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**TRANSMITTAL OF YUCCA MOUNTAIN PROJECT (YMP) 2004 ORGANIZATIONAL
CLIMATE AND SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE) SURVEY
SUMMARY RESULTS**

Please find enclosed for your information a copy of the YMP 2004 Organizational Climate and SCWE Survey Results Presentation, dated January 2005 (enclosure 1). Enclosure 2 is a compact disk (CD) of this summary. The CD contains a PowerPoint file with 869 KB, and can be made publicly available.

As you are aware, one of the principal objectives of YMP management is to foster and sustain a SCWE in which all employees feel free and encouraged to raise safety concerns without fear of retaliation, and with confidence that concerns will be promptly and effectively addressed.

To help measure our SCWE performance, we contracted an independent and nationally recognized expert, International Survey Research, LLC, to conduct a comprehensive Organizational Climate and SCWE survey of YMP personnel. To encourage widespread participation and to promote candid and objective responses, the survey was performed in a strictly confidential and anonymous manner. The survey was conducted during September-October 2004; approximately 1,600 employees participated.

In brief, YMP-level results revealed the following:

- In all categories measured in which comparisons can be drawn, YMP results were at or above U.S. National and U.S. Government Research and Technology Norms.
- YMP is particularly strong in the category of Openness and Communication as compared to these normative groups.

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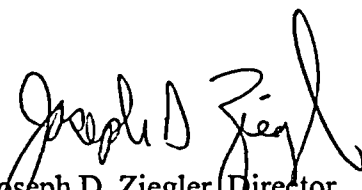
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- Significant gains were made in the last year with respect to employee willingness to use and confidence in the Corrective Action Program.
- Gains were also made during the last year with regard to developing confidence that the Office of Civilian Radioactive Waste Management Concerns Program and Bechtel SAIC Company, LLC, Employee Concerns Program effectively resolve concerns, and that good SCWE behavior is recognized and rewarded.
- Declines were seen in employee confidence that concerns can be raised without fear of retaliation, and fewer employees said our SCWE has improved in the last six months than did so in the Pulse Survey conducted last spring.
- Concerns over rapidly changing priorities, timely decision making, and schedule versus quality are again reflected in low positive responses to related questions.

We are now in the process of evaluating survey results to help us refine ongoing actions to improve our SCWE. This process will involve additional employee engagement on the part of their managers as well as further statistical analyses. It is expected that the results of our evaluation will be completed with necessary actions entered into our Corrective Action Program within the next few months.

It is also our intention to discuss these results, along with intended actions resulting from our reviews, at the next U.S. Department of Energy/U.S. Nuclear Regulatory Commission Quarterly Management Meeting, currently scheduled for February 17, 2005.

If you have any questions regarding these results or how they might lead to further actions to improve our SCWE, please feel free to contact Mark E. Van Der Puy at (702) 794-5563 or e-mail mark_vanderpuy@ymp.gov, or April V. Gil at (702) 794-5578 or e-mail april_gil@ymp.gov.


Joseph D. Ziegler, Director
Office of License Application and Strategy

OLA&S:AVG-0599

Enclosures:

1. 2004 Yucca Mountain Project (YMP)
Organizational Climate and Safety Conscious
Work Environment (SCWE) Survey Summary
Results
2. CD of Enclosure 1

FEB 01 2005

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Enclosure 1



U.S. Department of Energy
Office of Civilian Radioactive Waste Management

YMP 2004 Organizational Climate and Safety Conscious Work Environment Survey Results Presentation

Presented to:
Yucca Mountain Project

Presented by:
Gary Berger
Executive Director, ISR

Jennifer Kaufman
Project Director, ISR

January, 2005
Las Vegas, Nevada

YMP 2004 Organizational Climate & Safety Conscious Work Environment Survey

Administration: September 27 – October 15, 2004

<u>Year:</u>	<u>Outgoing #:</u>	<u>Return #:</u>	<u>Return Rate:</u>	<u>**Precision:</u>
2004	2,560	1,650	65%	1.4%
+2004	735	521	71%	2.3%
2003	2,287	1,492	65%	1.5%

****The degree of precision defines an acceptable range for sample estimates. A precision estimate less than 5% allows us to be confident that the sample represents the true population.**

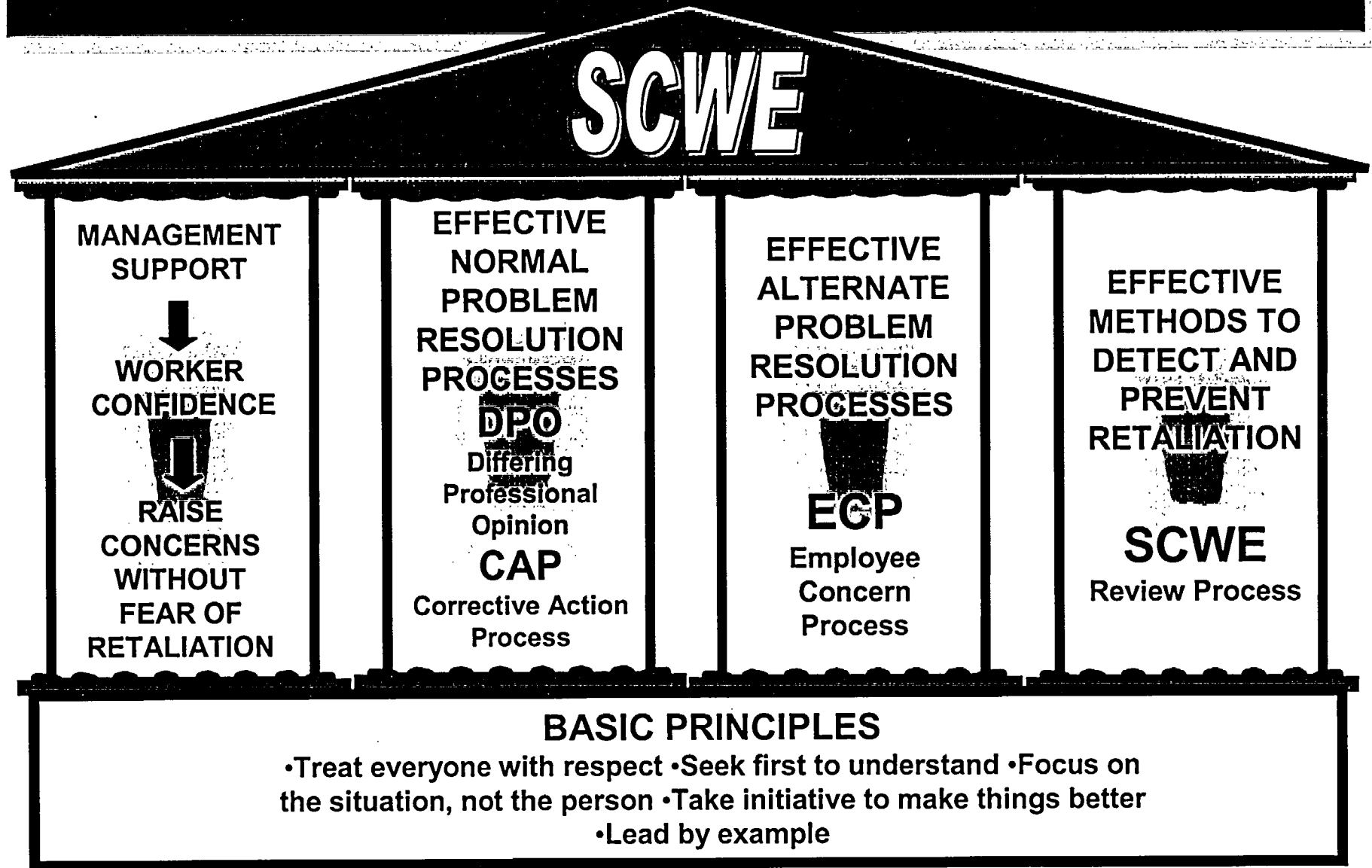
Agenda

- I. Overview of Survey Design
- II. Organizational Climate
 - A. 2004 survey results compared with U.S. Government Research & Technology Norm and U.S. National Norm
 - B. 2004 survey results compared with YMP historical results (2003 census and 2004 pulse)
 - C. Results variation by sub-groups (e.g., organization, tenure, job level)
 - D. Summary of Organizational Climate
- III. Safety Conscious Work Environment (SCWE)
 - 2004 results organized by 4 Pillars and compared with YMP historical results and norms (where available)
- IV. Overall Strengths and Opportunities
- V. SCWE Index and Key Driver Example
- VI. Review and Next Steps

Survey Design

- **Statistical review of last year's survey content was conducted to ensure the very best questions were retained for 2004**
 - Factor analysis
 - Reliability analysis
 - Questions with high "?" response
 - Discussion of key priorities for 2004
- **Ensured the survey represented a balance of all areas critical for a SCWE**
 - Improved focus of questions
 - Retained ability to make historical comparisons
 - Ensured questions were inclusive of ECP and OCP
 - Included all industry-standard questions
 - Added additional questions from Pillar 4
 - Eliminated Information Technology (IT) specific questions because it was determined that IT is not a high priority action area

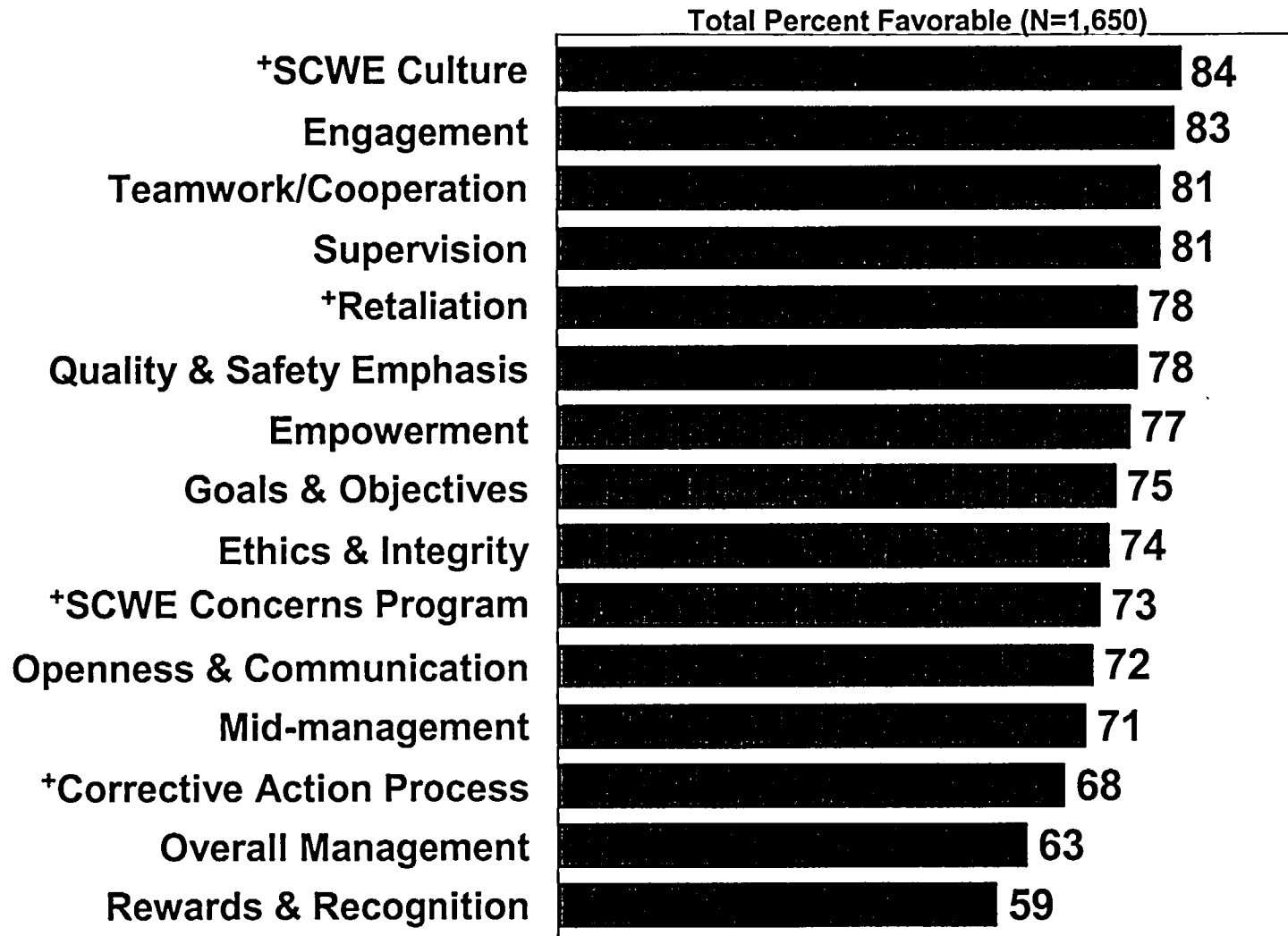
Four Pillars of a Safety Conscious Work Environment



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YMP 2004 Overall Category Scores



0

25

50

75

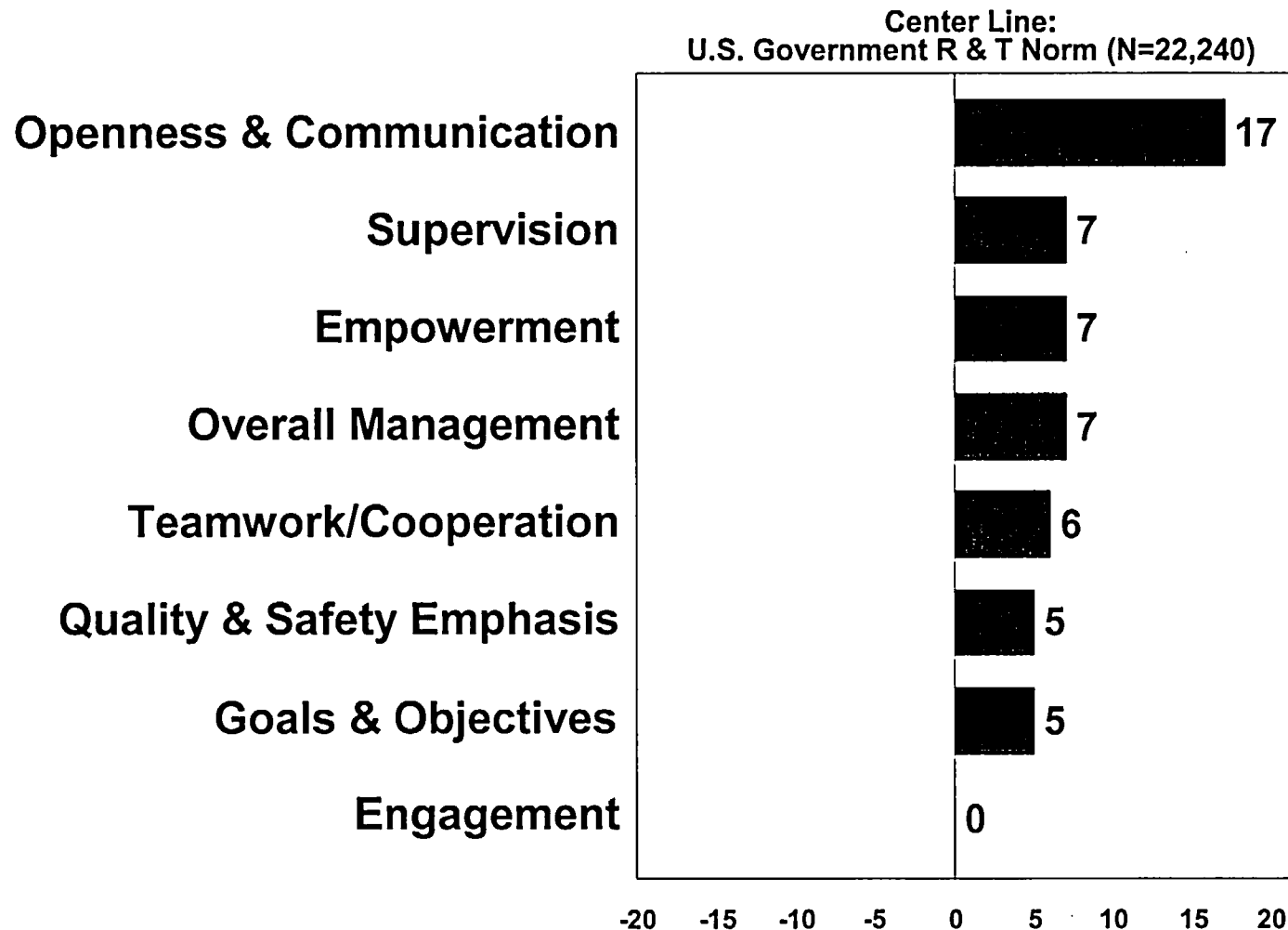
100

+Indicates a new category for 2004

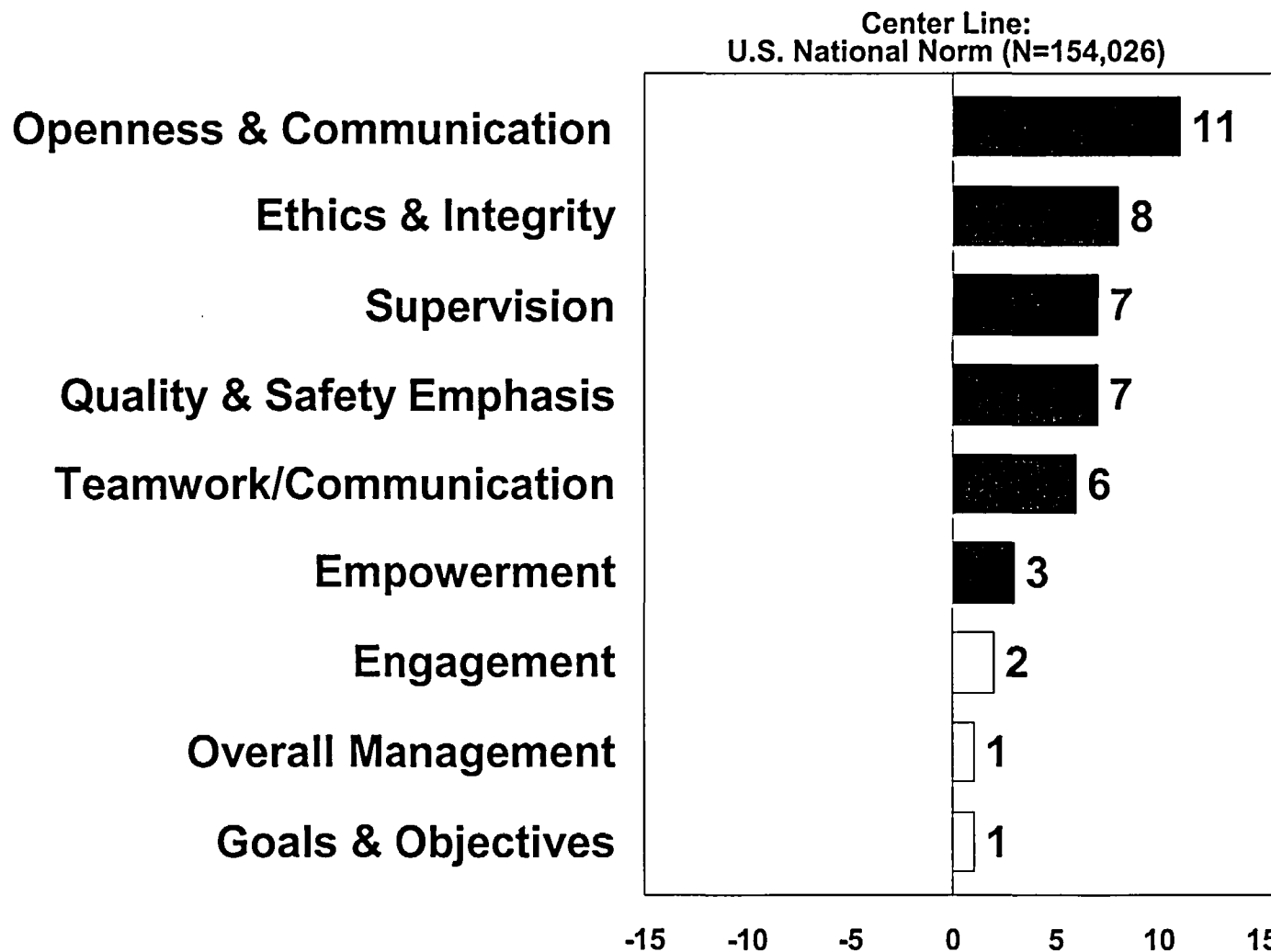


YUCCA MOUNTAIN PROJECT

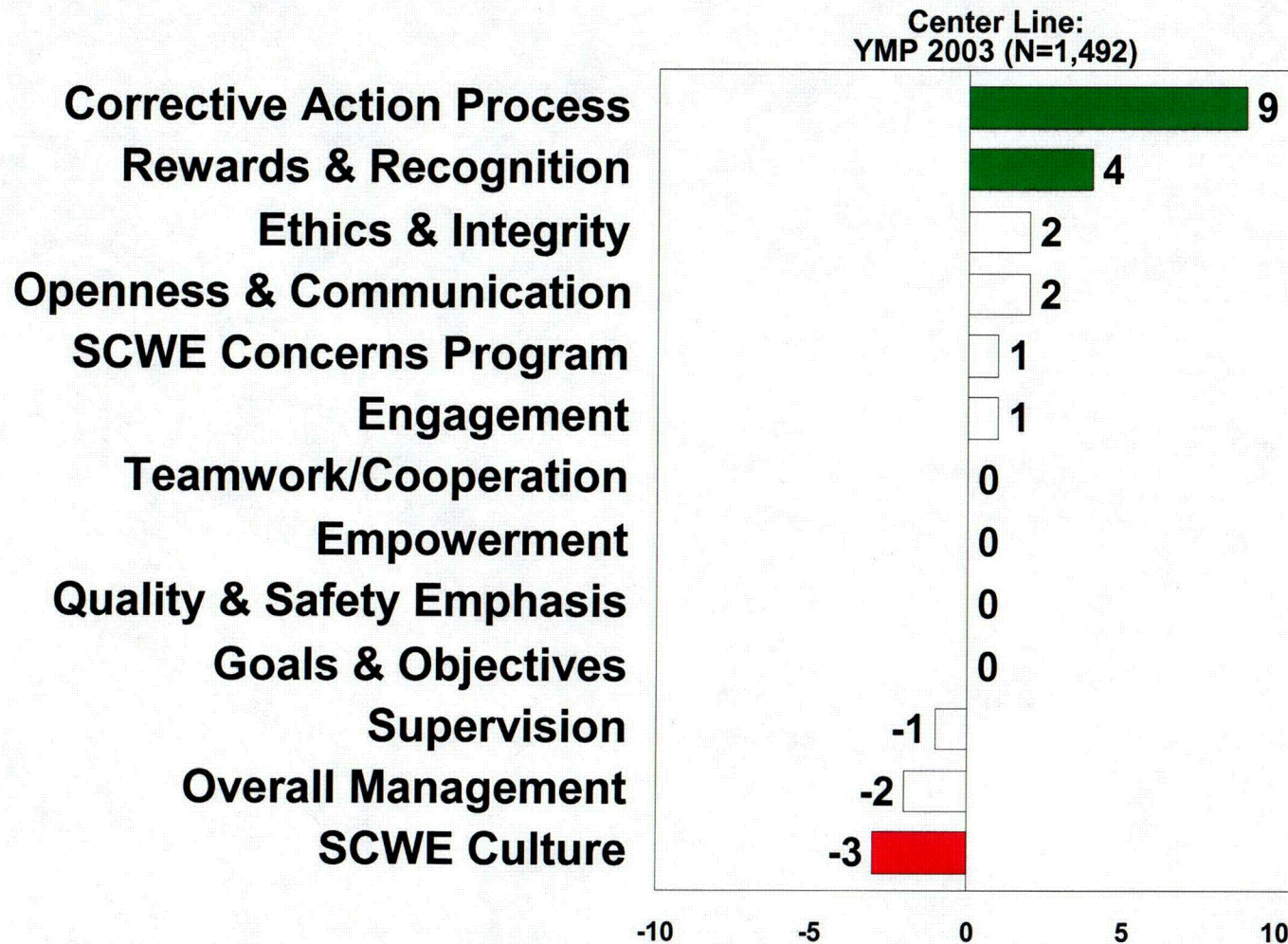
YMP 2004 Compared with U.S. Government Research & Technology Norm



YMP 2004 Compared with U.S. National Norm



YMP 2004 Compared with YMP 2003



Historical data not available for all categories.

Colored bars indicate a statistically significant difference.

SCWE Culture is comprised of 10 questions, four of which are historical questions.



YMP Overall Questions with the Most Favorable Results Compared with U.S. Government R & T Norm

Category	No.	Question	YMP 2004 % Fav.	U.S. Gov R & T Norm
Openness & Communication	67a.	My organization has established a climate where: People can challenge our traditional ways of doing things	70	22*
Openness & Communication	67b.	My organization has established a climate where: Innovative ideas can fail without penalty to the originating person or group	61	21*
Openness & Communication	30.	Most of the time it is safe to speak up in my organization.	80	20*
Empowerment	33.	Based on my most recent experiences, my organization's management trusts the judgment of people at my level in the organization.	69	16*
Goals & Objectives	17c.	I have a clear understanding of the goals and objectives of: My organization	81	16*
Overall Management	1.	Employees are treated with respect here, regardless of their job.	77	13*
Openness & Communication	42.	My organization does an excellent job of keeping employees informed about matters affecting us.	72	12*
Goals & Objectives	17b.	I have a clear understanding of the goals and objectives of: My office/department	86	11*
Overall Management	84a.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Stating objectives clearly	55	11*
Openness & Communication	61.	I am sufficiently informed about the status of my organization's performance relative to mission, goals and objectives.	69	10*

YMP Overall Questions with the Most Favorable Results Compared with U.S. National Norm

Category	No.	Question	YMP 2004 % Fav.	△ U.S. Nat'l Norm
Openness & Communication	30.	Most of the time it is safe to speak up in my organization.	80	20*
Openness & Communication	19.	If I were dissatisfied with my supervisor's decision on an important matter, I would feel free to go to someone higher in authority.	72	16*
Openness & Communication	67a.	My organization has established a climate where: People can challenge our traditional ways of doing things	70	15*
Ethics and Integrity	18a.	My organization operates with integrity in its: Internal dealings [i.e., with employees]	81	14*
Teamwork/ Cooperation	44b.	In my organization, teamwork is: Given recognition	71	13*
Supervision	31.	My supervisor does a good job of building teamwork.	76	12*
Openness & Communication	67b.	My organization has established a climate where: Innovative ideas can fail without penalty to the originating person or group	61	12*
Quality & Safety Emphasis	68.	My organization too often sacrifices the quality of our products/services in order to meet schedules/deadlines. (N)	51	10*
Openness & Communication	4.	Differing opinions are openly discussed in reaching decisions in my work group.	79	10*
Engagement	35.	I am personally committed to achieving the goals of our organization.	97	10*

*A statistically significant difference.
(N) Disagreeing is the favorable response.

YMP Overall Questions with the Most Favorable Results Compared with YMP Overall 2003

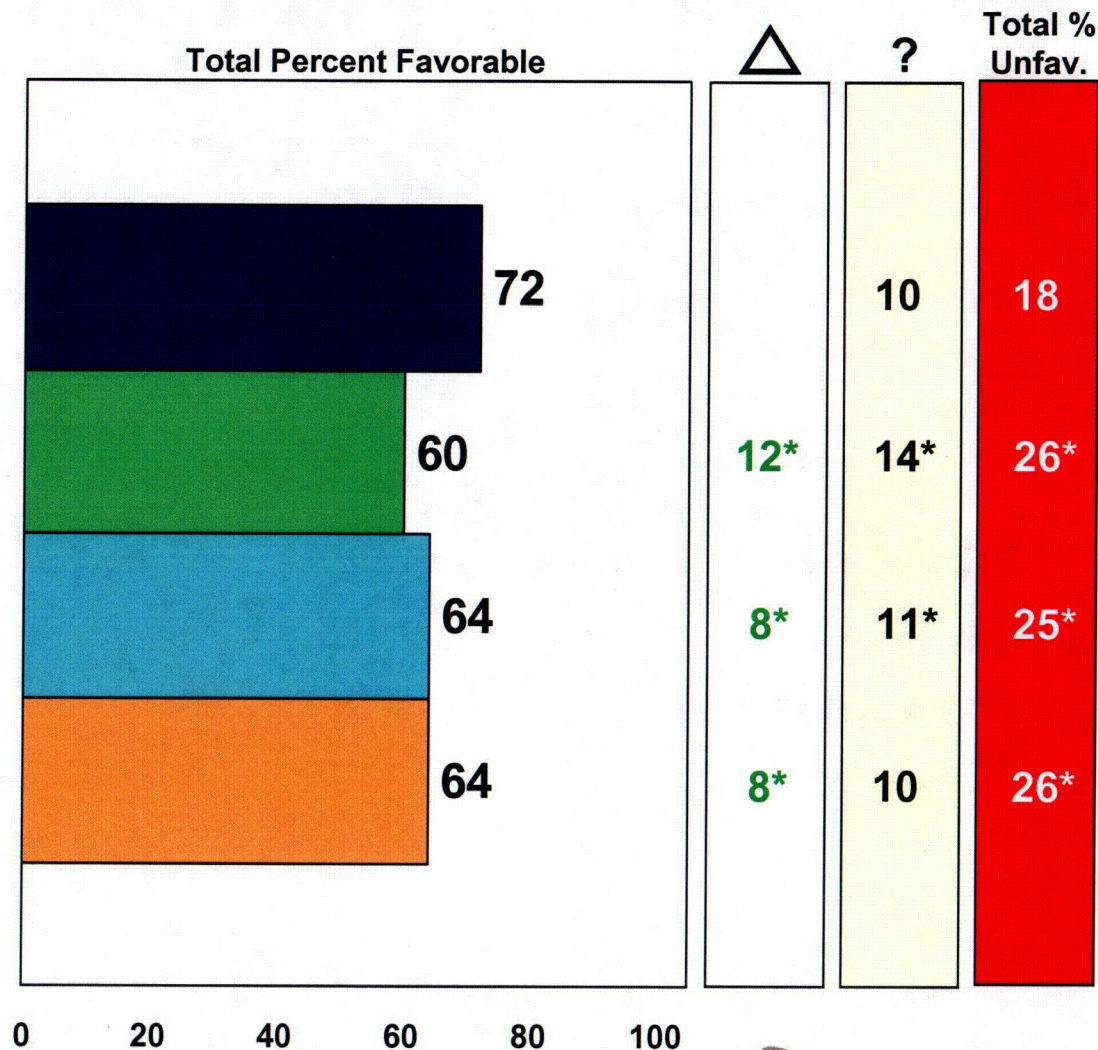
Category	No.	Question	YMP 2004 % Fav.	△ YMP 2003
Corrective Action Process	65.	The CAP is used effectively to resolve conditions adverse to quality in a timely manner.	61	20*
Openness & Communication	42.	My organization does an excellent job of keeping employees informed about matters affecting us.	72	8*
Corrective Action Process	28a.	The corrective actions within my office/department are: Timely	68	8*
Corrective Action Process	28b.	The corrective actions within my office/department are: Effective	65	7*
Corrective Action Process	28c.	The corrective actions within my office/department are: Well communicated	63	7*
Quality & Safety Emphasis	63b.	In my experience, most employees believe that the following are the responsibility of everyone: Safety	96	7*
Overall Management	82.	I believe my organization's management decisions are consistent with my organization's core values.	71	6*
SCWE Concerns Programs	41b.	I am confident that issues reported through the ECP are: Appropriately resolved	58	6*
Rewards & Recognition	83.	How good a job do you feel your organization rewards those who demonstrate good SCWE practices?	43	6*
Overall Management	16.	There is sufficient contact between management above my supervisor and employees in my organization.	59	4*

	YMP Overall N=(1,650)
	U.S. Government R&T Norm (N=22,240)
	U.S. National Norm (N=154,026)
	YMP Overall 2003 (N=1,492)

Overall Question Greatest Strength as Compared to Other Benchmarks

Openness & Communication

42. My organization does an excellent job of keeping employees informed about matters affecting us.



YMP Overall Questions with the Least Favorable Results Compared with U.S. National Norm and U.S. Government Research & Technology Norm

Category	No.	Question	YMP 2004 % Fav.	U.S. Nat'l Norm
Goals & Objectives	2.	Priorities or work objectives are changed so frequently I have trouble getting my work done. (N)	40	-17*
Engagement	10.	I would recommend my organization as a good place to work.	72	-5*
Overall Management	84c.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Making decisions promptly	39	-5*
Overall Management	16.	There is sufficient contact between management above my supervisor and employees in my organization.	59	-5*
Empowerment	8.	I have sufficient authority to do my job well.	77	-4*
Overall Management	84b.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Establishing priorities	48	-3*
Overall Management	77.	I believe my organization's core values are clear.	78	-3*
Openness and Communication	61.	I am sufficiently informed about the status of my organization's performance relative to mission, goals and objectives.	69	-2*

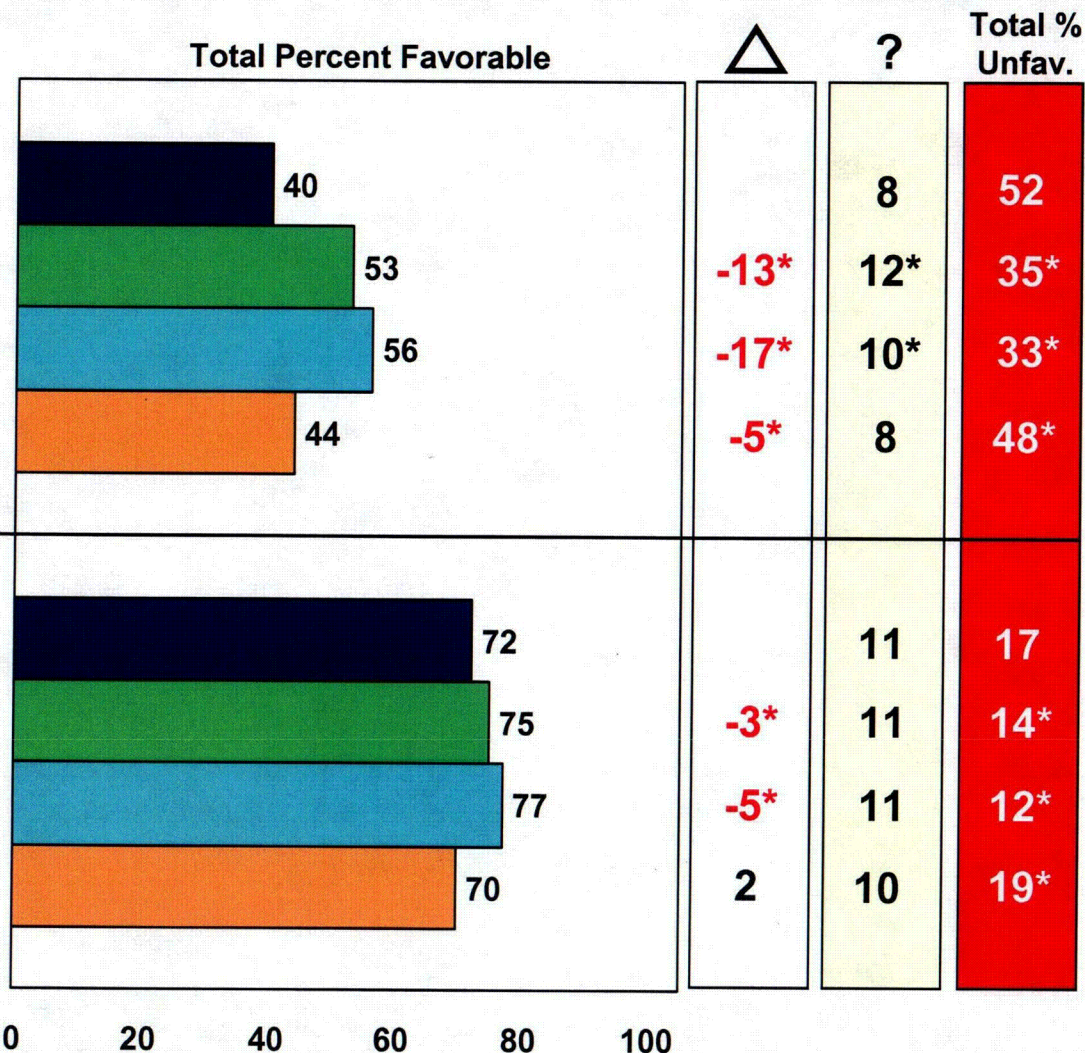
 =Questions 2 and 10 are also both statistically below the U.S. Government Research & Technology Norm at -13* and -3* respectively.

	YMP Overall N=(1,650)
	U.S. Government R&T Norm (N=22,240)
	U.S. National Norm (N=154,026)
	YMP Overall 2003 (N=1,492)

Overall Greatest Opportunity Questions Compared with Other Benchmarks

Goals & Objectives

2. Priorities or work objectives are changed so frequently I have trouble getting my work done. (N)



Engagement

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

YMP Overall Questions with the Least Favorable Results Compared with YMP Overall 2003

Category	No.	Question	YMP 2004 % Fav.	△ YMP 2003
Overall Management	84c.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Making decisions promptly	39	-10*
Overall Management	84d.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Providing leadership	48	-7*
Overall Management	84e.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Communicating with people	47	-6*
Overall Management	84b.	In your judgment, with all things considered, how good a job is top management of your division doing in handling the following aspects of the business: Establishing priorities	48	-6*
Quality & Safety Emphasis	68.	My organization too often sacrifices the quality of our products/services in order to meet schedules/deadlines. (N)	51	-6*
SCWE Concerns Programs	74a.	I feel free to use the following programs without fear of retaliation: OCP	74	-6*
Goals & Objectives	2.	Priorities or work objectives are changed so frequently I have trouble getting my work done. (N)	40	-5*
Mid-management	15b.	I feel free to approach the following levels of management regarding any concern: My organization's mid-management	76	-5*
SCWE Culture	12c.	Developing a SCWE is considered an important priority by: My mid-management	84	-4*
Empowerment	45.	My supervisor involves me in solving problems related to our office/department work.	78	-4*

 =Overall Management has four of the lowest scoring questions for 2004 compared to historical. SCWE Culture is the only category to show a statistically significant decrease from 2003.

*A statistically significant difference.

(N) Disagreeing is the favorable response.

Summary of Overall Management Category

- Although the Overall Management category is significantly better than the U.S. Government Research and Technology Norm and in line with the U.S. National Norm...
 - Overall Management is the second lowest scoring category in 2004.
 - Of the 10 questions with the greatest decline in 2004 compared to the 2003 Census Survey, four of the ten questions are found in the Overall Management category.
 - Results in this category overall have declined, although not significantly, from 2003.

Summary of SCWE Culture Category

- **The SCWE Culture category is the highest scoring category in 2004 with 84% favorable response. Nevertheless....**
 - SCWE Culture is the only area (based on the four historical questions from the 2003 Census Survey) to show a statistically significant decrease.
 - The historical benchmark is the only benchmark. Due to the number of tailored questions, there is no normative information available for this category.

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Organization Comparison

- A. Overall Management
- B. Mid-management
- C. Goals & Objectives
- D. Ethics & Integrity
- E. Openness & Communication

- F. Rewards & Recognition
- G. Supervision
- H. Teamwork/Cooperation
- I. Empowerment
- J. Quality & Safety Emphasis

- K. Engagement
- L. SCWE Culture
- M. SCWE Concerns Programs
- N. Retaliation
- O. Corrective Action Process

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
YMP Overall (N=1,650)	63	71	75	74	72	59	81	81	77	78	83	84	73	78	68
DOE/ORD (N=94)	11*	7	5	2	4	5	4	2	3	2	2	1	2	0	3
DOE/ORD Contractors (N=136)	3	3	5	-2	-2	-10*	-1	1	6	2	3	-5	-3	-2	-6
Bechtel SAIC Company [BSC] (N=1,106)	1	0	0	1	1	4	0	0	0	1	0	2	3	2	3
Bechtel Subcontractors (N=123)	-5	-8	-3	-3	-1	-8	2	-2	-2	-5	-3	-5	-5	-3	-5
USGS/Laboratories (N=159)	-8*	0	-6	1	-2	-11*	-1	-2	-1	-4	-1	-6*	-12*	-6	-11*

Job Function Comparison

A. Overall Management
B. Mid-management
C. Goals & Objectives
D. Ethics & Integrity
E. Openness & Communication

F. Rewards & Recognition
G. Supervision
H. Teamwork/Cooperation
I. Empowerment
J. Quality & Safety Emphasis

K. Engagement
L. SCWE Culture
M. SCWE Concerns Programs
N. Retaliation
O. Corrective Action Process

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
YMP Overall (N=1,650)	63	71	75	74	72	59	81	81	77	78	83	84	73	78	68
Administrative (N=283)	6	2	6*	-1	0	7*	1	2	4	3	4	2	0	1	3
Craft (N=76)	-1	-2	-4	-7	1	2	-1	5	-3	3	5	3	4	0	-1
Program Management (N=199)	6	5	1	4	5	2	0	0	3	2	1	1	5	2	5
Support (N=262)	3	2	5	2	0	3	-2	1	4	4	0	4	4	3	5
Technical (N=800)	-5*	-3	-4*	-1	-1	-4	0	-1	-3	-3	-2	-2	-3	-2	-4

Job Level Comparison

A. Overall Management
B. Mid-management
C. Goals & Objectives
D. Ethics & Integrity
E. Openness & Communication

F. Rewards & Recognition
G. Supervision
H. Teamwork/Cooperation
I. Empowerment
J. Quality & Safety Emphasis

K. Engagement
L. SCWE Culture
M. SCWE Concerns Programs
N. Retaliation
O. Corrective Action Process

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
YMP Overall (N=1,650)	63	71	75	74	72	59	81	81	77	78	83	84	73	78	68
Non-supervisory staff/Craft (N=1,183)	-1	-2	1	-2	-2	-1	-1	-1	-1	0	0	0	-1	-1	-1
First-level supervisor (N=258)	-2	3	-2	2	1	-1	4	2	2	-1	0	0	1	1	0
Mid-manager (N=152)	3	7	-5	6	5	3	0	2	1	2	-1	2	4	3	3
Senior manager (N=41)	22*	18*	11	15*	19*	17*	10	13*	13	11	10	8	19*	13*	17*

Nuclear Industry Experience Comparison

A. Overall Management
B. Mid-management
C. Goals & Objectives
D. Ethics & Integrity
E. Openness & Communication

F. Rewards & Recognition
G. Supervision
H. Teamwork/Cooperation
I. Empowerment
J. Quality & Safety Emphasis

K. Engagement
L. SCWE Culture
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N. Retaliation
O. Corrective Action Process

Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
YMP Overall (N=1,650)	63	71	75	74	72	59	81	81	77	78	83	84	73	78	68
Less Than 10 Years Nuclear Industry Experience (N=769)	3	2	2	0	1	3	0	0	0	2	0	2	0	0	1
10 Years but Less Than 20 Years Nuclear Industry Experience (N=433)	-2	-1	0	-1	-1	-1	0	0	0	-1	-1	-1	0	0	-1
20 Years Nuclear Industry Experience or More (N=430)	-3	-2	-2	1	0	-4	-1	1	0	-2	0	-2	0	0	0

Years of Service Comparison

A. Overall Management
B. Mid-management
C. Goals & Objectives
D. Ethics & Integrity
E. Openness & Communication

F. Rewards & Recognition
G. Supervision
H. Teamwork/Cooperation
I. Empowerment
J. Quality & Safety Emphasis

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N. Retaliation
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Group	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
YMP Overall (N=1,650)	63	71	75	74	72	59	81	81	77	78	83	84	73	78	68
Less Than 10 Years of Service (N=1,234)	1	1	0	1	1	1	0	0	0	1	0	1	1	0	1
10 Years of Service or More (N=404)	-4	-2	-1	-4	-4	-3	-1	0	0	-2	0	-2	-3	-2	-2

Summary of Organizational Climate

Historical

Strengths to Maintain

- Management emphasis on Corrective Action Programs
- Strong personal commitment to safety and quality
- Communication to workforce about matters that affect them

Opportunities for Improvement

- Respondents were less favorable regarding top management of their division on making decisions promptly, providing leadership, communicating with people and establishing priorities
- Priorities or work objectives change so frequently employees have trouble getting their work done

Norms

Strengths to Maintain*

- Respondents feel it is safe to speak up
- People feel the climate allows them to challenge the traditional ways of doing things

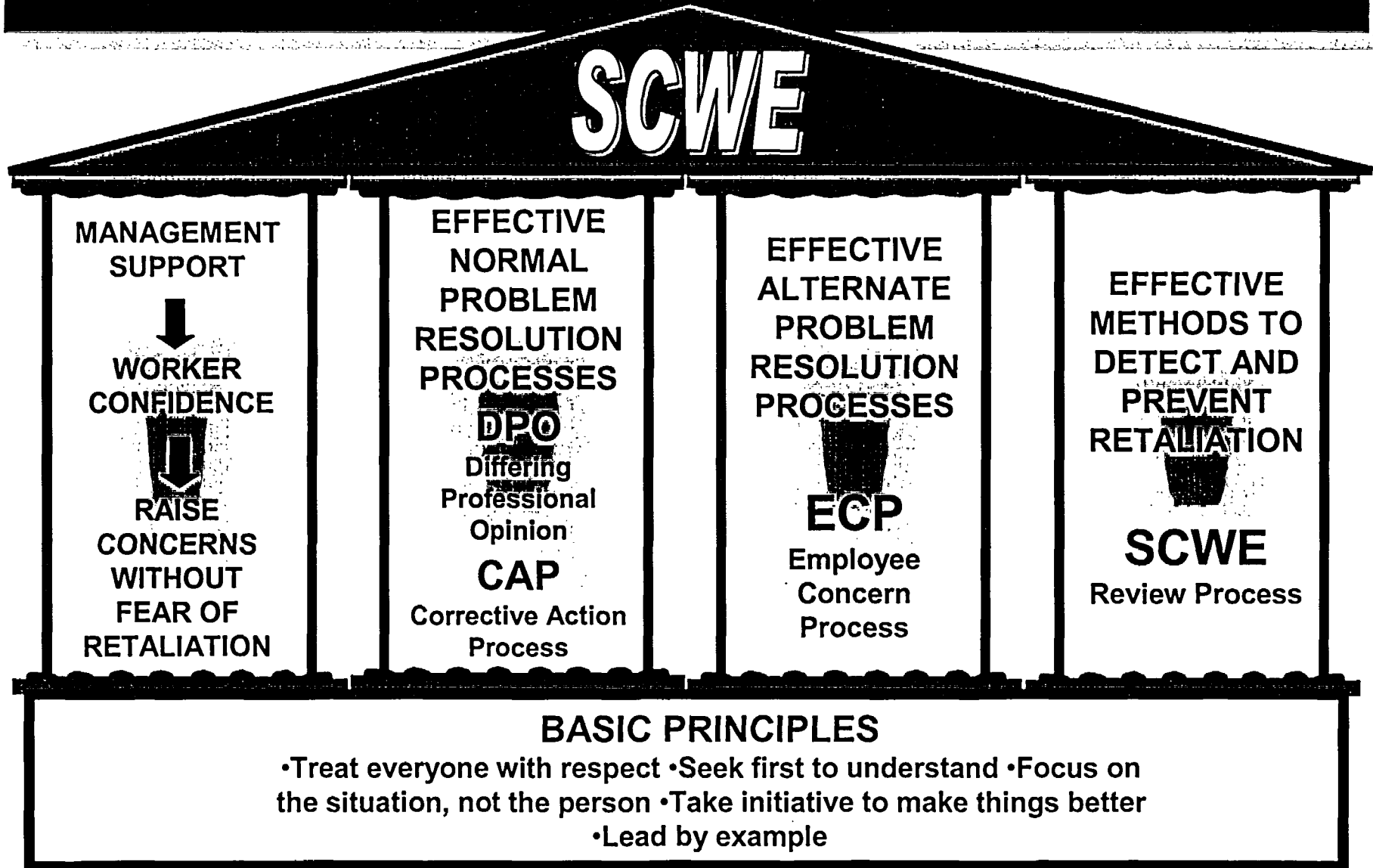
Opportunities for Improvement

- Priorities or work objectives change so frequently employees have trouble getting their work done*
- Recommendation as a place to work*
- Timely decision making (U.S. National Norm)

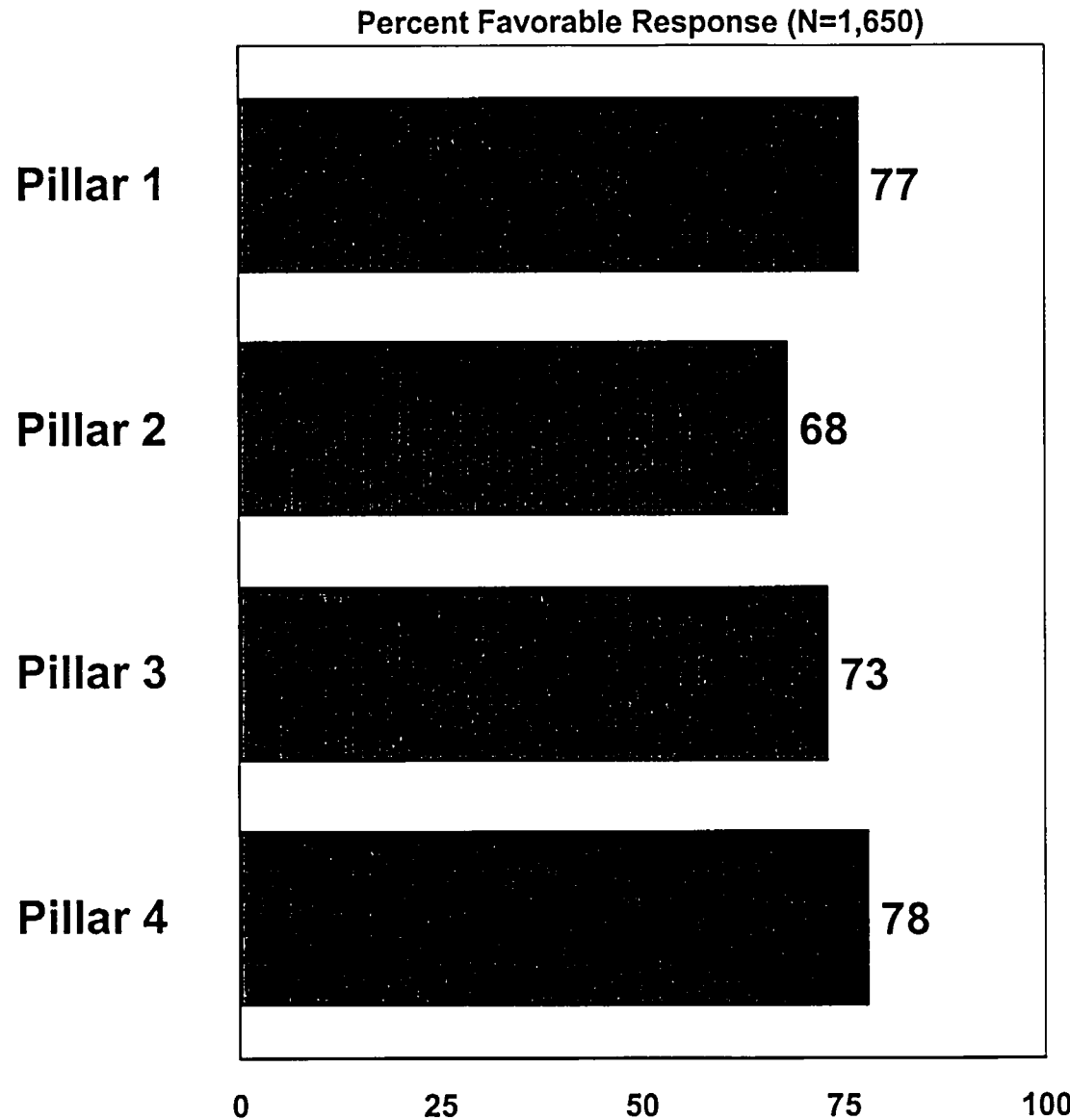
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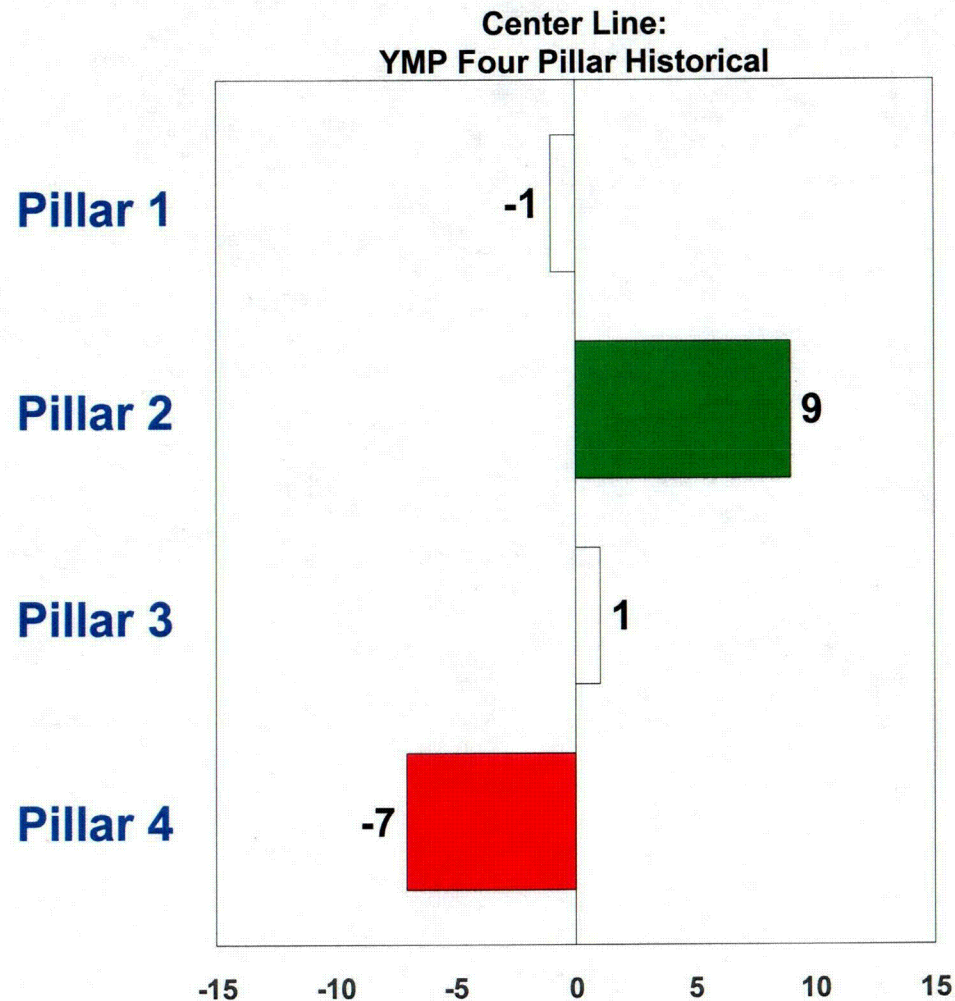
Four Pillars of a Safety Conscious Work Environment



YMP 2004 Four Pillars



YMP 2004 Compared with +Four Pillar Historical



Colored bars indicate a statistically significant difference.

*Data comprised of 2003 Census for Pillars 1, 2 and 3 and 2004 Pulse for Pillar 4.

Greatest Improvements from YMP 2003 are Found in Pillar 2

No.	Question	YMP 2004 % Fav.	▲ YMP 2003
65.	The CAP is used effectively to resolve conditions adverse to quality in a timely manner.	61	20*
28a.	The corrective actions within my office/department are: Timely	68	8*
28b.	The corrective actions within my office/department are: Effective	65	7*
28c.	The corrective actions within my office/department are: Well communicated	63	7*
76.	I feel free to raise nuclear safety, industrial safety, radiological safety or quality concerns through the CAP without fear of retaliation.	81	4*

Greatest Decreases from YMP 2004 Pulse are Found in Pillar 4

No.	Question	YMP 2004 % Fav.	▲ YMP Pulse
27.	Within the last 6 months, I believe the SCWE has improved at YMP.	56	-15*
88.	Within the last 6 months, no one I know has experienced retaliation from management for raising concerns at YMP.	82	-10*
89.	Within the last 6 months, no one I know has experienced retaliation from a peer for raising concerns at YMP.	85	-10*
13.	I believe that YMP Personnel are committed to maintaining a workplace with zero tolerance for retaliation against individuals who raise concerns.	74	-7*
86.	Within the last 6 months, I have not experienced retaliation from management for raising concerns at YMP.	90	-5*
87.	Within the last 6 months, I have not experienced retaliation from a peer for raising concerns at YMP.	92	-3*

Overall Strengths and Opportunities

Strengths

- All categories where norms exist are above, or in line with, both the U.S. Government Research & Technology Norm and the U.S. National Norm
- Most categories show a statistical improvement, or are in line with, with YMP 2003 results
- Significant improvement is found for Pillar 2

Opportunities for Improvement

- The category SCWE Culture has significantly decreased from YMP 2003 historical results (based on the four historical questions from the 2003 Census Survey)
- Pillar 4 results have decreased from historical YMP 2004 Pulse results

Agenda

- I. Overview of Survey Design
- II. Organizational Climate
 - A. 2004 survey results compared with U.S. Government Research & Technology Norm and U.S. National Norm
 - B. 2004 survey results compared with YMP historical results (2003 census and 2004 pulse)
 - C. Results variation by sub-groups (e.g., organization, tenure, job level)
 - D. Summary of Organizational Climate
- III. Safety Conscious Work Environment (SCWE)
 - 2004 results organized by 4 Pillars and compared with YMP historical results and norms (where available)
- IV. Overall Strengths and Opportunities
- V. SCWE Index and Key Driver Example
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SCWE Index

- SCWE Index is a targeted set of questions designed to measure core concepts related to SCWE
- The SCWE Index is comprised of 19 questions that measure outcomes associated with a SCWE
- The SCWE Index was developed based on integrating statistical and subject matter expert information to identify the questions that best represent outcomes associated with a SCWE

2004 SCWE Index Questions

No.	Question
83.	How good a job do you feel your organization rewards those who demonstrate good SCWE practices?
15c.	I feel free to approach the following levels of management regarding any concern: My supervisor
12b.	Developing a SCWE is considered an important priority by: My supervisor
27.	Within the last 6 months, I believe the SCWE has improved at YMP.
74a.	I feel free to use the following programs without fear of retaliation: OCP
74b.	I feel free to use the following programs without fear of retaliation: ECP
51.	I believe I can raise any concern without fear of retaliation.
28b.	The corrective actions within my office/department are: Effective
14.	My organization's management takes corrective actions on employee concerns brought to their attention.
65.	The CAP is used effectively to resolve conditions adverse to quality in a timely manner.
64.	I am aware of the YMP SCWE Policy.

2004 SCWE Index Questions (cont.)

No.	Question
26.	As a YMP worker, I am responsible for identifying safety problems and adverse conditions.
70.	I understand my responsibility to report any instances of retaliation against YMP personnel for raising concerns.
25.	I know how to submit a concern, or who to contact, for my organization's Employee Concerns Program (OCP or ECP).
36b.	I am confident that issues reported through the OCP are: Appropriately resolved
41b.	I am confident that issues reported through the ECP are: Appropriately resolved
88.	Within the last 6 months, no one I know has experienced retaliation from management for raising concerns at YMP.
89.	Within the last 6 months, no one I know has experienced retaliation from a peer for raising concerns at YMP.
13.	I believe that YMP personnel are committed to maintaining a workplace with zero tolerance for retaliation against individuals who raise concerns.



Key Driver Example

Review and Next Steps

- I. Overview of Survey Design
- II. Organizational Climate
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Next Steps

- **Communicate Summary Results – January 2005**
- **Interpret Results – February 2005**
- **Develop and communicate project-wide planned actions – March 2005**
- **Responsible managers develop organization-specific action plans – March 2005**
- **Develop lessons learned for future survey efforts – March 2005**