



Office of Civilian Radioactive Waste Management

SAFETY CONSCIOUS WORK ENVIRONMENT SURVEY

Executive Summary

OCRWM

October 8, 2003

Overview

- Overall Results
- Normative Comparisons
- Internal Breakdowns
- Key Item-level Results
- SCWE Impact Index and Key Drivers
- Comment Themes and Examples
- Results Summary

Office of Civilian Radioactive Waste Management



2003 Safety Conscious Work Environment Survey

Administration: August 18 through September 5

Outgoing	Returned	Return Rate	Margin of Error
2,287	1,492	65%	+/- 1.5%

OCRWM 2003

Safety Conscious Work Environment Survey (N=1,492)

Legend:

Organization Functioning

Work Experiences

Outcome Measures

SCWE

Percent Favorable Response



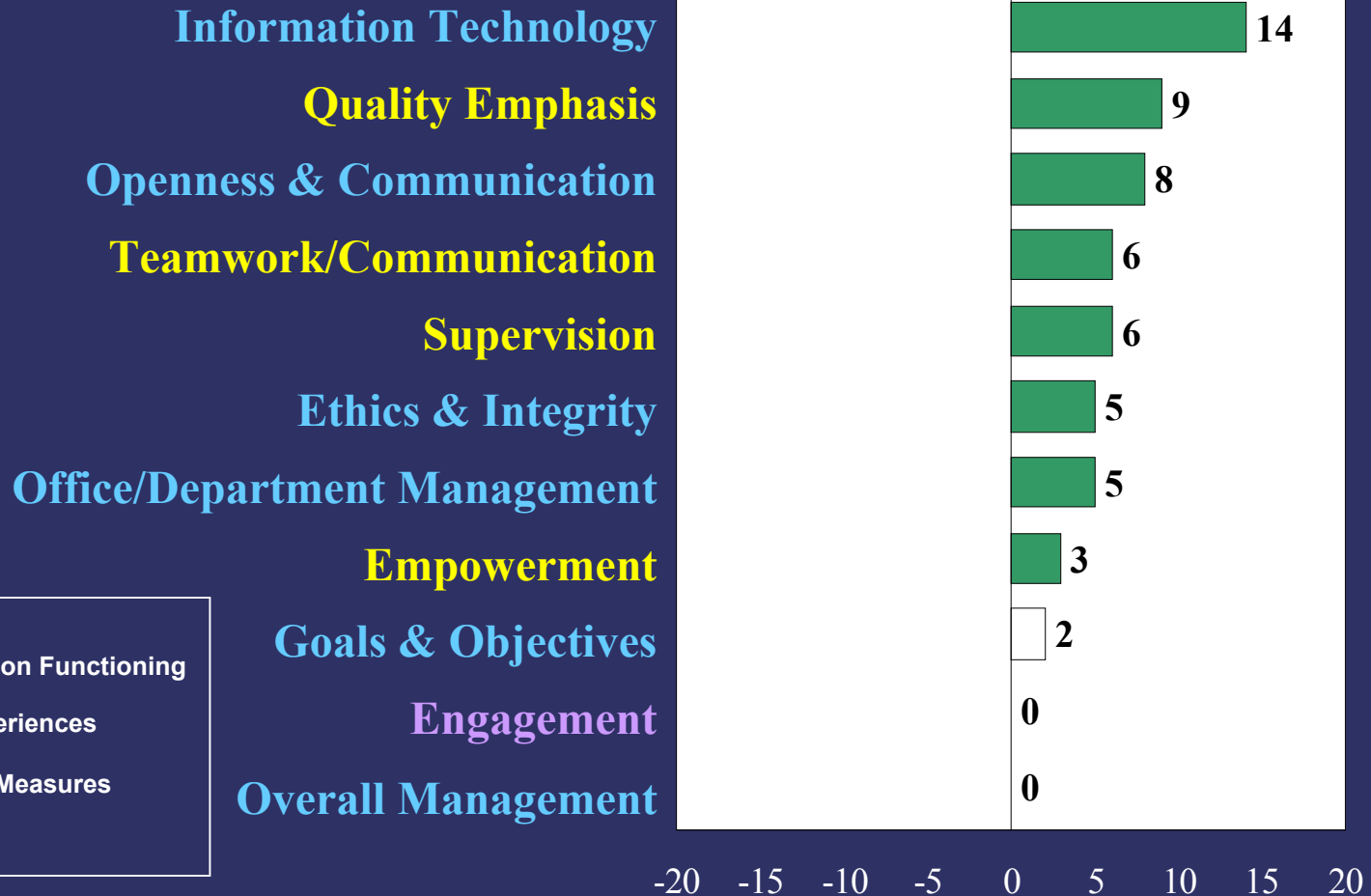
0 25 50 75 100

Overall Percent Favorable Ranking

- All survey categories are ranked by percent favorable response.
- Survey categories are comprised of collections of questions related to a facet or aspect of the category topic.
- Percent favorable means respondents “agreed” or “tended to agree” with a positive statement or “disagreed” or “tended to disagree” with a negative statement/question.
- All categories scored more than 51% “majority” favorable.
- Engagement is the most favorable category at 82% while Rewards & Recognition was the least at 53%.

OCRWM 2003 (N=1,492) Compared with U.S. National Norm

Center Line:
U.S. National Norm (N=159,436)



Legend:

- Organization Functioning
- Work Experiences
- Outcome Measures
- SCWE

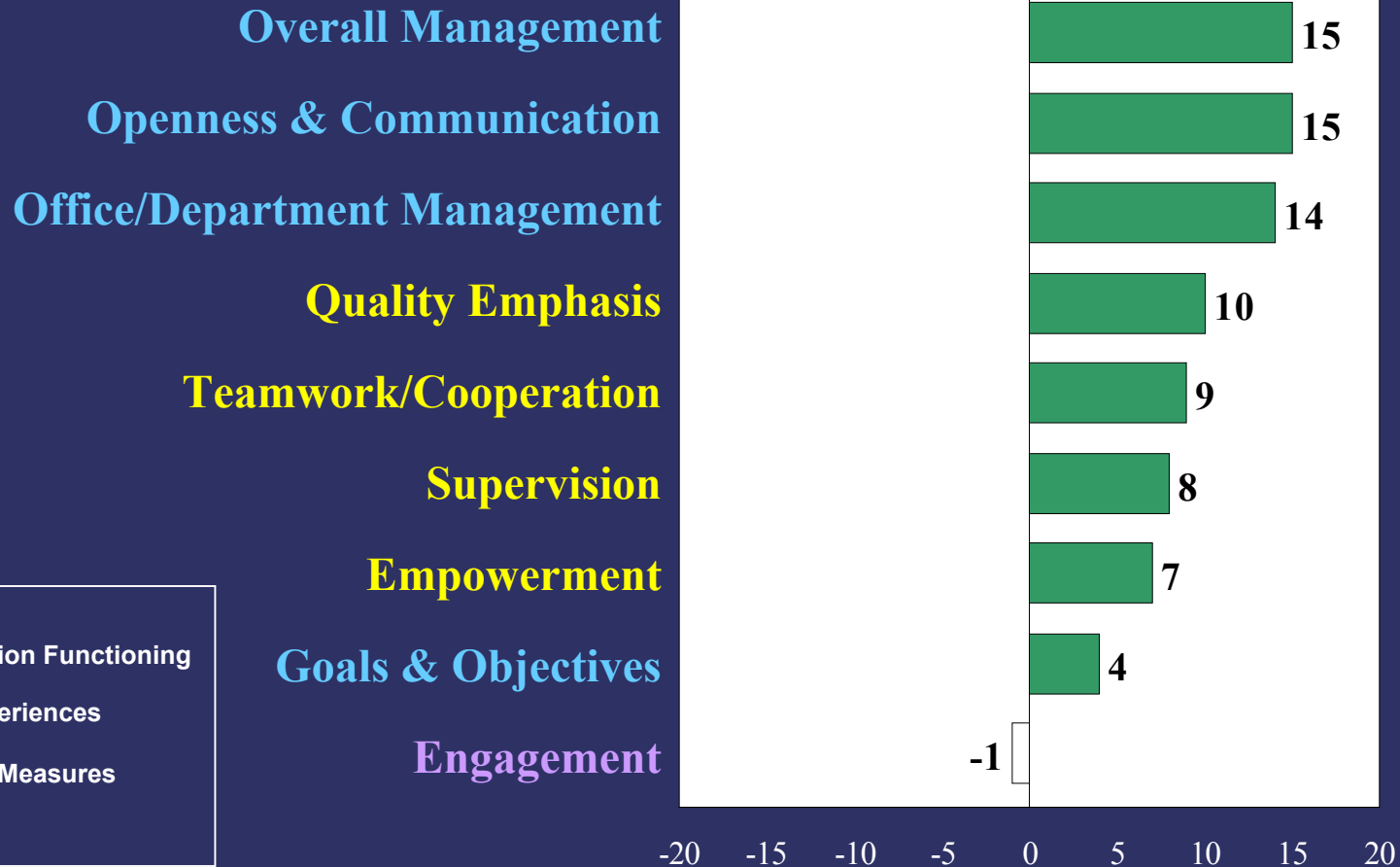
Colored bars indicate a statistically significant difference

Comparison to U.S. National Norm

- OCRWM is at or above ISR national norm for all categories carrying a comparison (two categories not available).
- OCRWM is statistically better than norm in eight categories, led by Information Technology (+14%), Quality Emphasis (+9%), and Openness & Communication (+8%).
- Categories exceeding national norm are a equal mix of both broader Organizational Functioning topics and more local Work Experiences factors.
- The highest percent favorable category overall, Engagement, is even (+0%) with national norms for that topic.
- Office/Department Management scores significantly better than national norms (+5%), while Overall Management is even with norm.

OCRWM 2003 (N=1,492) Compared with U.S. Government Research & Technology Norm

Center Line:
U.S Government R & T Norm (N=20,496)



Legend:

- Organization Functioning
- Work Experiences
- Outcome Measures
- SCWE

Colored bars indicate a statistically significant difference.

Comparison to U.S. Government Research & Technology Norm

- OCRWM is at or above ISR R&T norm for eight out of nine categories carrying a comparison (four categories not available).
- OCRWM is statistically better than norm in eight categories, led by Overall Management (+15%), Openness & Communication (+15%), and Office/Dept Management (+14%). All are Organizational Functioning topics.
- The highest percent favorable category overall, Engagement, is again similar to norm (-1%, n.s.).
- Taken together, the scores for OCRWM versus U.S. national norm and government research & technology organizations indicate a comparatively strong organizational work environment.

Division Comparison

- | | | |
|---------------------------------|-----------------------------|-----------------------------|
| A. Overall Management | F. Openness & Communication | J. Empowerment |
| B. Office/Department Management | • Rewards & Recognition | K. Quality Emphasis |
| C. Goals & Objectives | • Supervision | L. Engagement |
| • Ethics & Integrity | I. Teamwork/ Cooperation | M. SCWE Training & Programs |
| E. Information Technology | | |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
OCRWM/DOE (N=114)	-7	-1	-1	-11*	2	-7	-12*	2	-7	-7	-5	-5	-12*
OTHER OCRWM/DOE CONTRACTORS (N=149)	4	4	4	4	1	3	-8	3	1	8*	2	4	-4
BECHTEL SAIC COMPANY [BSC] (N=965)	1	0	1	0	0	0	4*	-1	1	-1	1	0	3
BECHTEL SUB-CONTRACTORS (N=120)	-4	0	-5	2	0	-3	-5	3	-1	0	-3	3	-4
LABORATORIES (N=121)	-3	-5	-3	5	-4	1	-10*	-1	0	1	-2	0	-6

** A statistically significant difference.*

Division Comparison Breakdown

- Each cell shows the variance in percent favorable from the OCRWM Overall percent favorable scores for each survey category.
- The groups are listed down the left-hand side. All statistically significant differences are indicated by shading and an asterisk (*).
- OCRWM/DOE has significant negative variances in percent favorable from OWRWM Overall in three areas: Ethics & Integrity (-11%), Rewards & Recognition (-12%), and SCWE Training and Programs (-12%).
- Rewards & Recognition varies significantly to the positive for BSC overall (+4%), and to the negative for the Laboratories (-10%).

Location Comparison

- A. Overall Management
- B. Office/Department Management
- C. Goals & Objectives
 - Ethics & Integrity
- E. Information Technology
- F. Openness & Communication
 - Rewards & Recognition
 - Supervision
- I. Teamwork/ Cooperation
- J. Empowerment
- K. Quality Emphasis
- L. Engagement
- M. SCWE Training & Programs

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
OCRWM/DOE HEADQUARTERS (N=36)	-12	-3	-1	-11	9	-14	-17*	-1	-8	-6	-6	-9	-15
OCRWM/DOE ORD – LAS VEGAS (N=68)	-3	0	1	-10	-2	-2	-8	5	-5	-5	-4	-2	-9

** A statistically significant difference.*



Location Comparison Breakdown

- OCRWM/DOE Headquarters has significant negative variance in percent favorable from OCRWM Overall in one area: Rewards & Recognition (-17%).
- Similar to the Division breakdown, SCWE Training and Programs (-15%) Ethics & Integrity (-11%) are more negative, as are Openness & Communication (-14%) and Overall Management (-12%), but not significantly so.

Job Function Comparison

- | | | |
|---------------------------------|-----------------------------|-----------------------------|
| A. Overall Management | F. Openness & Communication | J. Empowerment |
| B. Office/Department Management | • Rewards & Recognition | K. Quality Emphasis |
| C. Goals & Objectives | • Supervision | L. Engagement |
| • Ethics & Integrity | I. Teamwork/ Cooperation | M. SCWE Training & Programs |
| E. Information Technology | | |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
ADMINISTRATIVE (N=199)	4	7	3	1	9*	1	5	3	2	3	5	2	3
PROGRAM MANAGEMENT (N=206)	1	6	2	2	-3	6	0	3	0	2	2	2	-1
SUPPORT (N=430)	4	3	3	0	2	2	8*	-1	3	2	2	1	4
TECHNICAL (N=647)	-4	-6*	-4	-1	-3	-3	-7*	-1	-3	-3	-3	-2	-3

** A statistically significant difference.*

Job Function Comparison Breakdown

- Administrative employees are significantly positive toward Information Technology (+9%) and Support employees towards Rewards & Recognition (+8%).
- Technical employees on the other hand are significantly negative in their opinions toward Rewards & Recognition (-7%) and Overall Management (-6%).
- There are no other significant differences by job function across OCRWM.

Job Level Comparison

- | | | |
|---------------------------------|-----------------------------|-----------------------------|
| A. Overall Management | F. Openness & Communication | J. Empowerment |
| B. Office/Department Management | • Rewards & Recognition | K. Quality Emphasis |
| C. Goals & Objectives | • Supervision | L. Engagement |
| • Ethics & Integrity | I. Teamwork/ Cooperation | M. SCWE Training & Programs |
| E. Information Technology | | |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
NON-SUPERVISORY STAFF (N=1,081)	-1	-1	0	-2	2	-3	-1	-1	-1	-1	-1	-1	-1
1 ST - LEVEL SUPERVISOR (N=208)	-2	-4	-3	1	-4	2	0	1	1	1	0	0	1
MANAGER (N=144)	5	3	1	7	-7	10*	7	6	3	4	5	3	1
SENIOR MANAGER [OFFICE/DEPARTMENT DIRECTOR & ABOVE] (N=49)	14*	20*	10	10	-2	17*	7	8	7	12	11	8	5

** A statistically significant difference.*

Job Level Comparison Breakdown

- Senior Managers are significantly more positive toward Management, as Overall Management (+14%) and Office/Department Management (+20%) are both significantly above the OCRWM Overall levels.
- Senior Managers are also more favorable on Openness & Communication (+17%), as are Managers (+10%) as a whole.
- Managers are typically more positive towards an organization in general. The differences measured at OCRWM are smaller than are often seen in Fortune 1000 companies asking similar questions.
- There are no other significant differences by job level across OCRWM.

Nuclear Industry Experience Comparison

- | | | |
|---------------------------------|-----------------------------|-----------------------------|
| A. Overall Management | F. Openness & Communication | J. Empowerment |
| B. Office/Department Management | • Rewards & Recognition | K. Quality Emphasis |
| C. Goals & Objectives | • Supervision | L. Engagement |
| • Ethics & Integrity | I. Teamwork/ Cooperation | M. SCWE Training & Programs |
| E. Information Technology | | |

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
LESS THAN 10 YEARS OF NUCLEAR INDUSTRY EXPERIENCE (N=722)	4	5*	2	2	2	2	4	1	1	1	2	1	3
10 YEARS BUT LESS THAN 20 YEARS OF NUCLEAR INDUSTRY EXPERIENCE (N=377)	-3	-3	0	-2	-1	-2	-2	-1	-1	-1	-1	-1	-2
20 YEARS OR MORE OF NUCLEAR INDUSTRY EXPERIENCE (N=387)	-5	-7*	-3	-1	-2	-2	-6*	-1	-1	-2	-2	-1	-3

** A statistically significant difference.*



Nuclear Industry Experience Comparison Breakdown

- Employees with less than 10 years experience in nuclear industry are significantly more positive toward Office/Department Management (+5%).
- Conversely, employees with 20 years or more experience in nuclear industry are significantly less positive toward Office/Department Management (-7%).
- In addition, employees with 20 years or more experience in nuclear industry are significantly less positive toward Rewards & Recognition (-6%) than OCRWM Overall.

Years of Service Comparison

- A. Overall Management
- B. Office/Department Management
- C. Goals & Objectives
 - Ethics & Integrity
- E. Information Technology
- F. Openness & Communication
 - Rewards & Recognition
 - Supervision
- I. Teamwork/ Cooperation
- J. Empowerment
- K. Quality Emphasis
- L. Engagement
- M. SCWE Training & Programs

Group	A	B	C	D	E	F	G	H	I	J	K	L	M
OCRWM OVERALL (N=1,492)	65	58	77	73	73	70	53	80	81	77	73	82	69
LESS THAN 10 YEARS OF SERVICE (N=1,102)	1	2	0	1	0	0	1	1	0	0	1	0	1
10 YEARS OF SERVICE OR MORE (N=374)	-3	-4	0	-3	0	-1	-2	-1	-1	0	-2	-1	-3

Years of Service Comparison Breakdown

- There are no significant differences by years of service across OCRWM.

KEY ITEM-LEVEL RESULTS

OCRWM Overall (N=1,492) Items With the Most Favorable Results Compared with U.S. National (Nat'l) and U.S. Government Research & Technology (GRT) Norms

Category	Item	OCRWM % Fav.	▲ Nat'l	▲ U.S. GRT
Quality Emphasis	31a. My organization too often sacrifices the quality of our products/services in order to: Cut costs (N)	70	22*	19*
Information Technology	4e. Our Information Technology systems: Are sufficiently integrated across my organization for my needs	67	21*	NA
Openness & Communication	27. If I were dissatisfied with my supervisor's decision on an important matter, I would feel free to go to someone higher in authority.	69	18*	NA
Openness & Communication	35. Most of the time it is safe to speak up in my organization.	78	18*	20*
Quality Emphasis	31b. My organization too often sacrifices the quality of our products/services in order to: Meet schedules/deadlines (N)	57	15*	14*

•A statistically significant difference.
(N) Disagreeing is the Favorable Response.

OCRWM Overall (N=1,492) Items With the Most Favorable Results Compared with U.S. National (Nat'l) and U.S. Government Research & Technology (GRT) Norms

Category	Item	OCRWM % Fav.	▲ Nat'l	▲ U.S. GRT
<i>Information Technology</i>	4d. Our Information Technology systems: Are being implemented quickly enough to meet business needs	61	15*	NA
<i>Openness & Communication</i>	17. Differing opinions are openly discussed in reaching decisions in my work group.	79	12*	NA
<i>Openness & Communication</i>	5a. My organization has established a climate where: People can challenge our traditional ways of doing things	67	12*	21*
<i>Teamwork/ Cooperation</i>	37b. In my organization, teamwork is: Given recognition	68	11*	NA
<i>Overall Management</i>	49. The management style in my organization encourages employees to do their best.	75	11*	25*

** A statistically significant difference.*

OCRWM Overall (N=1,492) Items With the Most Favorable Results Compared with U.S. National (Nat'l) and U.S. Government Research & Technology (GRT) Norms

Category	Item	OCRWM % Fav.	▲ Nat'l	▲ U.S. GRT
<i>Openness & Communication</i>	5b. My organization has established a climate where: Innovative ideas can fail without penalty to the originating person or group	61	11*	23*
<i>Empowerment</i>	30. Based on my most recent experiences, my organization's management trusts the judgment of people at my level in the organization.	67	5*	16*
<i>Goals & Objectives</i>	15c. I have a clear understanding of the goals and objectives of: My organization	80	8*	16*
<i>Office/Dept. Management</i>	70e. In your judgment, with all things considered, how good a job is management of your office/department doing in handling the following aspects of the business: Communicating with people	53	8*	16*
<i>Overall Management</i>	13b. I have confidence in the decisions made by: My organization's management	66	8*	16*
<i>Teamwork/ Cooperation</i>	37a. In my organization, teamwork is: Encouraged	87	5*	15*

OCRWM Overall (N=1,492) Items With the Most Unfavorable Results Compared with U.S. National (Nat'l) and U.S. Government Research & Technology (GRT) Norms

Category	Item	OCRWM % Fav.	▲ Nat'l	▲ U.S. GRT
<i>Overall Management</i>	25b. Recent reorganizations have been well: Communicated	36	-16*	NA
<i>Goals & Objectives</i>	2. Priorities or work objectives are changed so frequently I have trouble getting my work done.	44	-11*	-11*
<i>Overall Management</i>	25a. Recent reorganizations have been well: Planned	36	-10*	NA
<i>Engagement</i>	11. I would recommend my organization as a good place to work.	66	-6*	9*
<i>Openness & Communication</i>	43b. I am sufficiently informed about my Organization's performance.	56	-4*	11

OCRWM Overall (N=1,492) Items With the Most Unfavorable Results Compared with U.S. National (Nat'l) and U.S. Government Research & Technology (GRT) Norms

Category	Item	OCRWM % Fav.	▲ Nat'l	▲ U.S. GRT
<i>Overall Management</i>	14. There is sufficient contact between management above my supervisor and employees in my organization.	56	-4*	11*
<i>Empowerment</i>	9. I have sufficient authority to do my job well.	77	-4*	-1
<i>Supervision</i>	36. My supervisor has sufficient authority.	74	-4*	NA
<i>Engagement</i>	22. I am proud to be associated with my organization.	81	-2*	-1
<i>Goals & Objectives</i>	26. I have a very clear idea of my job responsibilities.	86	-2*	-3*

Rewards & Recognition

OCRWM Overall 2003 (N=1,492)

OCRWM/DOE ORD – Las Vegas (N=68)

Bechtel SAIC Company (N=965)

Laboratories (N=121)

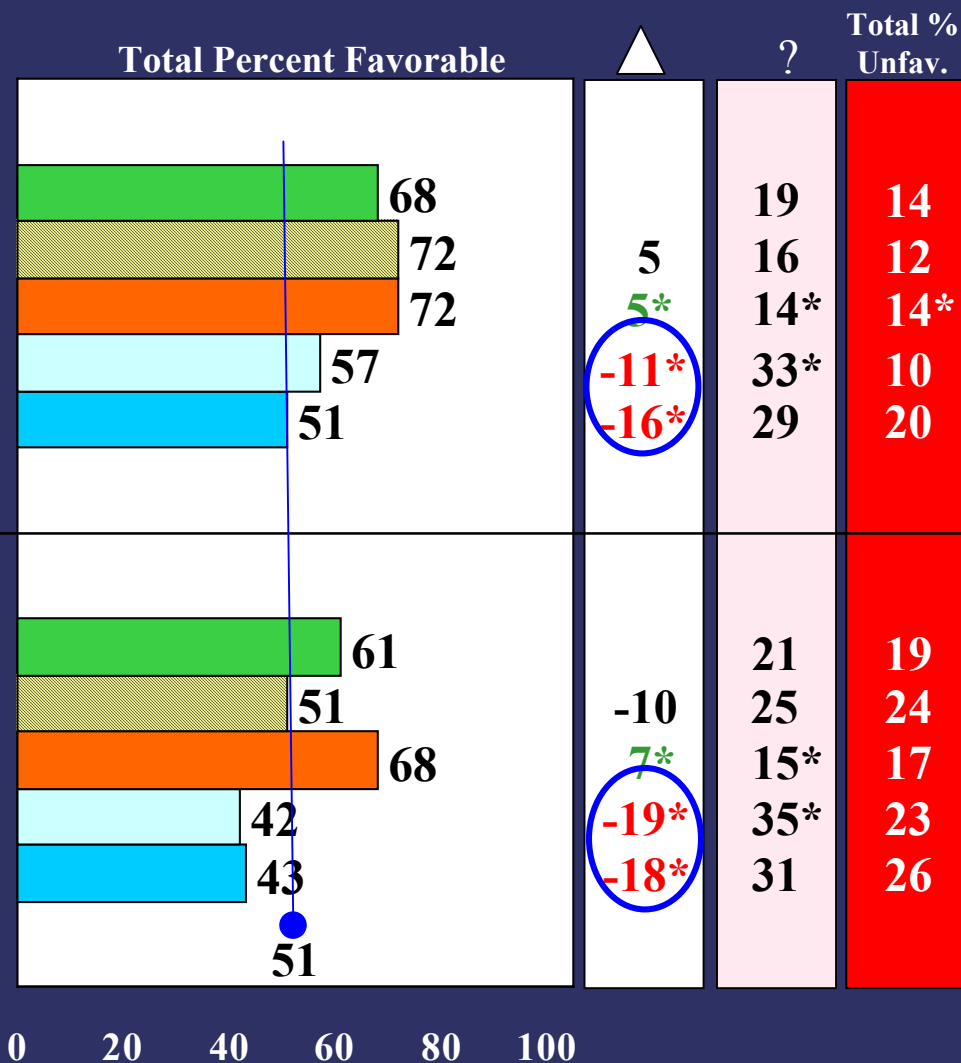
OCRWM/DOE HQ (N=36)

Yucca Mountain Project Pulse - June 2003

6. My organization management's expectations regarding Safety Conscious Work Environment are consistent with the following:

a. Performance reviews

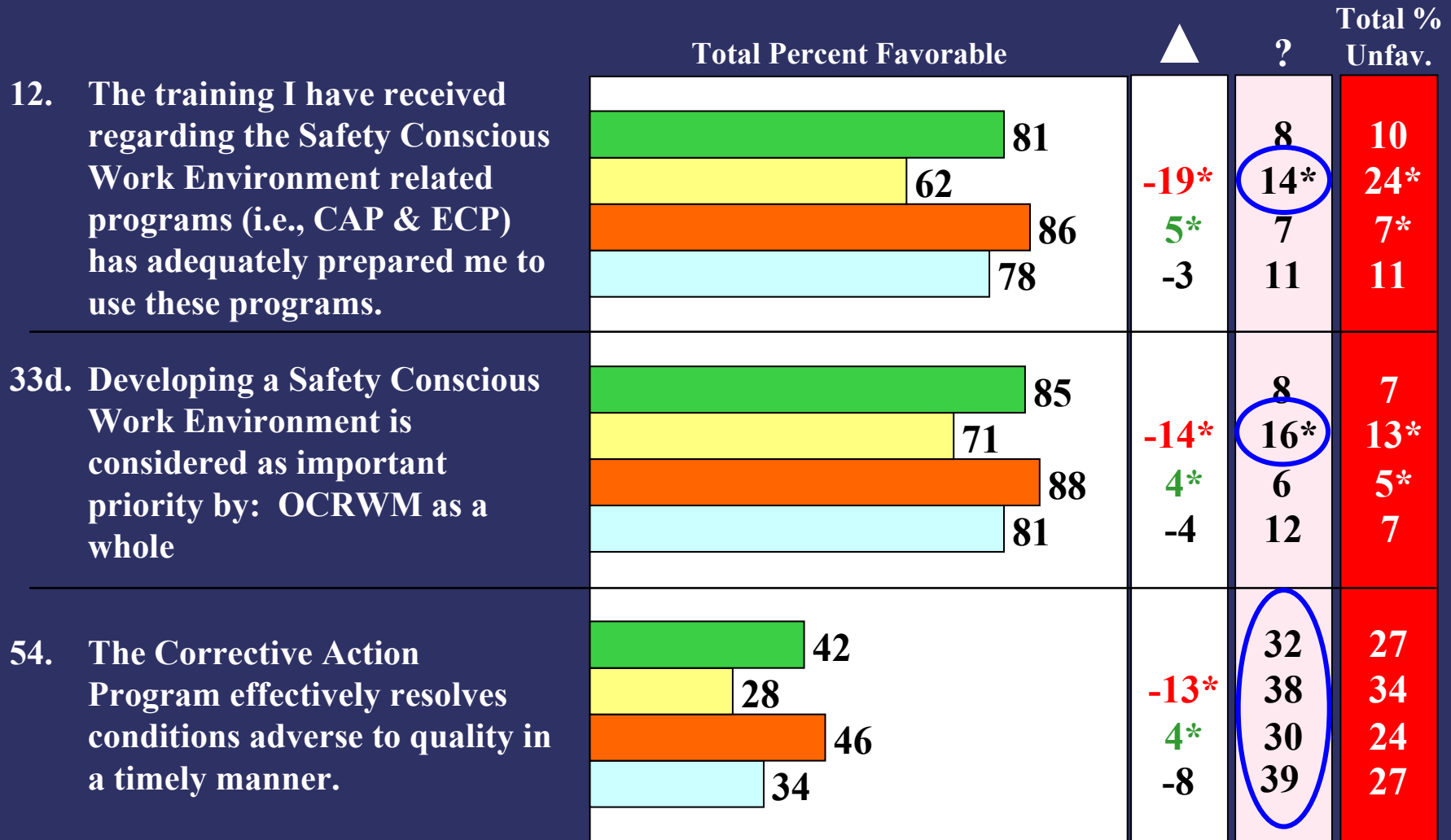
b. Rewards Systems



*A statistically significant difference.

- OCRWM Overall 2003 (N=1,492)
- OCRWM/DOE (N=114)
- Bechtel SAIC Company (N=965)
- Laboratories (N=121)

SCWE Training & Programs



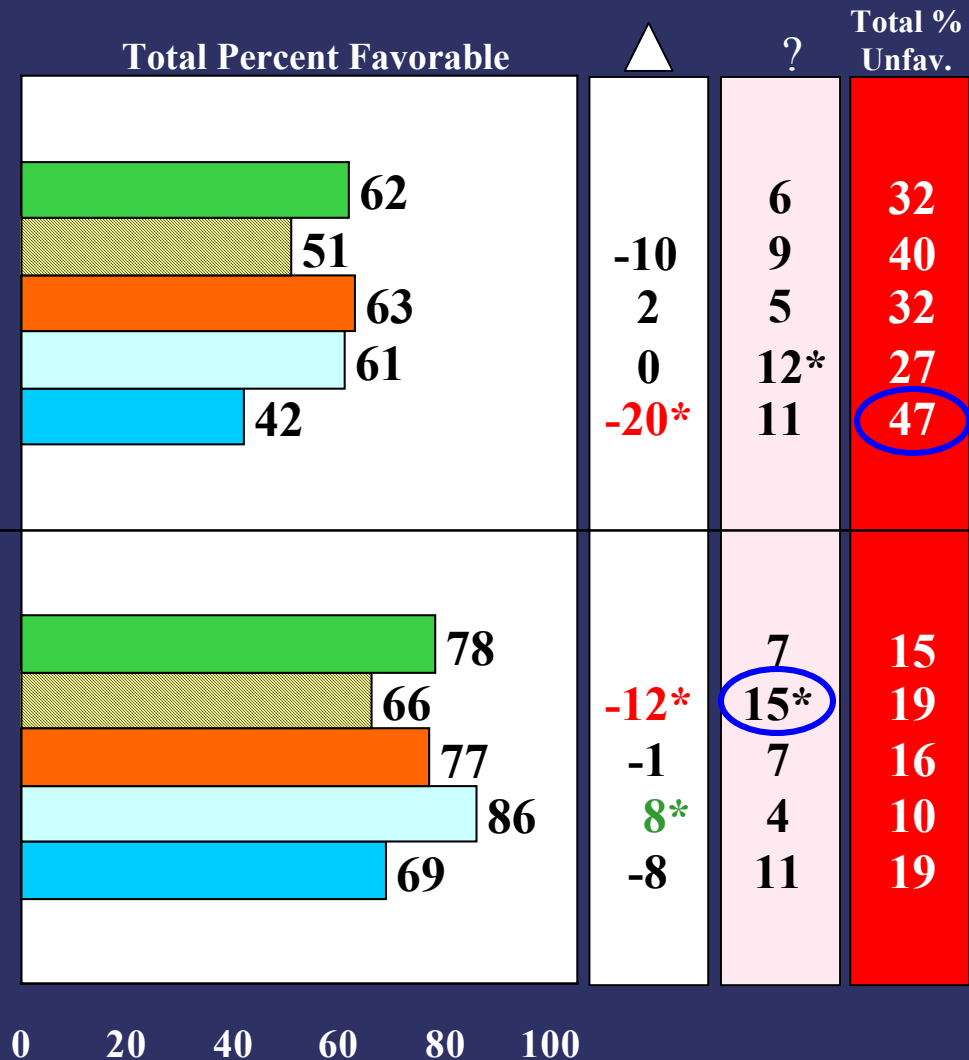
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* A statistically significant difference.

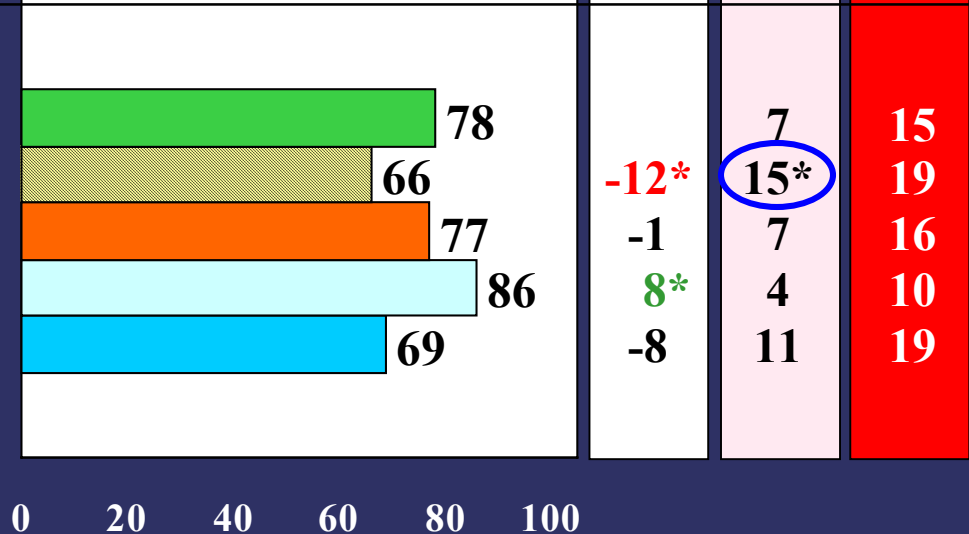
Ethics & Integrity

- OCRWM Overall 2003 (N=1,492)
- OCRWM/DOE ORD – Las Vegas (N=68)
- Bechtel SAIC Company (N=965)
- Laboratories (N=121)
- OCRWM/DOE HQ (N=36)

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



16a. My organization operates with integrity in its: Internal dealings (i.e., with employees)



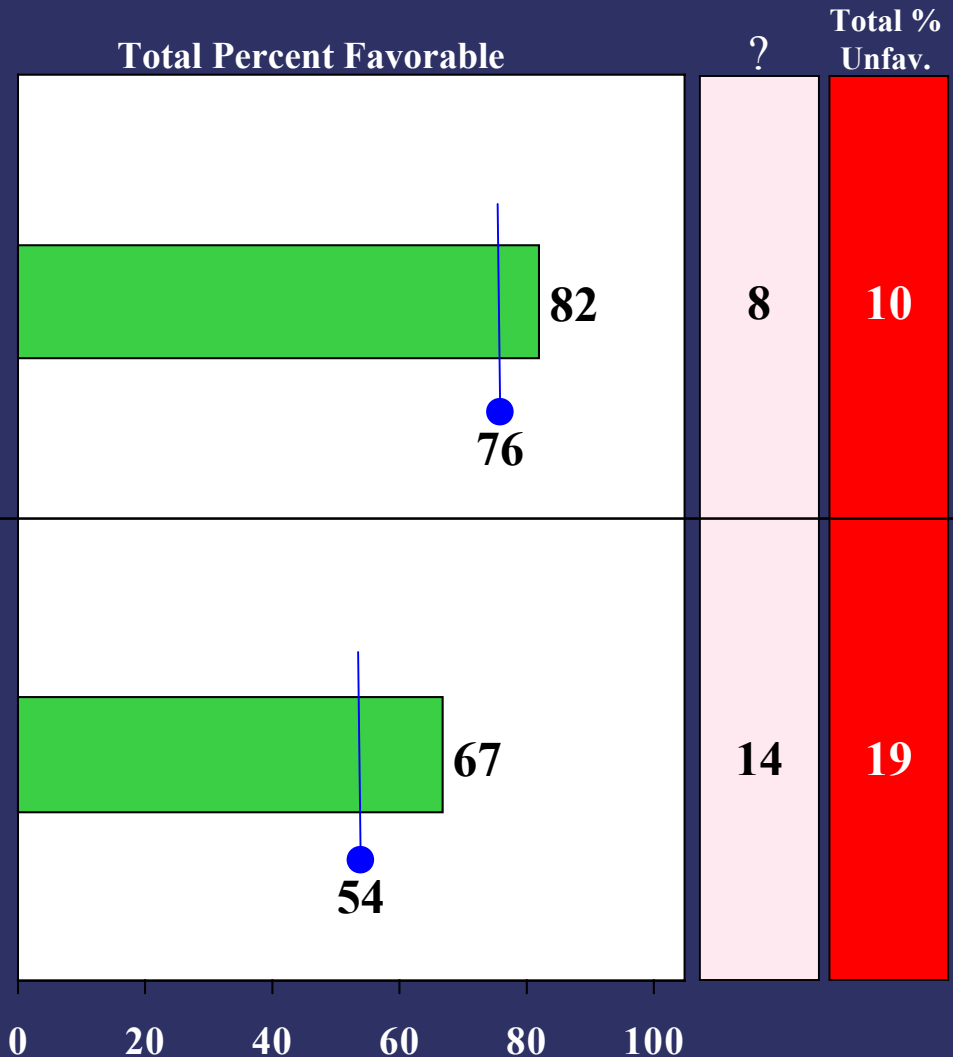
* A statistically significant difference.

OCRWM Overall 2003 (N=1,492)

Yucca Mountain Project Pulse - June 2003

Overall Management

34. I believe that my management chain adheres to a Safety Conscious Work Environment.



64. I believe that if my management made a non-conservative decision, I could challenge that decision.

* A statistically significant difference.

OCRWM Overall 2003 (N=1,492)

Yucca Mountain Project Pulse - June 2003

24. I feel free to approach the following levels of management regarding any concern:

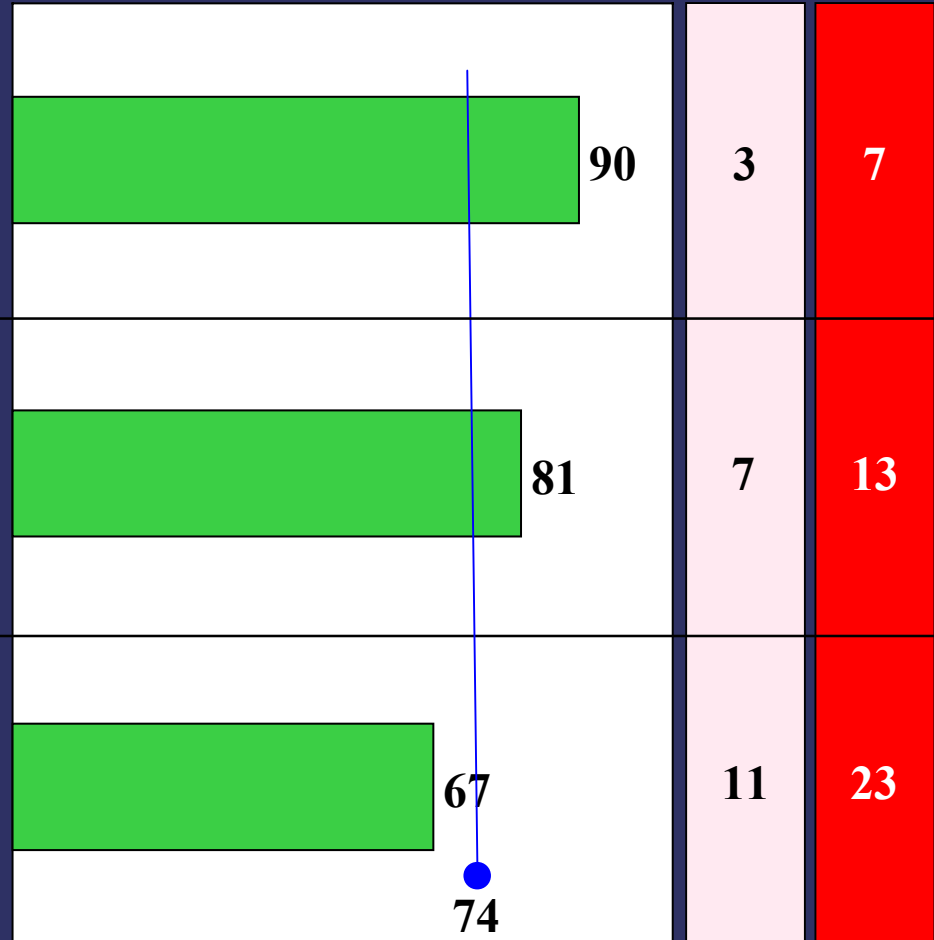
Supervision

a. My supervisor

Total Percent Favorable

?

Total % Unfav.



Office/Department Management

b. My office/department manager

Overall Management

c. My organization's management

0 20 40 60 80 100

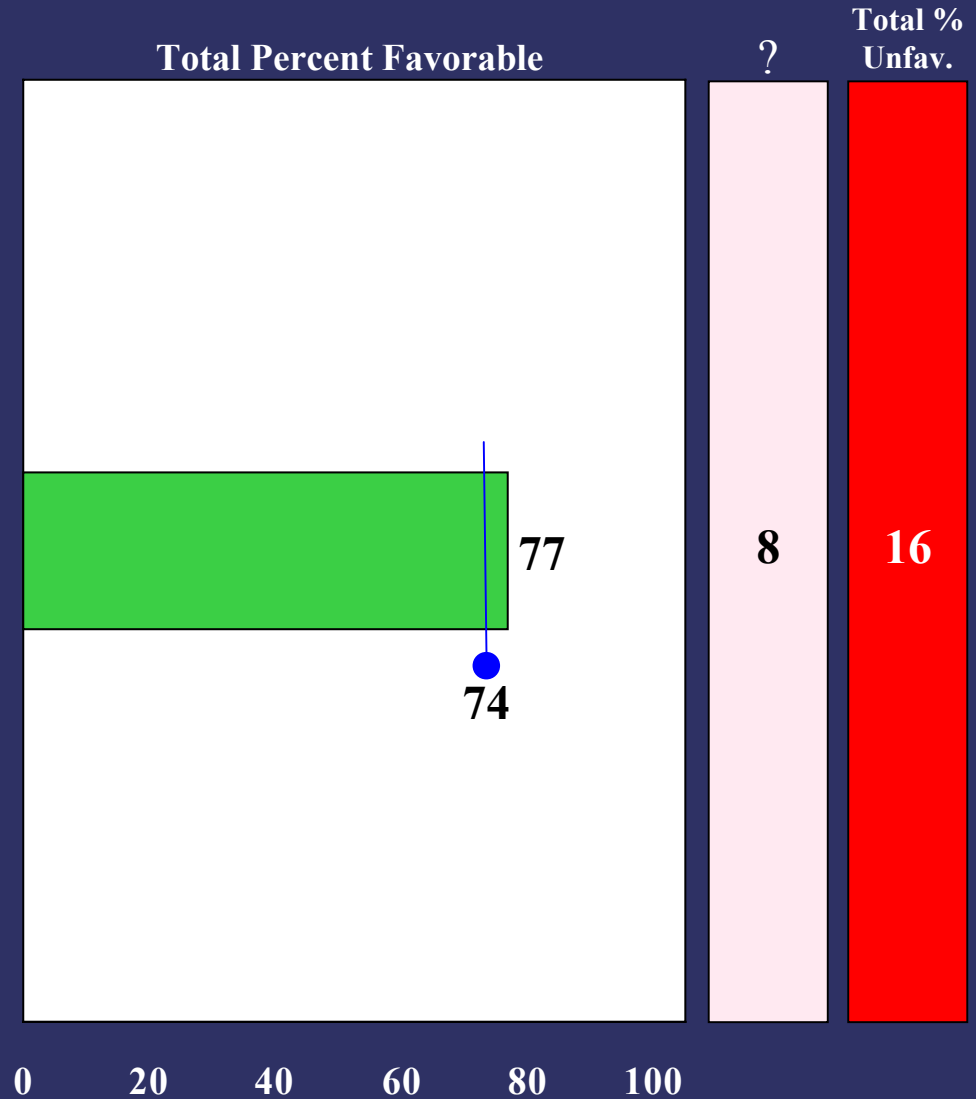
* A statistically significant difference.

OCRWM Overall 2003 (N=1,492)

Yucca Mountain Project Pulse - June 2003

Openness & Communication

50. I believe I can raise any concern (e.g., nuclear safety, radiological safety, industrial safety, or quality) without fear of reprisal.



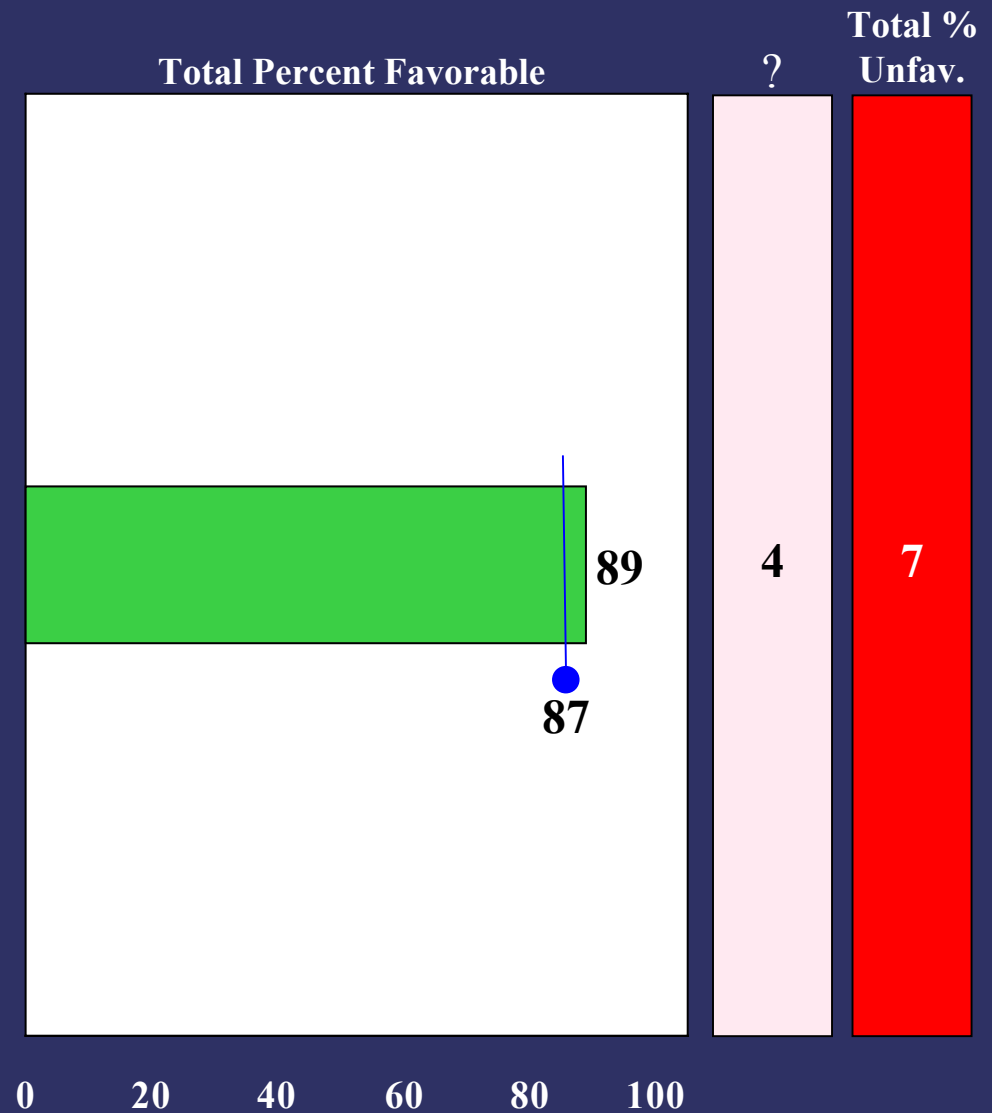
* A statistically significant difference.

OCRWM Overall 2003 (N=1,492)

Yucca Mountain Project Pulse - June 2003

Supervision

18. If I had a concern to raise, I would go to my supervisor first.

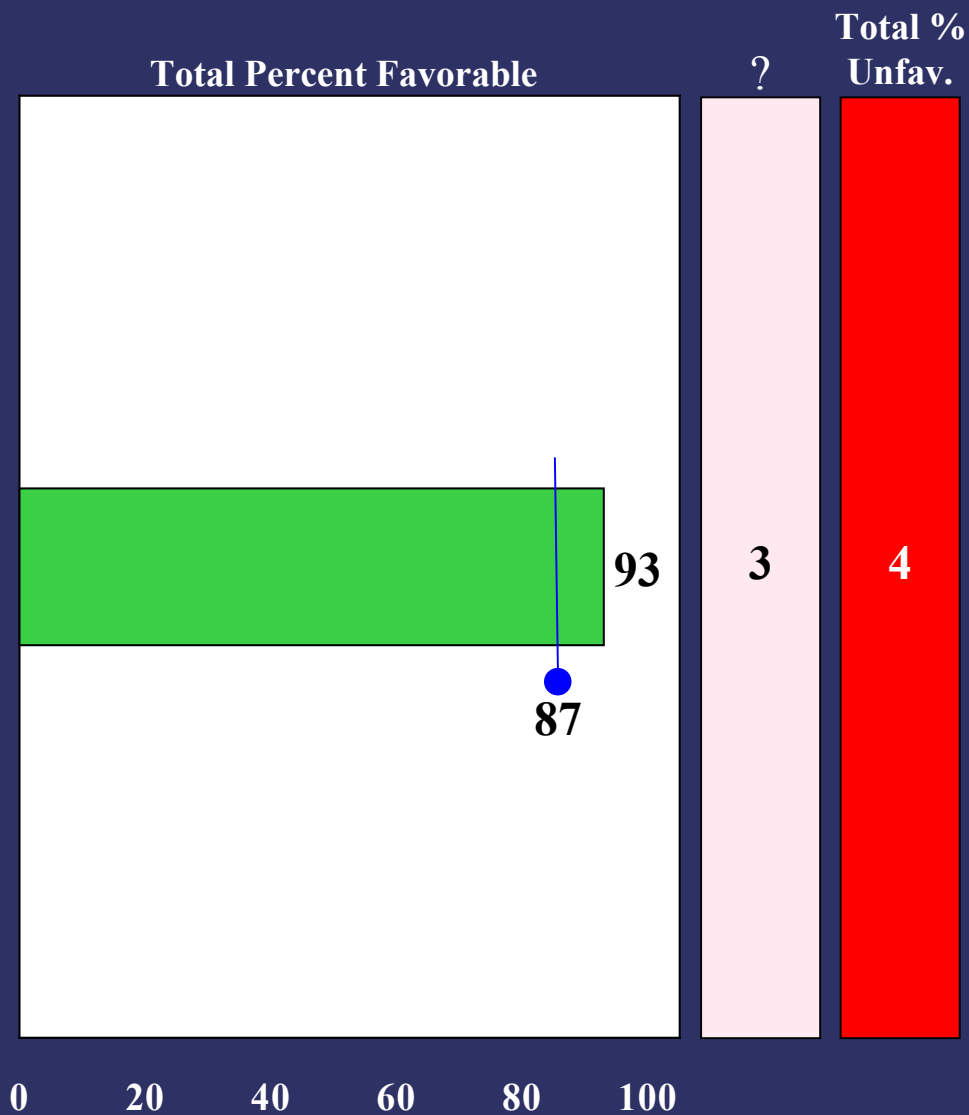


SCWE Training & Programs

OCRWM Overall 2003 (N=1,492)

Yucca Mountain Project Pulse - June 2003

48. I know how to submit a concern or who to contact for my organization's Employee Concerns Program.



■ OCRWM Overall 2003 (N=1,492)
■ 20 Years of Nuclear Industry Experience (N=387)

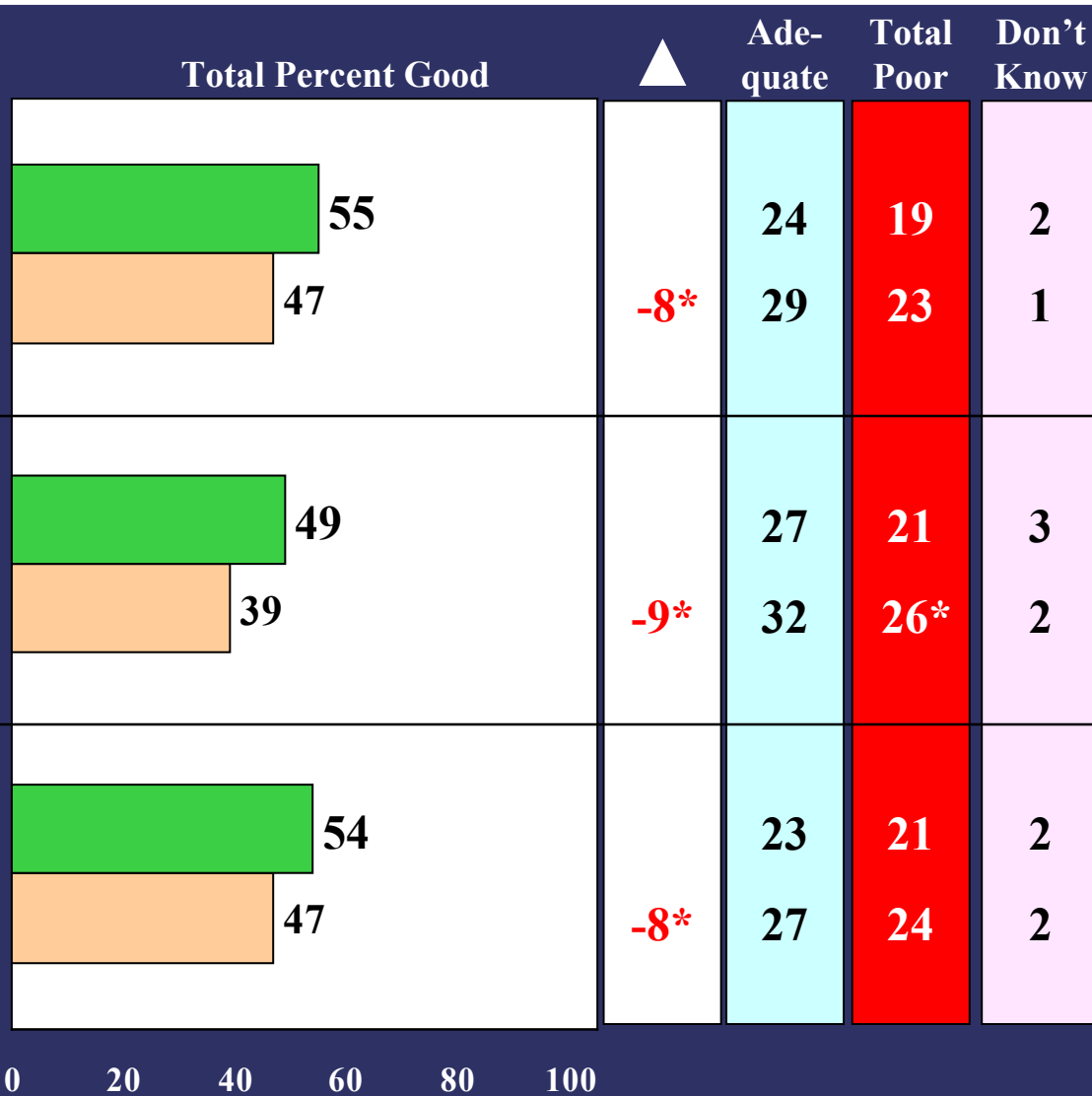
Office/Department Management

70. In your judgment, with all things considered, how good a job is management of your office/department doing in handling the following aspects of the business:

b. Establishing priorities

c. Making decisions promptly

d. Providing leadership



** A statistically significant difference.*



SCWE IMPACT INDEX AND KEY DRIVERS

SCWE IMPACT INDEX

- SCWE Impact Index is a targeted set of items designed to measure core concepts related to SCWE.
- The index was initially constructed based on principles of SCWE and prior research conducted both inside and outside DOE.
- Statistical analysis identified most supportive concepts and potential additions to the index for ongoing spot or pulse measurement of SCWE.

SCWE Impact Index

(1) Management (a=.92)

- 3. In my experience, all employees are held to the same standards of ethical behavior.
 - Regarding my organization's core values, I believe
 - b. Management decisions are consistent with the values
- 65. The corrective actions my organization's management team takes are:
 - a. Timely
 - b. Effective
 - c. Well communicated

(2) Quality Commitment (.80)

- 21. My organization's commitment to quality is apparent in what we do on a day-to-day basis.
 - My organization too often sacrifice's the quality of our products/services in order to:
 - a. Cut costs (N)
 - b. Meet schedules/deadlines (N)

(3) SCWE As A Priority (.77)

- 33. Developing a Safety Conscious Work Environment is considered an important priority by:
 - a. Me
 - b. My supervisor
 - c. My office/department management
 - d. OCRWM as a whole

SCWE Impact Index

(4) Openness (.84)

- 35. Most of the time it is safe to speak up in my organization.
- 50. I believe I can raise any concern (e.g., nuclear safety, radiological safety, industrial safety, or quality) without fear of reprisal.

(5) Goals & Objectives (.90)

- 15. I have a clear understanding of the goals and objectives of:
 - a. My work group
 - b. My office/department
 - c. My organization

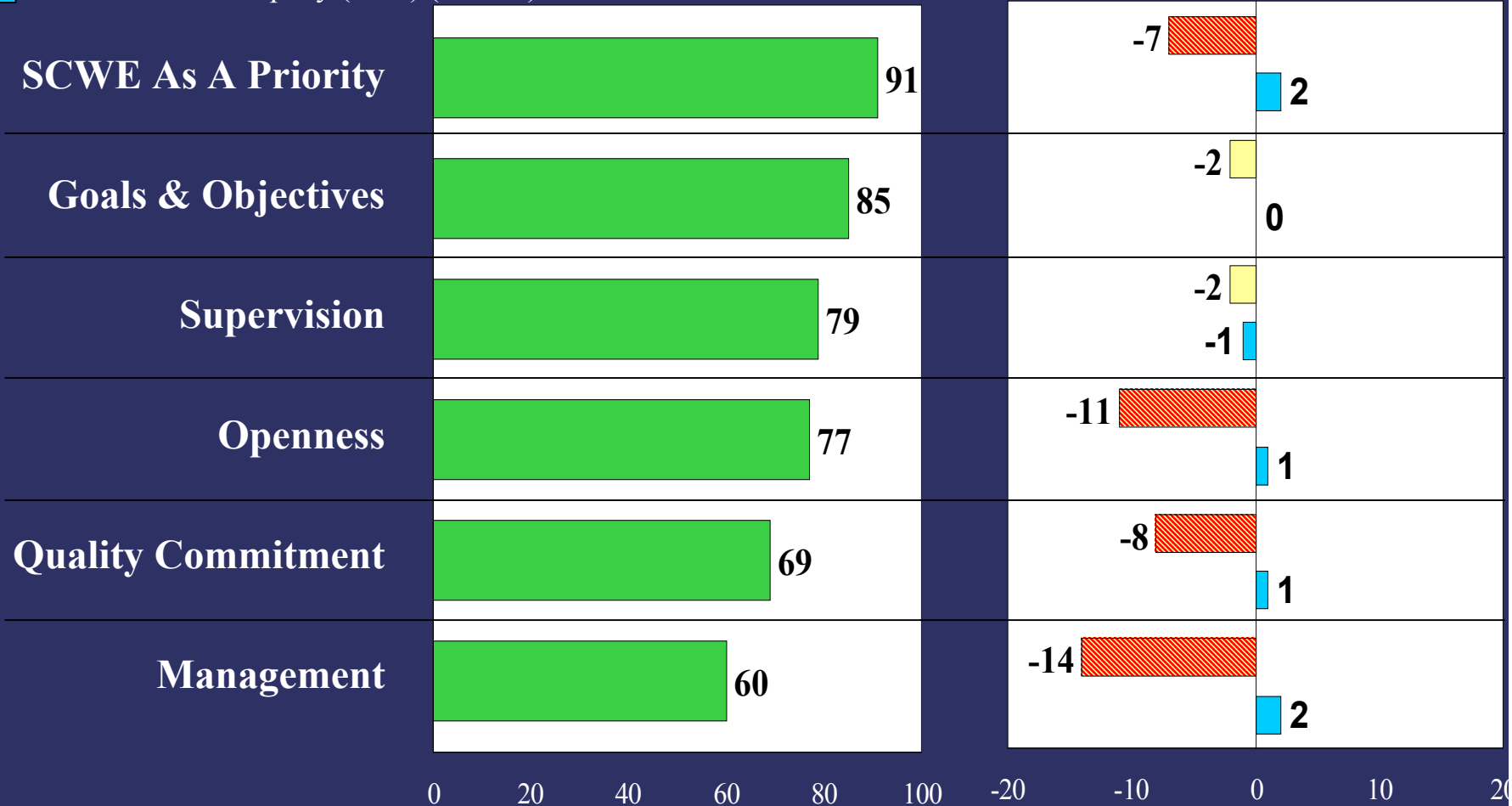
(6) Supervision (.84)

- I have sufficient authority to do my job well.
- Regarding suggestions for change from employees, my supervisor is usually:
 - a. Receptive
 - b. Responsive

SCWE Impact Index Category Scores

- OCRWM Overall 2003 (N=1,492)
- OCRWM/DOE (N=114)
- Bechtel SAIC Company (BSC) (N=965)

Center Line:
OCRWM Overall (N=1,492)



Common Key Drivers of SCWE Impact Index

- 55. My organization's management provides a clear sense of direction. (1, 5)
- 61. I believe I can raise any concern, [e.g., procedural compliance, effectiveness of process] without fear of reprisal. (1, 4)
- 58b. In my organization, quality improvement is viewed as a long-term commitment, not to be compromised by short-term financial goals. (1, 2)
- 30. Based on my most recent experiences, my organization's management trusts the judgment of people at my level in the organization. (1, 2)
- 16b. My organization operates with integrity in its external dealings. (2, 5)
- 34. I believe that my management chain adheres to a Safety Conscious Work Environment. (3, 4)
- 20. I am satisfied with my involvement in decisions that affect my work. (5, 6)

**Total Variance in SCWE Index
Explained: 52-82%**

Summary of Key Drivers from SCWE Index

Category	Item	OCRWM % Fav.	△ U.S. Nat'l	△ U.S. Gov't R&T
<i>Overall Management</i>	55. My organization's management provides a clear sense of direction.	62	3*	10*
<i>Openness & Communication</i>	61. I believe I can raise any concern, [e.g., procedural compliance, effectiveness of process] without fear of reprisal.	74	NA	NA
<i>Quality Emphasis</i>	58b. In my organization, quality improvement is viewed as a long-term commitment, not to be compromised by short-term financial goals.	68	NA	NA
<i>Empowerment</i>	30. Based on my most recent experiences, my organization's management trusts the judgment of people at my level in the organization.	67	5*	16*
<i>Ethics & Integrity</i>	16b. My organization operates with integrity in its external dealings.	78	-3	-8
<i>Overall Management</i>	34. I believe that my management chain adheres to a Safety Conscious Work Environment.	82	NA	NA
<i>Empowerment</i>	20. I am satisfied with my involvement in decisions that affect my work.	72	6*	10*

SCWE IMPACT INDEX

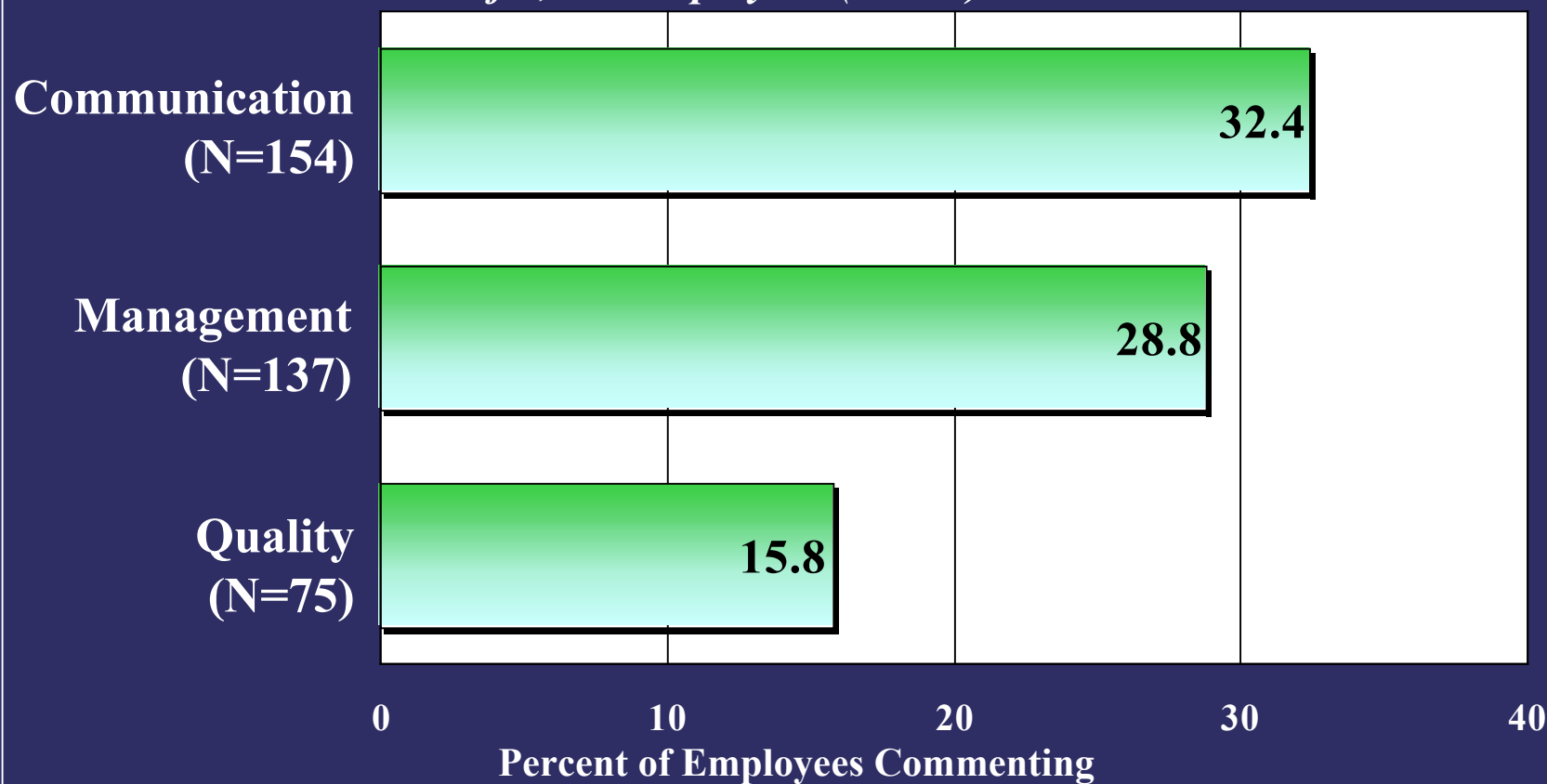
- A “revised” SCWE Impact Index would contain the 20 initial targeted items plus 7 additional items that are statistically most related.
- Ongoing spot or pulse measurement of SCWE can be accomplished using the 27 item SCWE Impact Index, showing trends and normative comparisons where available.

OPEN-ENDED COMMENTS THEMES & EXAMPLES

Most Prevalent Comment Topics

Question: What specific suggestions do you have for improving the safety conscious work environment (SCWE) in your group?

475 of 1,492 Employees (31.8%) made comments



Interpreting Anonymous Comments

- Typically critical and often very negative
- Limited response population
- Helps to understand areas of importance to employees that were not assessed in the survey
- Best used as a source of initial ideas for action planning

Representative Comments by Theme

Communication (N=154, 32.4% of comments) *Main themes: Need open and honest communication and effective communication channels*

- “I feel that my own work group is on the right track, because of my immediate supervisor's positive attitude and open communication/management style. (And I do equate good management with good OPEN communication, and vice versa.)”
- “Find better ways of communicating SCWE results at the working level (the published Survey Results are helpful in terms of attitudes/impressions). There is an overuse of ‘canned’ communications material.”

Management (N=137, 28.8% of comments) *Main themes: Need accountability and openness to diverse perspectives*

- “Ensure that all management, including senior management, follows the rules and requirements of OCRWM. That includes wearing of badges and attending required training.”
- “Management needs to establish the standard and the consequences of not meeting that standard, then hold everyone visibly accountable to the standard. That needs to be done even if they have to let someone go, including a senior manager, that does not meet the standard.”

Representative Comments by Theme

Quality (N=75, 15.8% of comments) *Main themes: Need to reconcile schedule with quality requirements, impact of change on quality of work*

- “OCRWM appears to be putting out mixed signals by holding to a schedule that requires quality to be compromised in order to meet it. But yet, OCRWM says they are committed to quality. It is unclear whether OCRWM management is getting the true story regarding project status.”
- “I truly believe that Management at all levels is serious about implementing an effective SCWE program, including the necessity for quality work meeting/exceeding quality requirements. The difficulty at lower levels is found in understanding and implementing the never ending changes in programs and requirements.”

Results Summary

Strengths to Maintain:

- Emphasizing Quality
- Setting and Communicating Goals & Direction
- Encouraging Openness & Receptiveness to Input
- Building Trust and Maintaining Integrity
- Involving Employees in Decisions
- Keeping SCWE as a Priority
- Encouraging & Recognizing Team Work

Areas for Improvement:

- Managing Change
 - Planning & Communication of Reorganizations
 - Setting Objectives and Priorities
 - Keeping Quality Focus
- Communicating Organizational Performance
- Ensure Sufficient Authority Levels
- Perceived Effectiveness of CAP