately supportive of ideas and suggestions from the workforce. The low score of 2.94 (question 16d) indicates that the managers and directors are less receptive to input and feedback. Overall, ratings in this area *declined* from the 1998 survey.

Leadership Skills and Practices: The overall score for this area was 2.99 indicating “*nominally less than adequate*” performance in this area. The high score of 3.16 (question 18g) indicates general agreement that the senior management team has established a clear strategy for DCP’s success in the competitive market. The low score of 2.72 (question 16b) indicates some disagreement that directors and managers in Chemistry have provided a clear map of the road ahead and of how they will achieve their goals and objectives. Overall, ratings in this area *declined* from the 1998 survey.

Business Management Skills and Practices: The overall score of 2.93 indicates “*nominally less than adequate*” skills and performance in this area. The high score of 3.25 (question 15d) indicates general agreement that supervisors and management in Chemistry work cooperatively with their counterparts in other organizations. Based on the low score of 2.62 (question 14f), there appears to be disagreement that Chemistry is effective in planning and implementing changes in the way they do business. Overall, ratings in this area *significantly declined* from the 1998 survey.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

General
Culture and
Work
Environment
(GCWE),
continued

Personnel Management and Development Skills/Practices: The overall score for this area was 2.97, which is *"nominally less than adequate"*. The high score of 3.69 (question 11d) indicates good agreement that the immediate supervisors have earned their trust. The lowest scores in this section are for two sets of questions (15a-c and 17a-c) with a range of 2.50 to 2.96. These scores reflect some disagreement that management in Chemistry is effective at holding people accountable, managing conflict and disagreement or dealing with human performance problems. To a lesser extent, they disagree that management and supervisors in Chemistry coach others effectively, obtain employee input, buy-in, and ownership before implementing significant change, or effectively involve and tap the creativity of the workforce. Overall, ratings in this area *declined very significantly* from the 1998 survey.

General Communication: The overall score in this area is 2.9 indicating *"nominally less than adequate"* performance. Individuals are nominally satisfied with communications regarding the competitive environment and its impact on DCP (3.08 on question 19b), however, they are less satisfied with communications regarding priorities, as used in decisions and resource allocation (2.79 on question 19c). Overall, ratings in this area *declined* from the 1998 survey.

Teamwork: There is *"nominal agreement"* that teamwork is demonstrated both by the senior management team (score of 3.13 on question 18f) and between workgroups in Chemistry (3.08 on question 14e).

Change Management: The overall score for this area is 2.67, indicating *"less than adequate"* performance in managing change within Chemistry. Overall, ratings in this area *declined significantly* from the 1998 survey.

Quality of Supervision: The overall score for this area was 3.25, indicating *"adequate"* satisfaction with the quality of supervision within Chemistry. The high score in this area was 3.92 (questions 11a-c) indicating very good satisfaction with immediate supervision in Chemistry. The low scores for this area are for the same two sets of questions identified in Personnel Management and Development Skills/Practices. Overall, ratings in this area *declined very significantly* from the 1998 survey.

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Results of the November 1999 Interim Cultural Assessment

Chemistry, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Responsiveness to Previous Survey: This area consisted of one question concerning the response to issues and concerns raised regarding the Asset Team approach to maintenance. The score of 2.78 indicates some dissatisfaction in this area.

Write-in Comments: 38 % of the survey respondents from Chemistry provided comments in the area of General Culture and Work Environment. There are several comments regarding the perceived adverse effects of workload and distribution of workload.

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance

Background NSSS Maintenance was selected for this mini-survey based on their scoring in the bottom quartile during the 1998 SYNERGY survey. This section provides a description of issues affecting the 1998 Survey, actions taken in response to that assessment and a detailed assessment of the results of this mini-survey.

Issues Affecting the 1998 Survey Following the report on the 1998 survey results, craft and management personnel in NSSS Maintenance were separately asked to determine and validate the pertinent issues and to recommend resolution. The issues contributing to low morale were identified as:

- Inadequate staffing for the assigned workload
- A substandard work facility
- Supervisors lacking technical knowledge and experience in some areas where they assign work
- Less interesting and less skill developmental work assignments than undertaken by other Asset Teams

Actions Taken The NSSS Maintenance Asset Team developed a strategy for addressing these issues with the involvement of all NSSS Maintenance employees. As a result of this, the following corrective actions were identified:

- To address the issues of inadequate staffing for the assigned workload, some work was distributed to other Asset Teams and workload was equalized across the teams upon consolidation from 5 to 4 teams.
- To address the work space issue, the NSSS team was moved to the second floor of the Administration Building.
- To address the belief on the NSSS team that some supervisors may lack the technical knowledge and experience to be effective in assigning and directing work, the NSSS team reorganized from four crews to two larger crews. This allowed for an increase in the sharing of resources internally and broader technical knowledge and experience at the supervisor level by having two supervisors for each crew.
- To address the issue of NSSS work being perceived as less interesting in terms of difficulty, challenge, and intellectual stimulation, work to support Security systems became the responsibility of NSSS after consolidation. This work is regarded to be more technically challenging and interesting.

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Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

1999 Survey Response Rate and Demographics

Survey Response Rate:

There were 39 NSSS Maintenance survey participants in 1999, which represented 68% of the NSSS Maintenance population. This is a significant increase in participation from the 1998 survey that had 17 NSSS Maintenance participants (34% of the population).

The level of participation in the 1998 survey was low enough to raise questions regarding confidence levels in the 1998 NSSS Maintenance results.

Survey Response Demographics:

The demographics of the NSSS Maintenance participants, in terms of worker category and organizational position, changed considerably between the two surveys.

Analysis and Conclusions:

In light of the above, SYNERGY conducted a detailed analysis of survey demographics for NSSS Maintenance in order to determine whether comparisons of the results of the two surveys are meaningful.

In this regard, SYNERGY concluded that for NSSS Maintenance:

- the validity of the 1998 survey results has been confirmed for comparison purposes.
- the changes in response demographics between the two surveys had a significant influence on the validity of comparisons between the 1998 and 1999 survey results.
- the positive change in the IPI for NSSS Maintenance between 1998 and 1999 could have been as much as 20% higher (+24.5% vs. +19.6%) were it not for the demographic changes. This should be taken into consideration when evaluating the changes in the 1998 to 1999 survey results.

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Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

Integrated Performance Indicator

The 1999 Integrated Performance Indicator (IPI) rating for NSSS Maintenance is in the "good" range.

The IPI results showed *very significant improvement* in the actual change from 98 to 99. The current direction of change ("98" to 99) is perceived to be positive.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.96	3.25	3.54	+19.6	+8.9
Key Area					
Identify/Resolve Problems	3.44	3.35	3.73	+8.4	+11.3
Willingness to Identify Problems	3.25	3.54	3.78	+16.3	+6.8
Mgt./Supv. Influence	2.88	3.08	3.51	+21.9	+14.0
Sr. Mgt. Influence	2.81	2.97	3.29	+17.1	+10.8
Confidence in ECP	2.62	3.09	3.41	+30.2	+10.4
Personal Experience & Morale	2.19	2.63	2.87	+31.0	+9.1
Overall Support of NSC as Top Priority	3.13	3.50	3.74	+19.5	+6.9

All key areas *improved significantly*, with 4 of the 7 areas showing *very significant improvement*.

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within NSSS Maintenance is rated as "good" and has shown *very significant improvement*.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 95% of NSSS Maintenance's responses were rated higher than 3.00, 60% were rated higher than 3.50, and 18% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to operational nuclear safety.

Two questions were rated less than 3.0. One was related to familiarity with the ECP web-site. The other was related to confidence in the adequacy of management decisions in the allocation of resources to assure nuclear safety is maintained.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as or equivalent to questions in the 1998 survey, 97% showed improvement and, of those, 77% improved significantly (i.e., by more than 10%). No questions showed a significant decline.

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Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

Nuclear Safety Culture (NSC), continued

Of the 19 linked questions that were related to the NSC and the ECP, responses to six questions improved by more than 20% and responses to two questions improved by more than 30%. Questions with the highest improvement percentages are:

- Management support of the ECP (+31%)
- Confidence in the ECP (+30%)
- Acceptability of the ECP as alternative path (+24%)
- Thorough investigations by ECP (+23%)
- Management influence on the NSC (+22%)
- Operations in accordance with design & licensing bases (+22%)

ANALYSIS OF TOPICAL AREAS:

Nuclear Safety Behaviors, Practices and Programs:

Questions asked in this area were designed to measure Behaviors, Practices and Programs with regard to the NSC. The overall score for this area is 3.54 placing it in the "good" range. Individual question ratings range from a high of 3.97 (question 6a) to a low of 2.66 (question 13). Only one question in this area garnered disagreement and that was the response to confidence that management is making well thought-out decision in the allocation of resources to assure nuclear safety is maintained (question 13, which rated 2.66). Overall, there was a *significant improvement* in this area from the 1998 Survey.

There continues to be strong agreement that supervisors and management in NSSS Maintenance "value and recognize workers who identify potential nuclear safety issues/concerns" and respond promptly with a thorough evaluation (question 6 which ranged 3.79 to 3.97 in rating). There is also strong agreement that at DCP "we conduct operations, maintenance and modifications in accordance with the licensing and design basis" with a proper balance of nuclear safety, production and cost priorities (question 8, which ranged 3.71 to 3.89 in rating). For question #6a, "With regard to nuclear safety or quality issues/concerns, supervisors and management in my Functional Organization value and recognize workers who identify potential nuclear safety issues/concerns," it is noteworthy that there is a 49 % improvement from 1998.

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Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

**Nuclear Safety
Culture (NSC),
continued**

Employee Concerns Program (ECP):

Questions asked in this area were designed to measure the confidence of our employees in the Employee Concerns Program. The overall score for this area is 3.30 placing it in the upper end of the "adequate" range, with a high of 3.56 (question 3) and a low of 2.66 (question 21b). This was a *very significant improvement* over the 1998 Survey.

There is good agreement that the Employee Concerns Program is "an acceptable, alternative path to pursue resolution of potential nuclear safety concerns" (question 3 rated 3.56, which was a 23.7% improvement from 1998). Furthermore, there was increasing confidence in the support of management for the program (question 22 scored 3.33 for a 31% improvement), as well as the overall program itself (question 31a scored 3.41, a 30% improvement). However, there was "*less than adequate*" familiarity identified with web-site for the ECP. This was the only question that rated a score of less than 3.0 in this area.

Write-in Comments:

18% of the NSSS Maintenance respondents to the survey provided comments in the area of Nuclear Safety Culture and Performance. There were no concerns raised specific to NSSS Maintenance. A number of commenters in NSSS Maintenance expressed some concern about the effects of workload and cost cutting on quality of work and about whether management would continue their efforts to improve. There were several comments from NSSS Maintenance that were positive regarding the nuclear safety culture at DCPD as well as regarding the improving morale in their work group.

**Safety
Conscious
Work
Environment
(SCWE)**

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within NSSS Maintenance is rated as "*very good to excellent*" and has shown *very significant improvement*.

ANALYSIS OF QUESTION RESPONSES

Of the 13 questions related to SCWE, 100% of NSSS Maintenance's responses were rated higher than 3.00, 100% were rated higher than 3.50, and 54% were rated higher than 3.90. No questions were rated less than 3.00.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

Safety Conscious Work Environment (SCWE), continued

Of the 13 questions related to the SCWE that were the same as or equivalent to questions in the 1998 survey, 92% showed improvement and, of these, 75% improved by more than 10%. No questions showed a significant decline.

Responses to seven questions improved by more than 20%, and responses to five questions improved by more than 30%. Questions with the highest improvement percentages are:

- Have environment where they feel safe to voice opinions and ideas (+54%)
- Management and supervision value workers who identify potential nuclear safety issues or concerns (+49%)
- Management receptivity to workers who raise nuclear safety concerns (+48%)
- Don't know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a nuclear safety concern (+37%)
- In last 6 mos., have not received negative reaction from management for raising a nuclear safety concern (+30%)
- In last 6 mos., have not received negative reaction from supervisor for raising a nuclear safety concern (+27%)

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** The overall score for this area is 4.11 which is in the "very good" range, with a high of 4.68 (question 25b) and a low of 3.56 (question 12c). This, combined with the general improvement in ratings over 1998 support the conclusion of a strong SCWE. There was *very significant improvement* in this area from 1998.
 - **Willingness to Act:** This area is comprised of two questions with an overall score of 4.49, which is in the "very good to excellent" range. The answer to these two questions indicate a strong willingness to identify nuclear safety concerns (4.59) and a strong willingness to take the concern up the management chain if dissatisfied with their supervisors response (4.26). There was *very significant improvement* in this area from 1998.
-

General Culture and Work Environment (GCWE)

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness, and listening practices.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

General
Culture and
Work
Environment
(GCWE),
continued

OVERALL RATING AND TREND:

Overall, the NSSS Maintenance rating of the GCWE is “*nominally adequate*,” which represents a *very significant improvement* from the 1998 survey. The scores for the topical areas ranged from “*less than adequate*” to approaching “*very good*,” with a high of 3.67 for openness, receptivity, and listening skills and practices and a low of 2.39 for the visibility and accessibility of officers and managers to the workforce.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 42% of NSSS Maintenance’s responses were rated higher than 3.00 and 20% were rated higher than 3.50. Twenty-three questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as, or equivalent to questions in the 1998 survey, 81% showed improvement and, of these 86% improved significantly (i.e., by more than 10%). Three questions showed a significant decline.

Responses to 13 questions improved by more than 20% and responses to 9 questions improved by more than 30%. Questions with the highest improvement percentages are:

- Effective coaching by management in my department (+49%)
- Management obtains buy-in before implementing significant changes (+44%)
- Management provides clear map of the road ahead and of how we will achieve our goals and objectives (+38%)
- Immediate supervisor has earned my trust (+37%)
- Have open communications and provide feedback (+37%)
- Constructively learn from our mistakes (+35%)
- Treat each other with dignity, trust, and respect (+35%)

Questions that declined significantly were:

- Supervision and management are effective at holding people accountable (-18%)
- Supervision obtains buy-in before implementing significant changes (-13%)
- Supervision is effective at managing conflicts and disagreements (-11%)

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

General
Culture and
Work
Environment
(GCWE),
continued

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall score for this area was 2.79 in NSSS Maintenance indicating that trust in management was “*nominally less than adequate.*” This was a *very significant improvement* from the 1998 survey. The highest scoring questions in this area was 16a, at 3.31, a 32% improvement from 1998, indicating general agreement that directors and managers in NSSS Maintenance are “straightforward, honest and truthful when dealing with others.” The lowest scoring questions in this area were 18b,c and e (scores of 2.4 to 2.6) indicating disagreement that officers and managers are sufficiently visible, open and honest in communications and set a positive example. There was also disagreement that management has responded appropriately to the previous survey regarding concerns raised about the implementation of the Asset Team approach to plant maintenance (question 20 scored 2.50). There is need for continued improvement in building of trust in the senior management team within NSSS Maintenance.

Openness, Receptivity and Listening Skills/Practices: The overall index for this area was 3.67 indicating “*good*” skills and practices in this area. This was higher than the other work groups surveyed and a *very significant improvement* from the 1998 survey. Noteworthy was the strong agreement that immediate supervision in NSSS Maintenance were comfortable to approach with problems, listened effectively to input and feedback from the workforce and supported their ideas and suggestions (questions 11a,b and c which scored 3.95 to 4.26). The lowest scoring question (16d with a score of 3.05) pertained to the receptivity of directors and managers in NSSS Maintenance to “input from the workforce, including feedback on plans and decisions.” It is noteworthy that there was significant improvement (54% more positive) in the belief that NSSS Maintenance had an environment where people feel safe to voice their opinion and ideas.

Leadership Skills and Practices: The overall index for this area was 2.77 indicating that the leadership skills and practices in NSSS Maintenance were “*less than adequate.*” There was *significant improvement* from 1998. There was “*nominally less than adequate*” agreement that within NSSS Maintenance, there was a good understanding of the vision of DCP’s future and there were good plans to achieve goals (questions 14a,b and 16b scored 2.92). There was disagreement that officers and managers demonstrated teamwork and had a clear strategy for DCP’s success in the competitive environment (questions 18f and g, scores of 2.53 and 2.59, respectively).

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Business Management Skills and Practices: The overall index for this area was 3.07 indicating “*nominal adequacy*” in this area. This was a *very significant improvement* from 1998. While there was good agreement that problems are effectively resolved through daily activities in NSSS Maintenance (question 10d scored 3.54), there was some disagreement that there were appropriate levels of cooperation and teamwork between work groups in Maintenance (question 14e scored 2.72). Noteworthy, was the significant improvement in the perception that supervision and management within NSSS Maintenance are willing to make decisions and removing barriers that adversely impact work (questions 14c and d scored 3.13 and 2.92, which are improvements of 33% and 34%, respectively from 1998).

Personnel Management and Development Skills and Practices: The overall score for this area was 3.18 indicating “*adequacy*” in this area. This was also a *very significant improvement* from 1998. There was strong agreement that immediate supervision in NSSS Maintenance had earned trust (question 11d scored 4.05) but disagreement that supervisors and management within NSSS Maintenance are effective in dealing with human performance problems (question 17c scored 2.68) and holding people accountable (question 17a scored 2.76). Holding people accountable was perceived to have declined (17.6% change from 1998). Noteworthy, is the improvement identified in constructive learning from mistakes (35% more positive) and in treating each other with dignity, trust and respect (35% more positive) within NSSS Maintenance.

General Communications: Overall this area scored 2.51 (“*less than adequate*”), indicating more dissatisfaction in NSSS Maintenance than in the other groups surveyed with communications regarding the future of DCPD and regarding priorities used in decisions and resource allocation (question 19). This area showed essentially *no change* from 1998.

Teamwork: There was more disagreement in NSSS Maintenance that teamwork was demonstrated between work groups and among the managers and officers, than any of the other groups surveyed (score was 2.66 - “*less than adequate*”).

Continued on next page

Results of the November 1999 Interim Cultural Assessment

NSSS Maintenance, Continued

General
Culture and
Work
Environment,
continued

Change Management: The overall score of 2.85 (*"nominally less than adequate"*) in this area indicates some dissatisfaction with how change is managed within NSSS Maintenance. However, this was a *significant improvement* from the results from 1998, particularly with respect to planning and implementing changes within the group (question 14f scored 2.84, which was 21% more positive).

Quality of Supervision: The overall score for this area was 3.44 (*"adequate to good"*), indicating general to strong satisfaction with the quality of supervision in NSSS Maintenance. This was a *very significant improvement* from the survey in 1998. There was strong agreement that immediate supervision listens effectively and is supportive, trustworthy and approachable (question 11 scored in the range of 3.95 to 4.26, a 10% to 19% more positive response than in 1998). There was some disagreement that employees are involved in ideas and input before implementing change within NSSS Maintenance (questions 15b and c scored 2.89 and 2.87, respectively) but the responses in these areas were more positive than in 1998. It is apparent that improvement could be made in holding people accountable and dealing with human performance problems, within NSSS Maintenance. The scores for question 17 ranged between 2.68 and 2.84, and was the only question with a more negative response in this area.

Responsiveness to Previous Survey: This area consisted of one question (20) regarding the response to issues and concerns raised regarding the Asset Team approach to maintenance. The NSSS Maintenance index for this question was 2.50 indicating disagreement that management response has been appropriate. This was the most negative response of the work groups surveyed.

Write-in Comments: 36% of the survey respondents from NSSS Maintenance provided comments in the area of General Culture and Work Environment. There were several comments expressing frustration in NSSS Maintenance with the perceived "take away" of compensation and benefits for management personnel. There were several comments regarding the perceived adverse affects of cost cutting. There were also several comments regarding the perceived adverse effects of workload and distribution of workload in NSSS Maintenance. There were a couple of comments regarding the perceived lack of visibility of management in the field and their failure to interact with the craft.

Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety

Background Fire, Health and Safety (FH&S) was selected for this mini-survey based on their scoring in the bottom quartile during the 1998 SYNERGY survey. This section provides a description of issues affecting the 1998 Survey, actions taken in response to that assessment and a detailed assessment of the results of this mini-survey.

Issues Affecting the 1998 Survey The supervisor of the Fire, Health and Safety department identified that the issues in the organization that affected the results from the 1998 survey were:

- the significant change in personnel, supervision and business processes that occurred in the department prior to the survey.
- the perceived threatened existence of the Medical Facility due to the lack of presence of the Fire, Health and Safety supervisor at the facility.

Actions Taken In response to the 1998 SYNERGY survey and these identified issues, the FH&S Supervisor requested an Employee Concerns Program investigation of the Fire, Health and Safety group. All personnel in the group were interviewed. This formed the basis of the corrective actions that follow:

- The Fire, Health and Safety Supervisor sought feedback from employees on how his behaviors could be improved to enhance relationships between him and his workgroup.
- A teambuilding session was held with Medical Facility personnel.
- The Performance Management Process was implemented with well-defined goals for each management individual in the department.
- A labor-management committee was established with Firefighters to address union issues.
- The supervisor significantly increased his visibility to his group spending, 15 to 20 hours per week interfacing with them.

1999 Survey Response Rate and Demographics **Survey Response Rate:** There were 18 FH&S survey participants in 1999, which represented 67% of the FH&S population. This is a significant increase in participation from the 1998 survey that had 10 FH&S participants (30% of the population).

The level of participation in the 1998 survey was low enough to raise questions regarding confidence levels in the 1998 FH&S results.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

1999 Survey Response Rate and Demographics, continued

Survey Response Demographics:

The demographics of the FH&S participants, in terms of worker category and organizational position, changed considerably between the two surveys.

Analysis and Conclusions:

In light of the above, SYNERGY conducted a detailed analysis of survey demographics for FH&S in order to determine whether comparisons of the results of the two surveys are meaningful.

In this regard, SYNERGY concluded that, for FH&S:

- The validity of the 1998 survey results has been confirmed for comparison purposes.
- The changes in response demographics between the two surveys had minimal influence on the validity of comparisons between the 1998 and 1999 survey results.
- There is a high level of confidence that the results of the two surveys can be meaningfully compared without adjustments.

Integrated Performance Indicator

The 1999 Integrated Performance Indicator (IPI) rating for Fire, Health and Safety is in the "good" range.

The IPI results showed *very significant improvement* in the actual change from 98 to 99. The current direction of change ("98" to 99) is perceived to be positive.

	1998	"1998"	1999	Change 98 to 99 %	Change "98" to 99 %
IPI	2.90	3.46	3.69	+27.2	+6.6
Key Area					
Identify/Resolve Problems	3.50	3.40	3.75	+7.1	+10.3
Willingness to Identify Problems	3.00	3.65	3.78	+26.0	+3.6
Mgt./Supv. Influence	2.30	3.18	3.50	+52.2	+10.1
Sr. Mgt. Influence	2.60	3.13	3.59	+38.1	+14.7
Confidence in ECP	3.20	3.71	3.89	+21.6	+4.8
Personal Experience & Morale	2.30	3.06	3.22	+40.0	+5.2
Overall Support of NSC as Top Priority	3.00	3.59	3.76	+25.3	+4.7

All key areas *improved significantly*, with 6 of the 7 areas showing *very significant improvement*.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

Nuclear Safety Culture (NSC)

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the NSC, the NSC within Fire, Health and Safety is rated as "good to very good" and has shown *very significant improvement*.

ANALYSIS OF QUESTION RESPONSES:

Of the 38 questions related to the NSC, SCWE and the ECP, 97% of Fire, Health and Safety's responses were rated higher than 3.00, 89% were rated higher than 3.50, and 10% were rated higher than 3.90. The highest rated questions were generally related to the SCWE and to the ECP. Only 1 question was rated less than 3.0. It was related to familiarity with the ECP web-site.

Of the 32 questions related to the NSC, SCWE and the ECP that were the same as or equivalent to questions in the 1998 survey, 94% showed improvement and, of those, 90% improved significantly (i.e., by more than 10%). No questions showed a significant decline.

Of the 19 linked questions that were related to the NSC and the ECP, responses to ten questions improved by more than 20% and responses to six questions improved by more than 30%. Questions with the highest improvement percentages are:

- Management influence on the NSC (+52%)
- Thorough evaluation of concerns by management/supervision (+50%)
- Thorough investigations by ECP (+45%)
- Prompt evaluation of concerns by management/supervision (+41%)
- Senior management Influence on the NSC (+38%)
- High Integrity of the ECP (+31%)

ANALYSIS OF TOPICAL AREAS:

Nuclear Safety Behaviors, Practices and Programs:

Questions asked in this area were designed to measure Behaviors, Practices and Programs with regard to the NSC. The weighted mean for this area is 3.63 placing it in the "good" range, with a high of 4.00 (question 8b) and a low of 3.06 (question 13). Overall, there was a *very significant improvement* in this area over the 1998 Survey and it was rated higher in Fire, Health and Safety than any of the other groups surveyed.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

Nuclear Safety Culture, (NSC), continued

Noteworthy, is the more positive response to question 6, (37% to 50% from the 1998 survey), indicating much stronger agreement that supervisors and management in FH&S “value and recognize workers who identify potential nuclear safety issues/concerns” and respond promptly with a thorough evaluation (question 6 ranged 3.67 to 3.89 in rating).

There is strong agreement, within FH&S, that at DCP “we conduct operations, maintenance and modifications in accordance with the licensing and design basis” and anticipate operational risks, taking appropriate precautions (questions 8b and c, which rated 4.00 and 3.88, respectively). There is general to strong agreement that workload in FH&S does not adversely affect nuclear safety or quality of work (questions 12d and e rated 3.78 and 3.50, respectively). There was nominal confidence that management is allocating resources appropriately to assure nuclear safety is maintained (question 13 rated 3.06); this was the lowest rated question for Fire, Health, and Safety in the area of Nuclear Safety Culture.

Employee Concerns Program (ECP):

Questions asked in this area were designed to measure the confidence of our employees in the Employee Concerns Program. The overall score for this area is 3.89 indicating “*good to very good*” satisfaction with the effectiveness of the program. Responses to questions were in the range of a high of 4.11 (question 3) and a low of 2.88 (question 21b). This was a *very significant improvement* over the 1998 Survey.

There is much stronger belief in the integrity of the Employee Concerns Program and that investigations are thorough with effective recommendations (responses to question 23 were in the range of 3.82 to 4.06, which was a 31% to 45% improvement from the 1998 survey). There is strong agreement that this program is “an acceptable, alternative path to pursue resolution of potential nuclear safety concerns” (question 3 rated 4.11, which was a 14.2% improvement from 1998). Furthermore, there was increasing confidence in the support of management for the program (question 22 scored 3.65 for a 21.6% improvement), as well as the overall program itself (question 31a scored 3.89, a 21.5% improvement). However, there was “*less than adequate*” familiarity identified with web-site for the ECP. This was the only question that rated a score of less than 3.5 for Fire, Health, and Safety in this area.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

**Nuclear Safety
Culture (NSC),
continued**

Write-in Comments:

28% of the Fire, Health and Safety respondents to the survey provided comments in the area of Nuclear Safety Culture and Performance. There were no concerns raised specific to FH&S, other than current supervision and management being more responsive than in the past. There were comments regarding the effects of cost cutting and frustration with time taken for surveys.

**Safety
Conscious
Work
Environment
(SCWE)**

OVERALL RATING AND TREND:

Based upon a composite analysis of the survey responses related to the SCWE, the SCWE within Fire, Health and Safety is rated as "very good to excellent" and has shown *very significant improvement*.

ANALYSIS OF QUESTION RESPONSES:

Of the 13 questions related to SCWE, 100% of Fire, Health and Safety's responses were rated higher than 3.00, 100% were rated higher than 3.50, and 31% were rated higher than 3.90.

Of the 13 questions related to the SCWE that were the same as, or equivalent to questions in the 1998 survey, 85% showed improvement and, of these, 91% improved by more than 10%. No questions showed a significant decline.

Responses to eight questions improved by more than 20%, and responses to seven questions improved by more than 30%. Questions with the highest improvement percentages are:

- Immediate supervisor makes it comfortable to approach (+69%)
- Don't know someone who, in the last 6 mos., received a negative reaction from supervision or management for raising a nuclear safety concern (+64%)
- Have environment where they feel safe to voice opinions and ideas (+53%)
- In last 6 mos., have not received negative reaction from supervisor for raising a nuclear safety concern (+50%)
- In last 6 mos., have not received negative reaction from management for raising a nuclear safety concern (+43%)

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

**Safety
Conscious
Work
Environment
(SCWE),
continued**

ANALYSIS OF TOPICAL AREAS:

SCWE is broken down into the following two categories:

- **Indicators and Precursors:** The overall score for this area is 4.12 (“*very good*”) with a high of 5.00 (question 25a) and a low of 3.82 (question 6a). There was *very significant improvement* in this area from 1998.
 - **Willingness to Act:** This area is comprised of two questions with an overall score of 4.44 (“*very good to excellent*”). The answer to these two questions indicate a strong willingness to identify Nuclear Safety Concerns (4.44) and a strong willingness to take the concern up the management chain if dissatisfied with their supervisors response (4.44). There was *improvement* in this area from 1998.
-

**General
Culture and
Work
Environment
(GCWE)**

Questions asked in this area were designed to measure Leadership and Management skills and practices, trustworthiness, openness and listening practices.

OVERALL RATING AND TREND:

Overall, the Fire, Health and Safety rating of the General Culture and Work Environment is “*adequate to good*”, which represents a *very significant improvement* from the 1998 survey. The scores for the individual topical areas ranged from “*adequate*” to “*good*”, with a high of 3.62 for openness, receptivity and listening skills and practices and a low of 3.17 for teamwork.

ANALYSIS OF QUESTION RESPONSES:

Of the 40 questions related to the GCWE, 92% of Fire, Health and Safety’s responses were rated higher than 3.00 and 20% were rated higher than 3.50. Three questions were rated less than 3.00.

Of the 27 questions related to the GCWE that were the same as or equivalent to questions in the 1998 survey, 96% showed improvement and, of these, 88% improved significantly (i.e., by more than 10%.) One question showed a significant decline.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Responses to eighteen questions improved by more than 20% and responses to 11 questions improved by more than 30%. Questions with the highest improvement percentages are:

- Immediate supervisor has earned my trust (+97%)
- Effective coaching by supervisors in my Dept. (+58%)
- Management is straightforward, honest, truthful (+57%)
- Management obtains buy-in before implementing significant changes (+56%)
- Have sufficient opportunity to input our ideas (+43%)
- Personal experience and morale today (+40%)

The question that declined was related to the effectiveness of supervision in holding people accountable (-12%).

ANALYSIS OF TOPICAL AREAS:

Trust in Management: The overall score for this area was 3.38 in Fire, Health and Safety, indicating that trust in management was “*adequate to good*”. This represents a *very significant improvement* from the 1998 survey. Fire, Health and Safety was the only group of those surveyed with ratings greater than 3.0 in this area. The highest scoring question in this area was 16a, at 3.76 (a 57% improvement from 1998), indicating strong agreement that directors and managers in Fire, Health and Safety are “straightforward, honest and truthful when dealing with others.” The lowest scoring questions in this area were 16c and 18d (scores of 3.18 and 3.13, respectively) indicating that managers and officers were perceived as being nominally adequate in communicating the bases for decisions and changes in policies and programs.

Openness, Receptivity and Listening Skills/Practices: The overall score here was 3.62 indicating “*good*” skills and practices in this area. This represents a *very significant improvement* from the 1998 survey. Noteworthy was the strong agreement that immediate supervision in FH&S is comfortable to approach with problems, as question 11a scored 4.06, which was a 69% improvement from 1998. The lowest scoring questions (16d, 10b and 10c with a score of 3.4) pertained to the receptivity of directors and managers in FH&S to “input from the workforce, including feedback on plans and decisions” and to encouragement within the work group to openly confront and solve problems and challenge the way things are done. It is also noteworthy that there was significant improvement (53% more positive) in the belief that FH&S had an environment where people feel safe to voice their opinion and ideas.

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Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

General
Culture and
Work
Environment
(GCWE),
continued

Leadership Skills and Practices: The overall score for this area was 3.49 indicating that the leadership skills and practices in Fire, Health and Safety were “adequate to good”. Again, Fire, Health and Safety was the only group of those surveyed with ratings greater than 3.0 in this area. This was a *significant* improvement from 1998. There was strong agreement that officers and managers are providing “effective leadership in assuring that necessary changes are being made” (question 18a scored 3.81, which was a 31% improvement from 1998). The lowest scoring categories still indicated general agreement that within FH&S, there was an adequate understanding of the vision of DCP’s future and that officers and managers adequately demonstrated teamwork (questions 18f and 14a, scores of 3.29 and 3.28, respectively).

Business Management Skills and Practices: The overall score for this area was 3.37 indicating “adequate to good” business management skills. This represents a *significant improvement* from 1998, and was the highest rating of the groups surveyed. There was strong agreement that supervisors and management within FH&S work cooperatively with other organizations (question 15d scored 3.93) but teamwork between work groups in FH&S was not perceived as positively (question 14e scored 3.11).

Personnel Management and Development Skills and Practices: The overall score for this area was 3.21 indicating “adequacy” here. This is a *very significant improvement* from 1998; and again, this rating was the highest of the groups surveyed. There was strong agreement that immediate supervision in FH&S had earned trust (question 11d scored 3.94), but some disagreement that supervisors and management within FH&S are effective in dealing with human performance problems, managing conflicts and holding people accountable (question 17a, b and c scored 2.72 to 2.89). Holding people accountable was perceived to have declined (-12.5% change) from 1998. Particularly noteworthy, is the vast improvement in the trust earned by the immediate supervisor as indicated by the +97% increase in the rating for question 11d.

General Communications: Overall this area scored 3.22, which is in the “adequate” range. There is greater satisfaction in FH&S than in the other groups surveyed with respect to communications regarding both the future of DCP and priorities used in decisions and resource allocation (question 19). This area showed *very significant improvement* from 1998.

Continued on next page

Results of the November 1999 Interim Cultural Assessment

Fire, Health and Safety, Continued

**General
Culture and
Work
Environment
(GCWE),
continued**

Teamwork: There was "*general agreement*" in FH&S that teamwork was demonstrated between work groups and among the managers and officers but this was their lowest scoring area on the survey (overall score of 3.17).

Change Management: The overall score of 3.32 in this area indicates "*adequate*" satisfaction with how change is managed within FH&S. This represents a *very significant improvement* from the results in 1998.

Quality of Supervision: The overall score for this area was 3.47 indicating "*adequate to good*" satisfaction with the quality of supervision in Fire, Health and Safety. This represents a *very significant improvement* from the survey in 1998, and was the highest rating of the groups surveyed. There was strong agreement that immediate supervision is trustworthy and approachable (question 11a and d scored 4.06 and 3.94, a 69% and 97% improvement from 1998, respectively). There was some disagreement that FH&S supervisors and management are effective in holding people accountable, managing conflict and dealing with human performance problems. The scores for question 17 ranged between 2.72 and 2.89, and were the only questions with a "*less than adequate*" response in this area.

Responsiveness to Previous Survey: This area consisted of one question (20) regarding the response to issues and concerns raised regarding the Asset Team approach to maintenance. The FH&S score for this question was 3.46 indicating "*adequate to good*" agreement that management response has been appropriate. This was the most positive response of the work groups surveyed.

Write-in Comments: 28% of the survey respondents from Fire, Health and Safety provided comments in the area of General Culture and Work Environment. There were a couple of comments regarding the perceived adverse affects of cost cutting on industrial safety and fire equipment. There were also a couple of comments regarding the need to hold people accountable. There was one comment noting the considerable improvement in the general work environment since 1998.
