



OFFICE OF THE INSPECTOR GENERAL - U.S. NUCLEAR REGULATORY COMMISSION

NRC SAFETY CULTURE AND CLIMATE SURVEY 1998

NRC 98: REG I: DIVISION OF REACTOR SAFETY REPORT

VOLUME 35

DATA COLLECTED FIRST QUARTER 1998

INTERNATIONAL SURVEY RESEARCH  
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PDR





## INTERNATIONAL SURVEY RESEARCH

### READING SURVEY DATA REPORTS

THE FIRST PAGES OF EACH DATA REPORT SUMMARIZE FAVORABLE RESPONSES TO ENTIRE CATEGORIES OF ITEMS. THESE CATEGORY SCORES ARE AVERAGES OF THE RESPONSES TO A NUMBER OF ITEMS ABOUT ASPECTS OF THE WORKING ENVIRONMENT SUCH AS COMMUNICATION OR SUPERVISION. THE CATEGORY AVERAGES GIVE A "BIRD'S EYE" VIEW OF THE HIGHER AND LOWER-SCORING AREAS IN THE SURVEY.

SOME DATA REPORTS ARE INTERNAL, E.G., A DEPARTMENT IS COMPARED TO THE COMPANY AS A WHOLE; OTHER DATA REPORTS USE EXTERNAL COMPARISONS SUCH AS OUTSIDE NORMS OR PRIOR YEAR COMPARISONS. BECAUSE SOME OF THE ITEMS INCLUDED IN THE QUESTIONNAIRE WERE DESIGNED SPECIFICALLY FOR YOUR COMPANY, THEY HAVE NO NORM COMPARISONS. LIKEWISE, IF ANY ITEMS IN THE CURRENT SURVEY WERE NOT ASKED IN A PRIOR SURVEY, THERE CAN BE NO COMPARISON FOR THOSE ITEMS.

THE CATEGORY AVERAGES ARE AVERAGES OF ONLY ITEMS THAT HAVE COMPARISON DATA. FOR EXAMPLE, IF THE COMMUNICATION CATEGORY HAS 8 ITEMS BUT ONLY 5 OF THESE ITEMS HAVE NORMS, ONLY 5 ITEMS WOULD BE AVERAGED IN A DATA REPORT COMPARING YOUR COMPANY TO A NORM. IN OTHER REPORT VOLUMES THAT CONTAIN INTERNAL COMPARISONS AMONG GROUPS WITHIN YOUR COMPANY, THE CATEGORY AVERAGES MAY DIFFER BECAUSE ALL ITEMS IN A CATEGORY CAN BE AVERAGED.

WHEN AN \* APPEARS BY ANY NUMBER IN THE DATA REPORT, IT INDICATES THAT THERE IS A STATISTICALLY SIGNIFICANT DIFFERENCE BETWEEN A PARTICULAR GROUP'S RESPONSE AND THAT

OF A COMPARISON GROUP. THE STATISTICAL TEST THAT PRODUCES THE \* INDICATES THAT THERE ARE ONLY FIVE CHANCES IN A HUNDRED THAT A DIFFERENCE THAT GREAT COULD OCCUR BY CHANCE.

FOLLOWING THE CATEGORY AVERAGES, EACH CATEGORY IS REPORTED ITEM BY ITEM. MOST ITEMS IN THE SURVEY ARE WORDED IN A POSITIVE MANNER, E.G., "MORALE IN MY GROUP IS HIGH." A CERTAIN PERCENTAGE OF QUESTIONNAIRE ITEMS WILL BE WORDED NEGATIVELY, E.G., "I AM OFTEN BOTHERED BY EXCESSIVE PRESSURE ON MY JOB." IN ALL DATA REPORTS, ISR GRAPHS THE FAVORABLE RESPONSE TO ITEMS, REGARDLESS OF THE ITEM WORDING. TO REMIND THE READER OF THIS PRACTICE, THOSE ITEMS THAT HAVE A FAVORABLE RESPONSE OF "DISAGREE" WILL INDICATE THAT FACT IMMEDIATELY AFTER THE ITEM. IN EVERY CASE, THE HIGHER THE SCORE IN THE "TOTAL FAVORABLE" COLUMN IS, THE BETTER IT IS.

THE ITEM-LEVEL REPORTS SHOW RESPONSES IN DETAIL. WHEN YOU REVIEW YOUR ITEM DATA, EACH OF THE DETAILED RESPONSES SHOWN MAY HAVE VALUE. FOR INSTANCE, OCCASIONALLY A QUESTION WILL NOT BE APPLICABLE TO A PARTICULAR GROUP OR THEY DID NOT UNDERSTAND THE QUESTION. A HIGH "?" RESPONSE CAN DEPRESS THE TOTAL FAVORABLE COLUMN AND MAKE A GROUP APPEAR TO BE RESPONDING UNFAVORABLY WHEN THEY SIMPLY DID NOT ANSWER THE ITEM ONE WAY OR ANOTHER.

ON THE FOLLOWING PAGE, AN ITEM-LEVEL REPORT IS ILLUSTRATED.

ISR





THE FOLLOWING ILLUSTRATION SHOWS HOW TO READ EACH COLUMN IN THE ITEM PROFILE.

COLUMN 1 CONSISTS OF A STATEMENT OF EACH ITEM IN THE CATEGORY.

COLUMN 2 INDICATES THE EXACT NUMBER OF RESPONDENTS TO EACH ITEM.

COLUMN 3 IS A GRAPHIC REPRESENTATION OF THE "TOTAL FAVORABLE" RESPONSE TO EACH ITEM (% THAT "TENDED TO FAVOR" AND WERE ABSOLUTELY FAVORABLE).

COLUMN 4 SHOWS THE EXACT PERCENTAGE OF THE "TOTAL FAVORABLE" RESPONSE.

COLUMN 5 REPORTS THE DIFFERENCE BETWEEN THE GROUPS' PERCENTAGES OF FAVORABLE RESPONSE.

COLUMNS 6, 7, 8, AND 9 REPORT THE PERCENTAGE OF RESPONDENTS SELECTING EACH RESPONSE. THE ABSOLUTELY FAVORABLE RESPONSE IS OMITTED, BUT IT MAY BE DERIVED BY SUBTRACTING THE PERCENTAGE OF "TEND TO FAVOR" FROM THE "TOTAL FAVORABLE".

COLUMN 10 REPORTS THE "TOTAL UNFAVORABLE" RESPONSE -- THE SUM OF THOSE WHO "TENDED NOT TO FAVOR" AND "DID NOT FAVOR".

OCCASIONALLY, THE DIFFERENCE COLUMN WILL REPORT A SCORE THAT IS + OR - 1 FROM WHAT ARITHMETIC WOULD INDICATE. THIS DIFFERENCE IS THE RESULT OF ROUNDING.

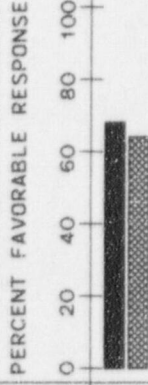
# ITEM PROFILE

## GROUP

HOURLY OPERATIONS OVERALL CURRENT YEAR  
HOURLY OPERATIONS OVERALL PREVIOUS YEAR

SYMBOL NUMBER

C 4156  
X 2811

| ITEM                                                                             | NUMBER       | PERCENT FAVORABLE RESPONSE                                                           | TOTAL FAVORABLE | DIFF | TEND TO FAVOR | "?"      | TEND NOT TO FAVOR | DO NOT FAVOR | TOTAL UNFAVORABLE |
|----------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------|-----------------|------|---------------|----------|-------------------|--------------|-------------------|
| 3. I UNDERSTAND HOW MY PERFORMANCE ON THE JOB IS EVALUATED.                      | 4136<br>2795 |  | 68<br>66        | 2    | 32<br>31      | 12<br>12 | 14<br>14          | 6<br>7       | 20<br>21          |
| 46. THE COMPANY IS TOO LENIENT WITH EMPLOYEES WHO PERFORM POORLY. (DISAGREE)     | 4126<br>2784 |  | 46<br>48        | -2   | 26<br>25      | 20<br>21 | 18<br>17          | 15<br>14     | 34<br>31*         |
| 58. MY PERFORMANCE APPRAISALS HAVE BEEN CONDUCTED ON A REGULAR AND TIMELY BASIS. | 4125         |  | 52              |      | 25            | 13       | 17                | 18           | 35                |

INR





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| 159    | VS. REGION I                  |      |
| 572    | AND REGIONS OVERALL           |      |
| 1696   | AND NRC OVERALL 1998          |      |



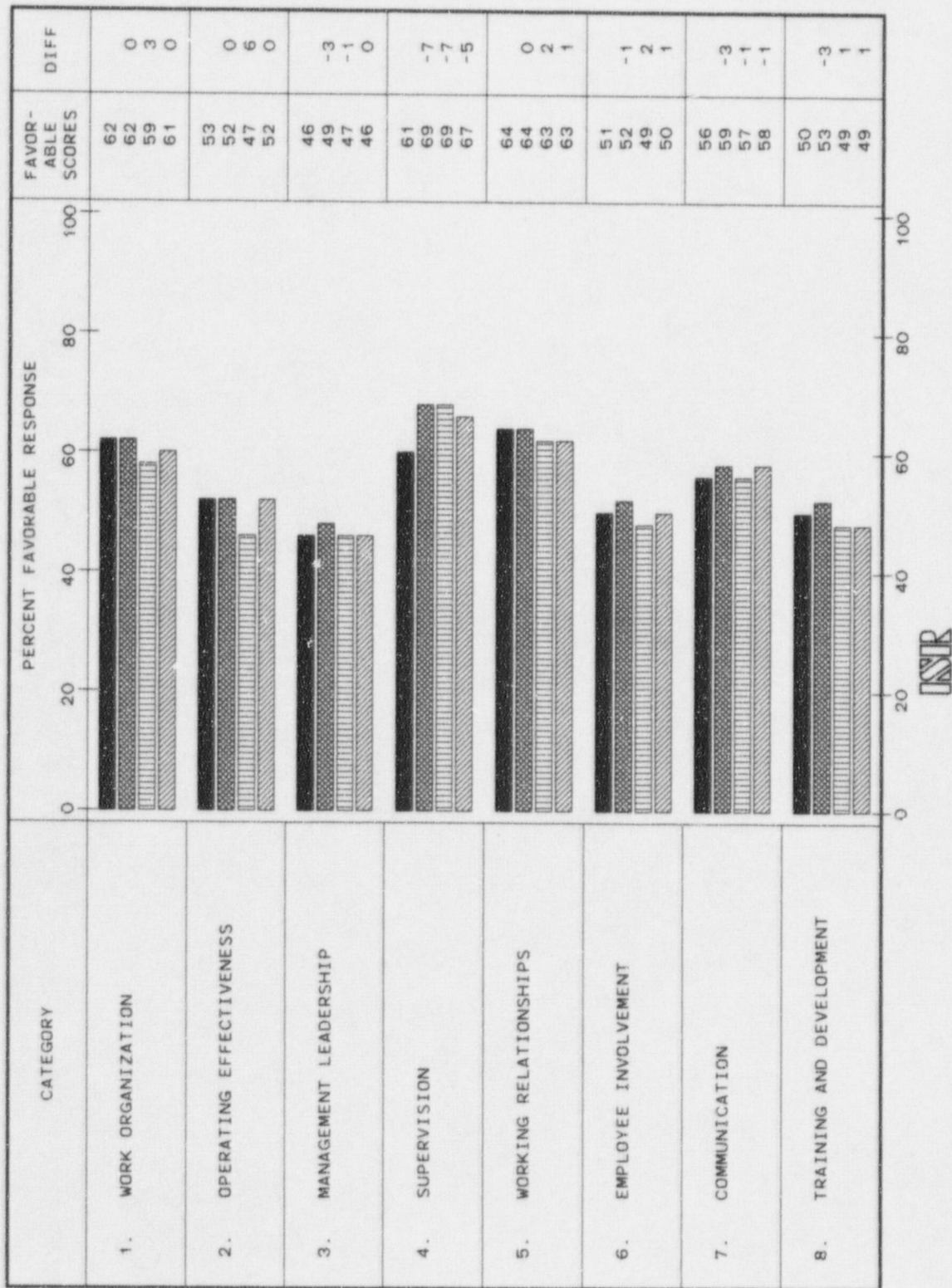


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SUMMARY PROFILE

| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
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| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |



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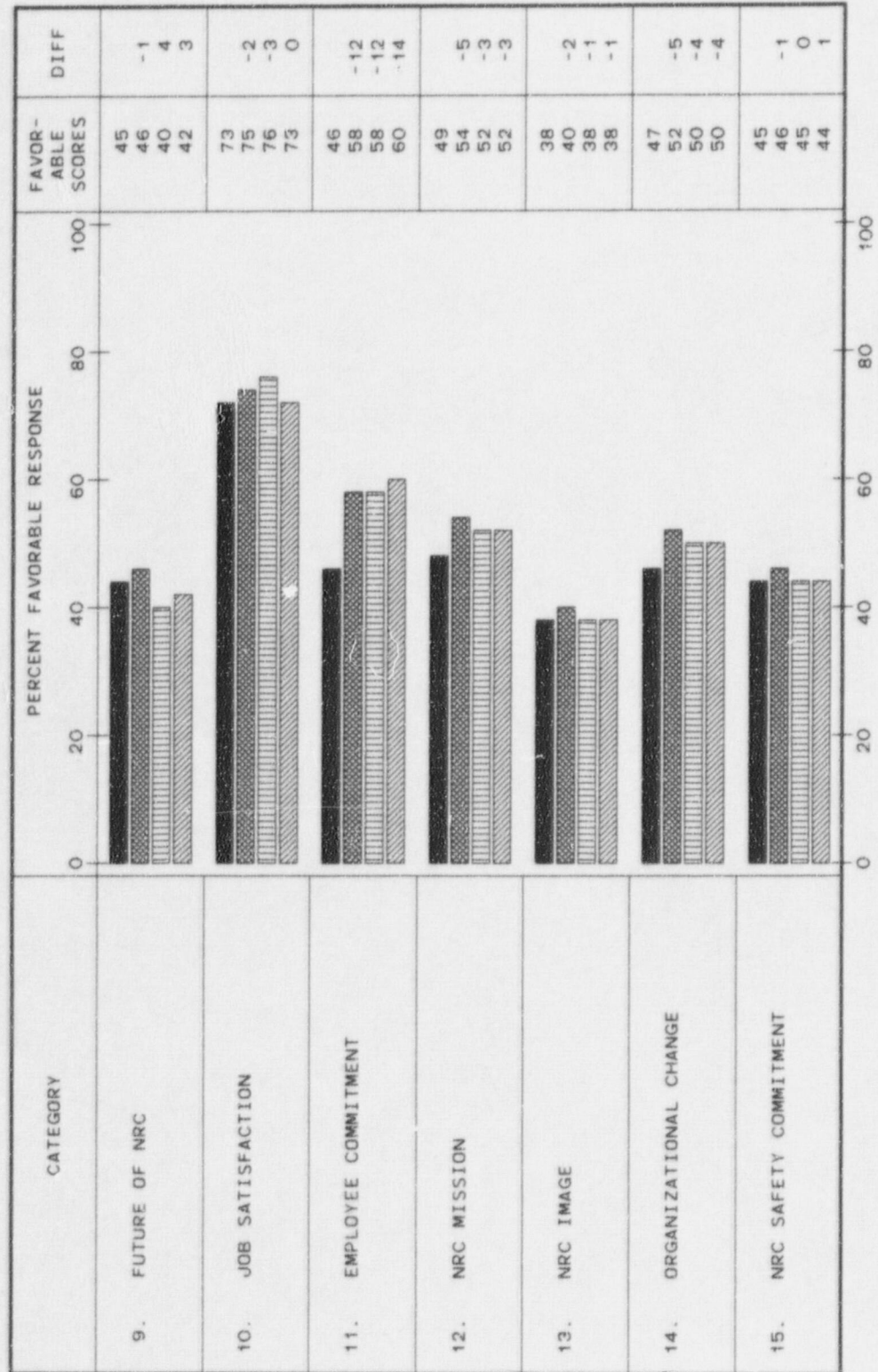




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| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |



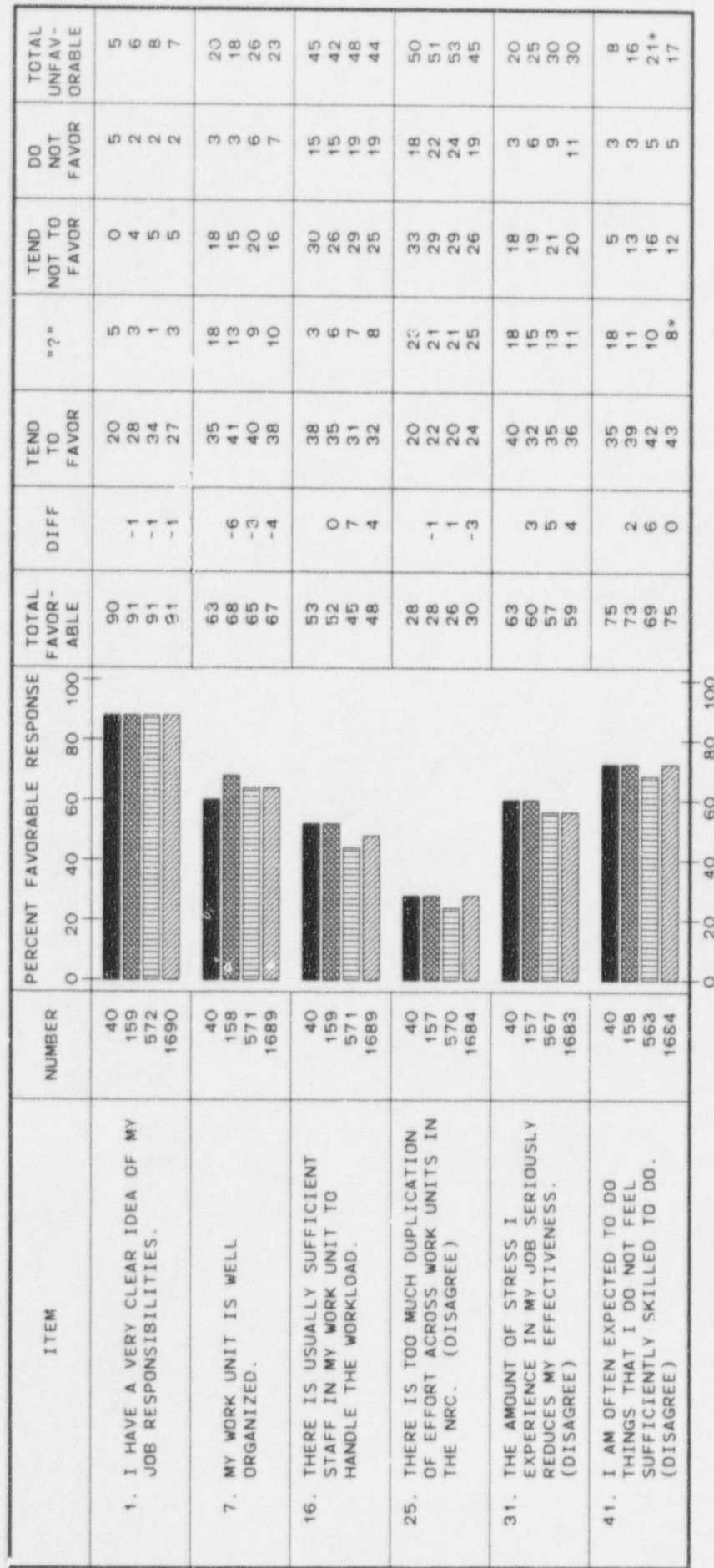


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| GROUP                         | SYMBOL | NUMBER |
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CATEGORY 1: WORK ORGANIZATION



\*A STATISTICALLY SIGNIFICANT COMPARISON



ITEM PROFILE

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|-------------------------------|--------|--------|
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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 2: OPERATING EFFECTIVENESS

| ITEM                                                                                                         | NUMBER                   | PERCENT FAVORABLE RESPONSE | TOTAL FAVORABLE      | DIFF             | TEND TO FAVOR        | "?"                | TEND NOT TO FAVOR    | DO NOT FAVOR         | TOTAL UNFAVORABLE      |
|--------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|----------------------|------------------|----------------------|--------------------|----------------------|----------------------|------------------------|
| 12. PRIORITIES OR WORK OBJECTIVES ARE CHANGED SO FREQUENTLY, I HAVE TROUBLE GETTING MY WORK DONE. (DISAGREE) | 40<br>159<br>572<br>1689 |                            | 50<br>57<br>46<br>53 | -7<br>4<br>-3    | 30<br>37<br>30<br>33 | 8<br>9<br>10<br>10 | 33<br>23<br>28<br>23 | 10<br>11<br>16<br>15 | 43<br>34<br>43<br>37   |
| 21. I HAVE THE COMPUTER SYSTEMS SUPPORT I NEED TO DO MY JOB EFFECTIVELY.                                     | 40<br>159<br>570<br>1688 |                            | 83<br>65<br>61<br>72 | 17*<br>21*<br>10 | 45<br>36<br>35<br>35 | 3<br>2<br>4<br>4   | 8<br>21<br>20<br>14  | 8<br>12<br>15<br>9   | 15<br>33*<br>35*<br>23 |
| 32. THERE IS TOO MUCH UNNECESSARY PAPERWORK IN MY JOB. (DISAGREE)                                            | 40<br>158<br>568<br>1685 |                            | 23<br>26<br>22<br>29 | -3<br>0<br>-6    | 18<br>18<br>15<br>21 | 18<br>9<br>8*<br>9 | 40<br>37<br>37<br>34 | 20<br>28<br>33<br>28 | 60<br>65<br>70<br>62   |
| 44. THE PRIORITIZATION OF TASKS IN MY WORK UNIT IS CLEAR.                                                    | 40<br>158<br>563<br>1673 |                            | 55<br>61<br>56<br>55 | -6<br>-1<br>0    | 30<br>39<br>38<br>35 | 5<br>7<br>8<br>9   | 28<br>22<br>24<br>23 | 13<br>11<br>12<br>13 | 40<br>32<br>36<br>36   |

\*A STATISTICALLY SIGNIFICANT COMPARISON





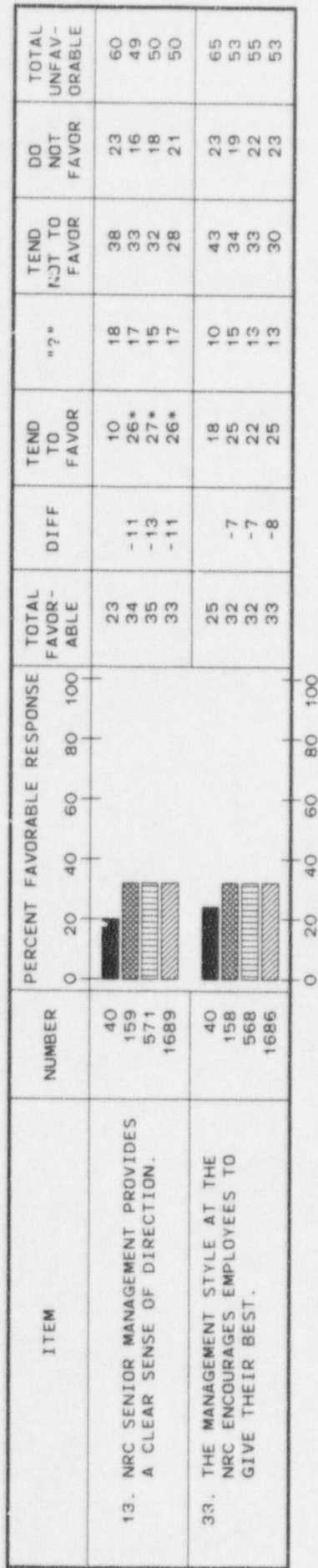
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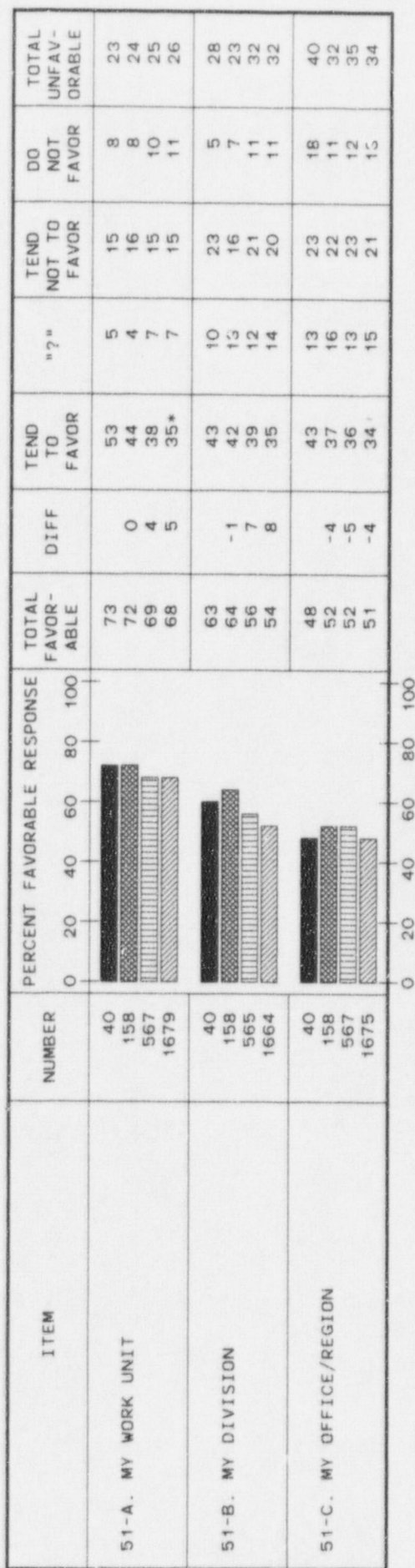
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CATEGORY 3: MANAGEMENT LEADERSHIP



51. IN MY JUDGMENT, THE FOLLOWING ARE WELL MANAGED:



\*A STATISTICALLY SIGNIFICANT COMPARISON

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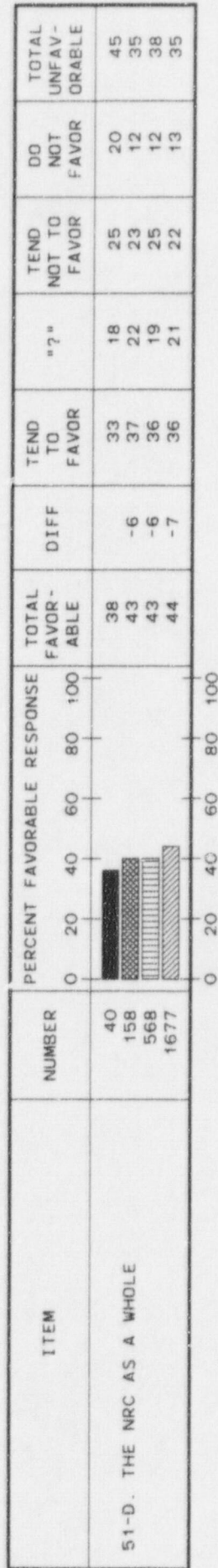
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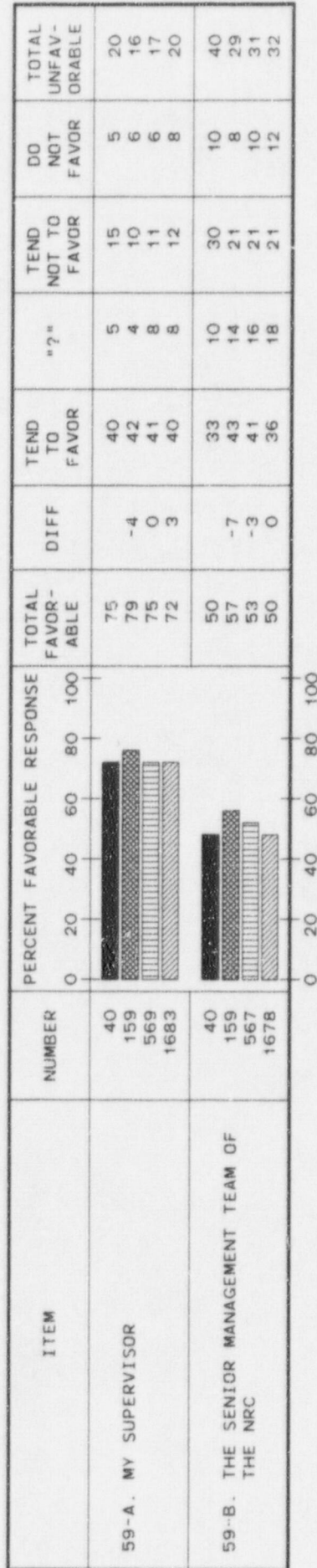
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CATEGORY 3: MANAGEMENT LEADERSHIP (CONTINUED)

51. IN MY JUDGMENT, THE FOLLOWING ARE WELL MANAGED:



59. I HAVE CONFIDENCE IN THE DECISIONS MADE BY:





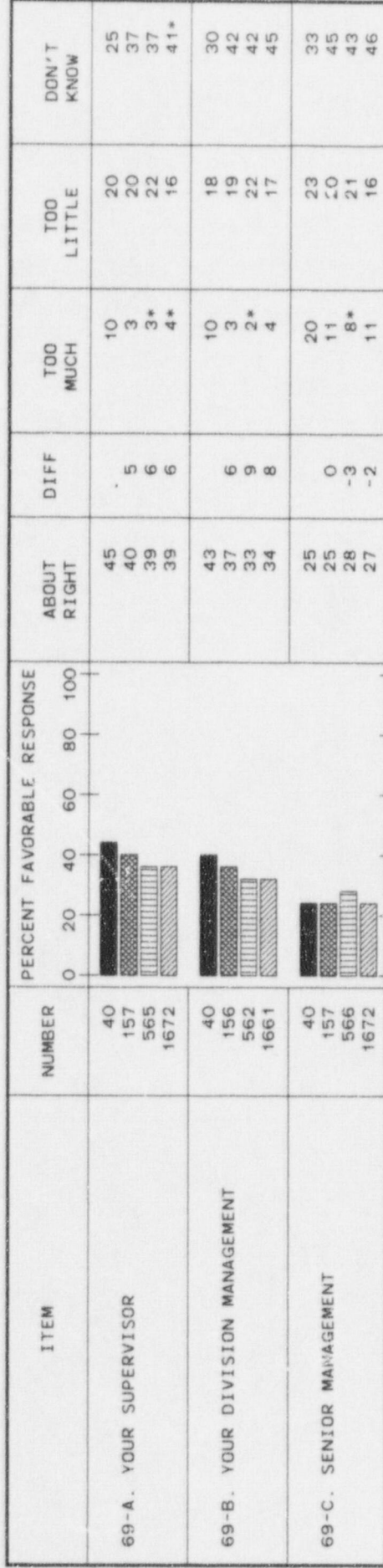
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CATEGORY 3: MANAGEMENT LEADERSHIP (CONTINUED)

69. PLEASE RATE THE AMOUNT OF EFFORT THE FOLLOWING LEVELS OF MANAGEMENT ARE MAKING TO IMPLEMENT "RISK-INFORMED METHODOLOGIES" IN YOUR AREA:



\*A STATISTICALLY SIGNIFICANT COMPARISON

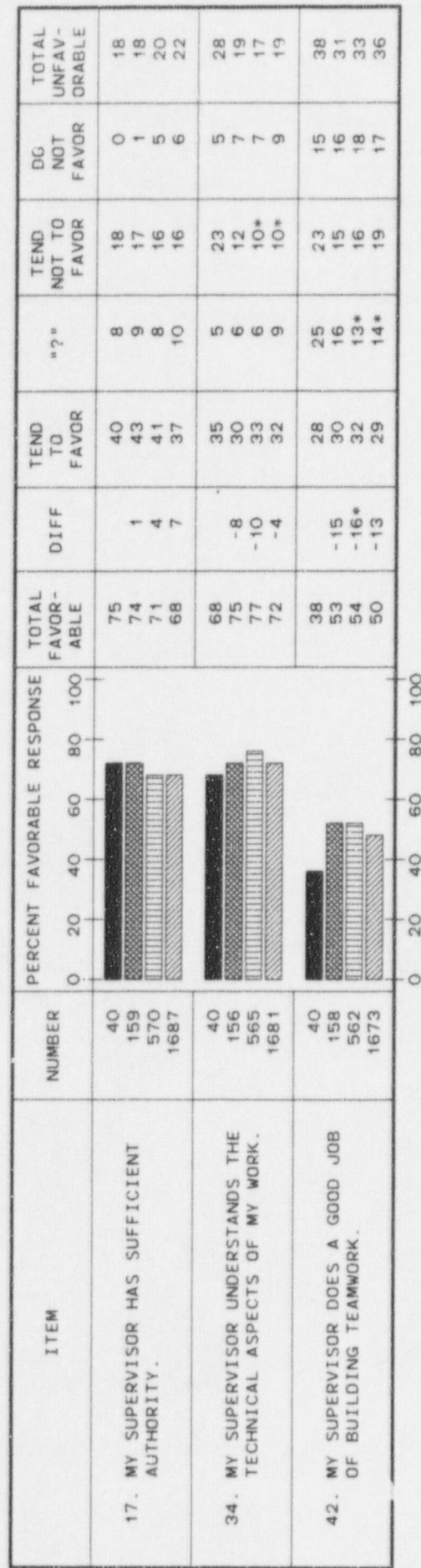




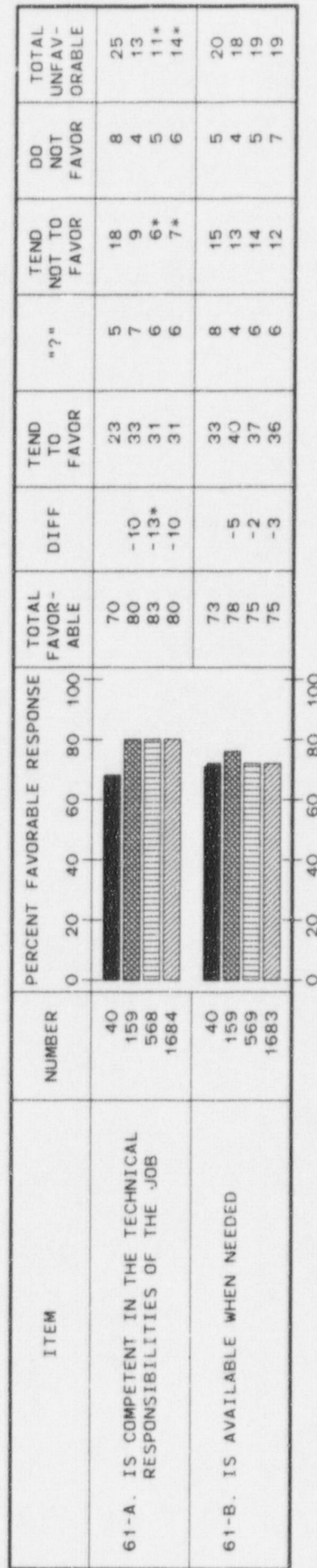
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CATEGORY 4: SUPERVISION



61. MY SUPERVISOR:



\*A STATISTICALLY SIGNIFICANT COMPARISON



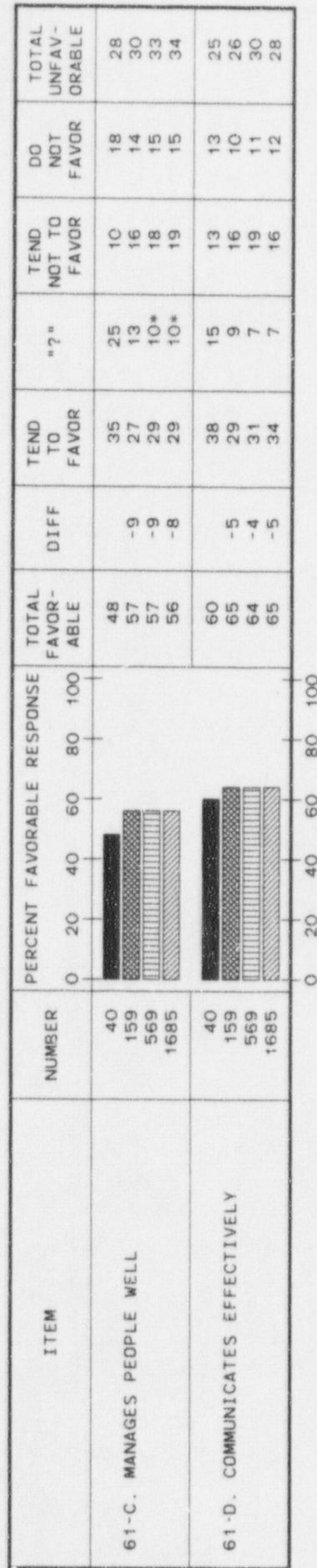
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CATEGORY 4: SUPERVISION (CONTINUED)

61. MY SUPERVISOR:



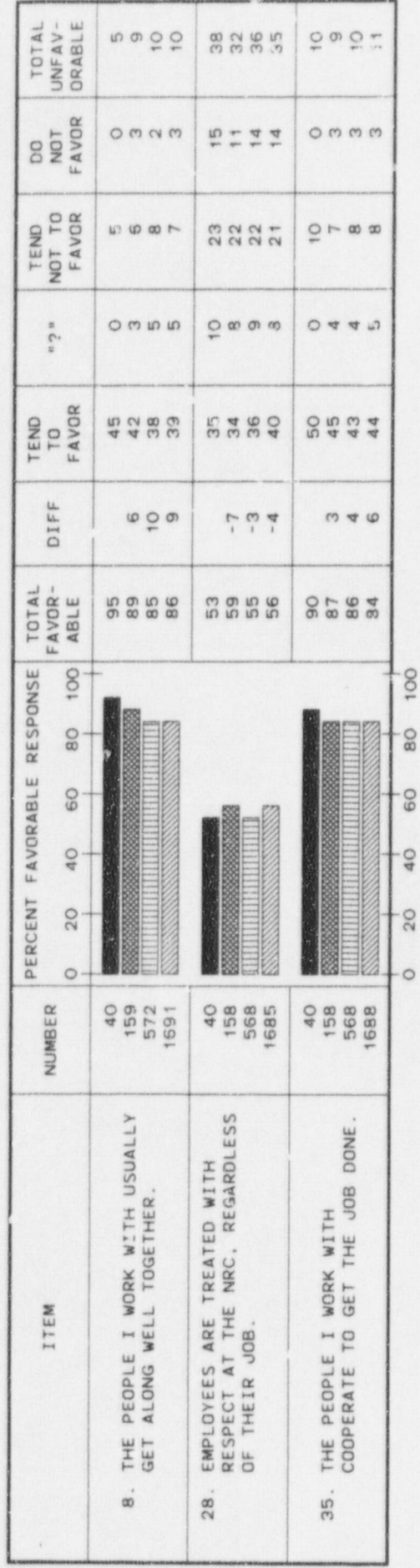
\*A STATISTICALLY SIGNIFICANT COMPARISON



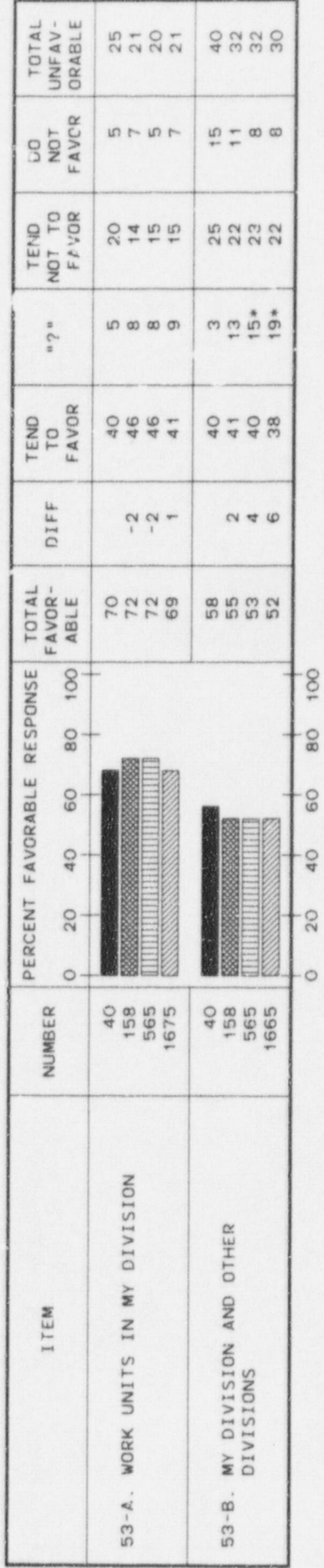
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CATEGORY 5: WORKING RELATIONSHIPS



53. IN MY EXPERIENCE, THERE IS GOOD COOPERATION BETWEEN:



\*A STATISTICALLY SIGNIFICANT COMPARISON







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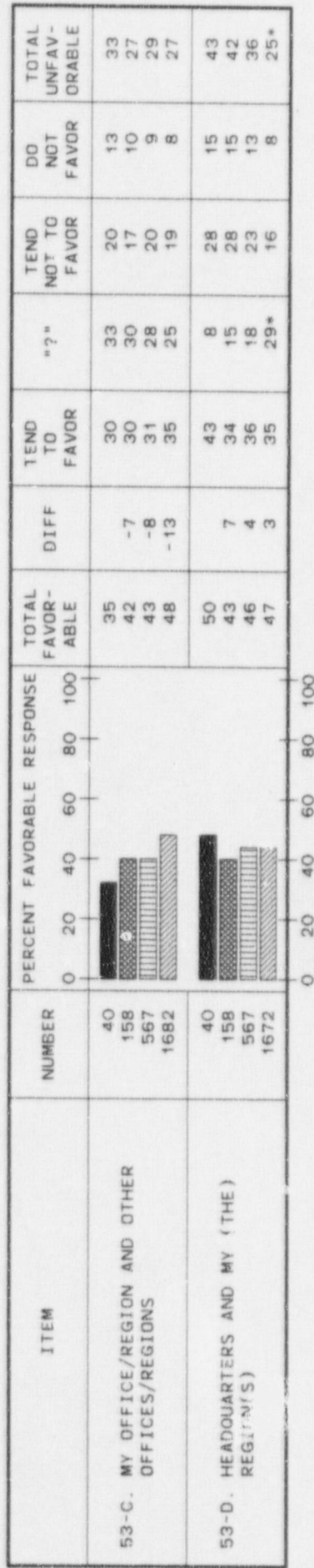
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CATEGORY 5: WORKING RELATIONSHIPS (CONTINUED)

53. IN MY EXPERIENCE, THERE IS GOOD COOPERATION BETWEEN:



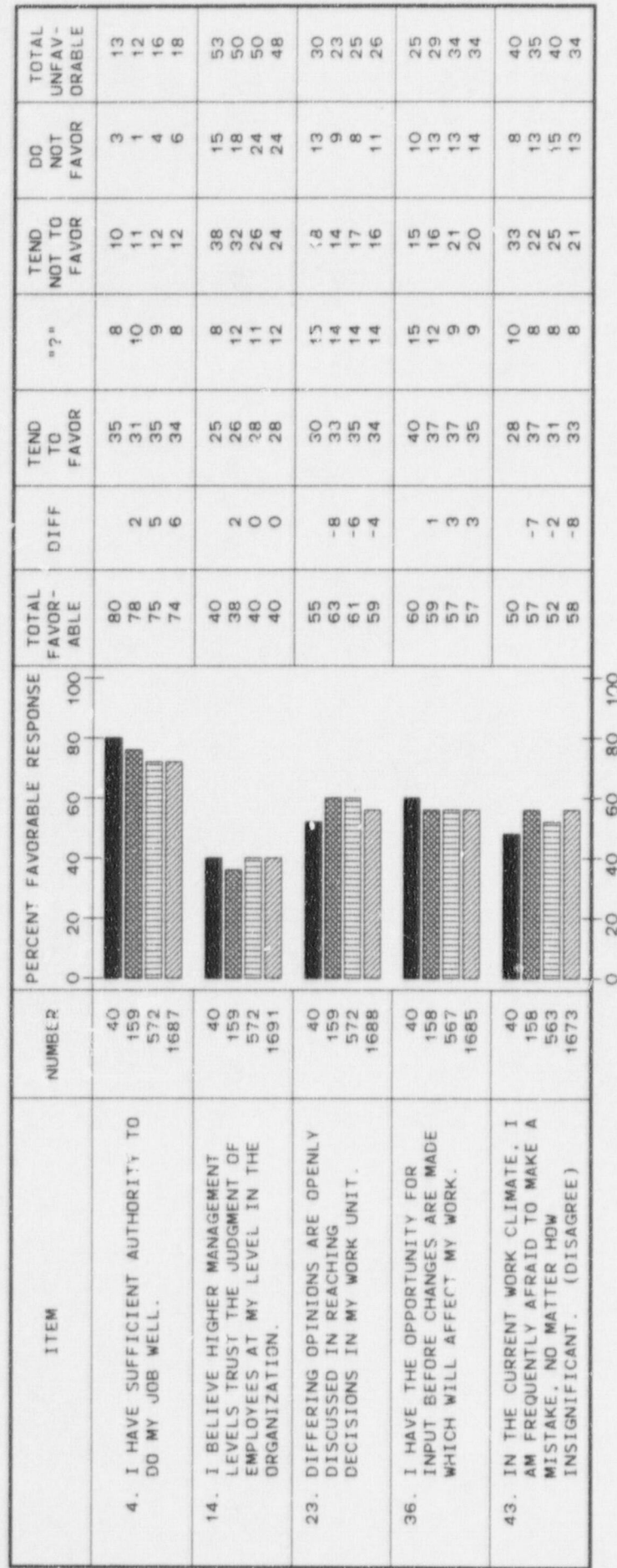
\*A STATISTICALLY SIGNIFICANT COMPARISON



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CATEGORY 6: EMPLOYEE INVOLVEMENT





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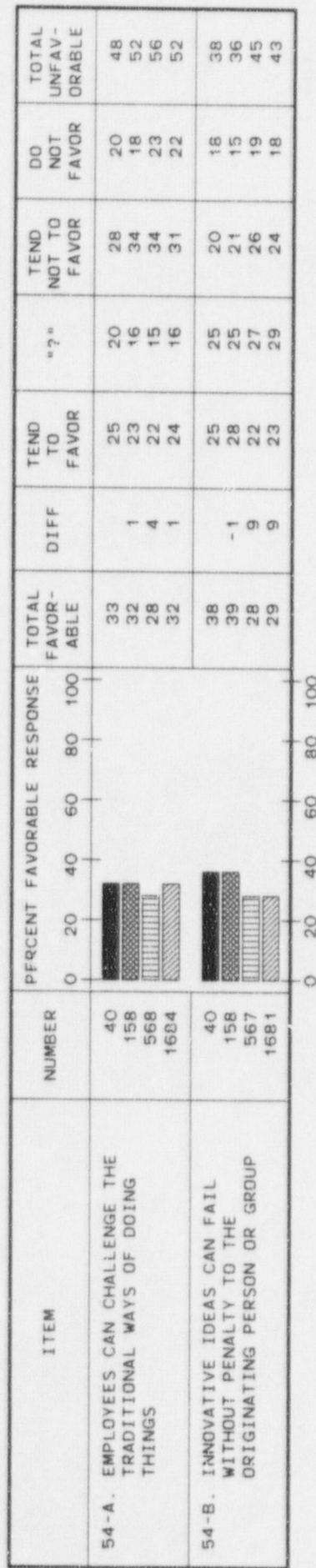
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CATEGORY 6: EMPLOYEE INVOLVEMENT (CONTINUED)

54. THE NRC HAS ESTABLISHED A CLIMATE WHERE:







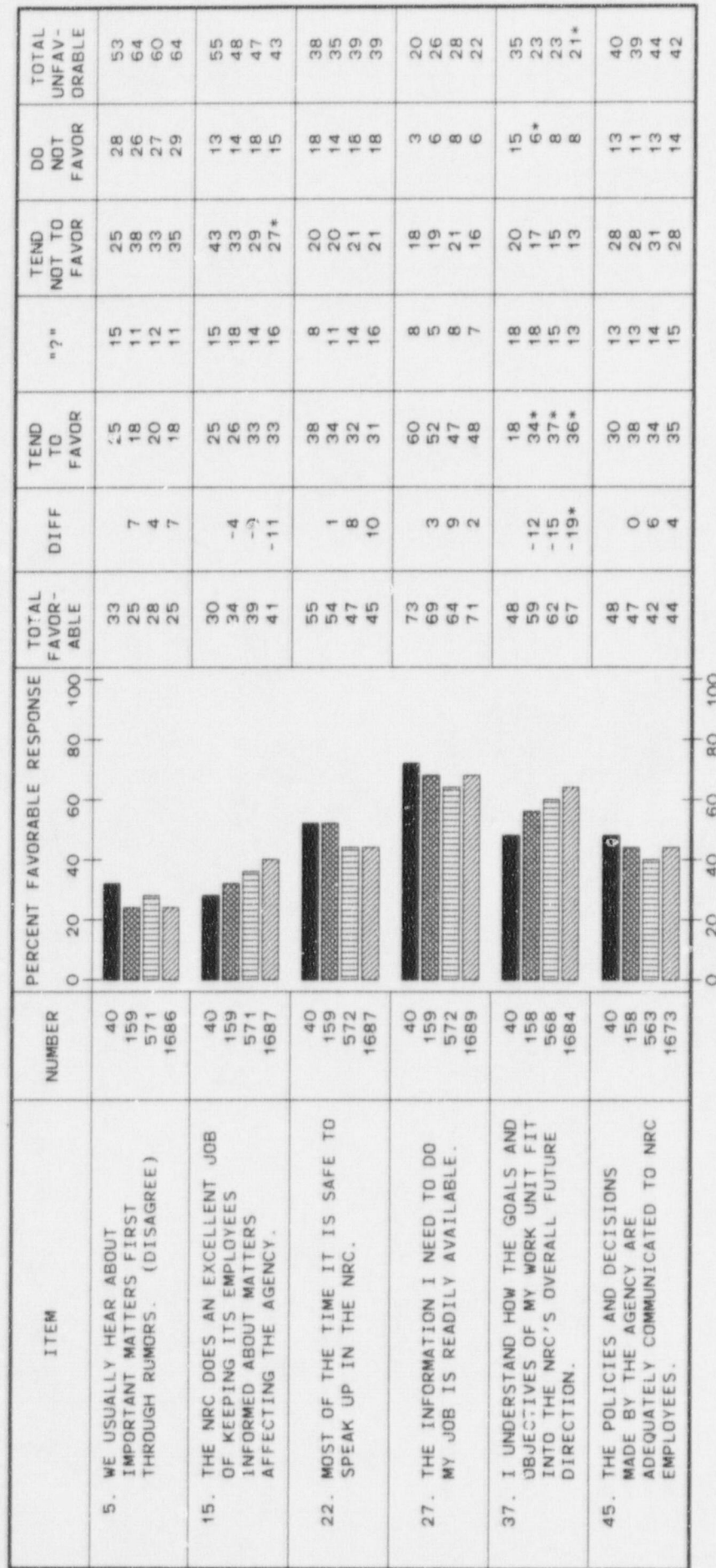
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| NRC OVERALL 1998              | X      | 96     |

CATEGORY 7: COMMUNICATION



\* A STATISTICALLY SIGNIFICANT COMPARISON

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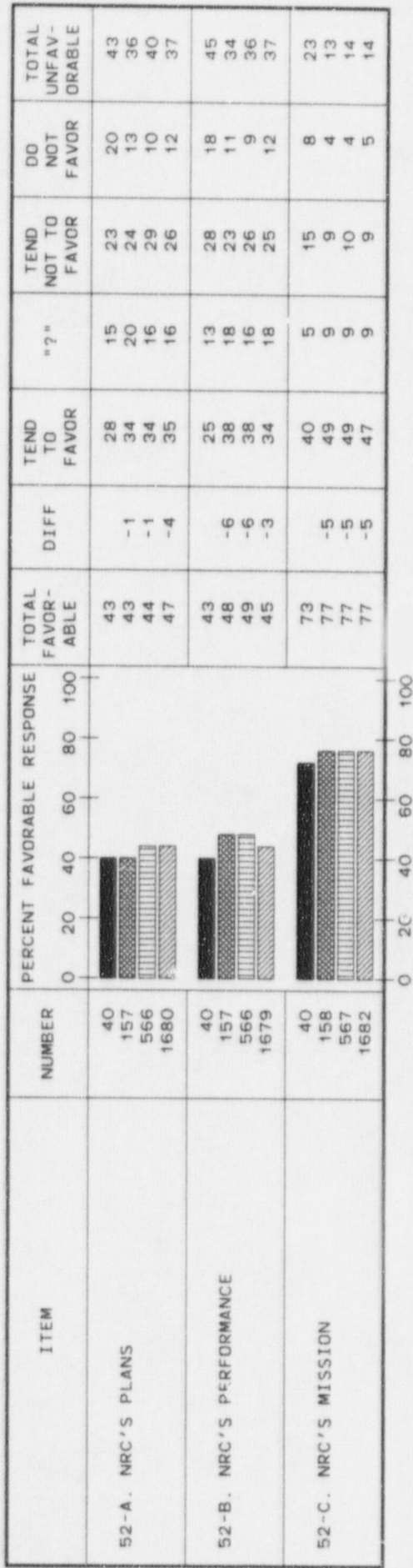
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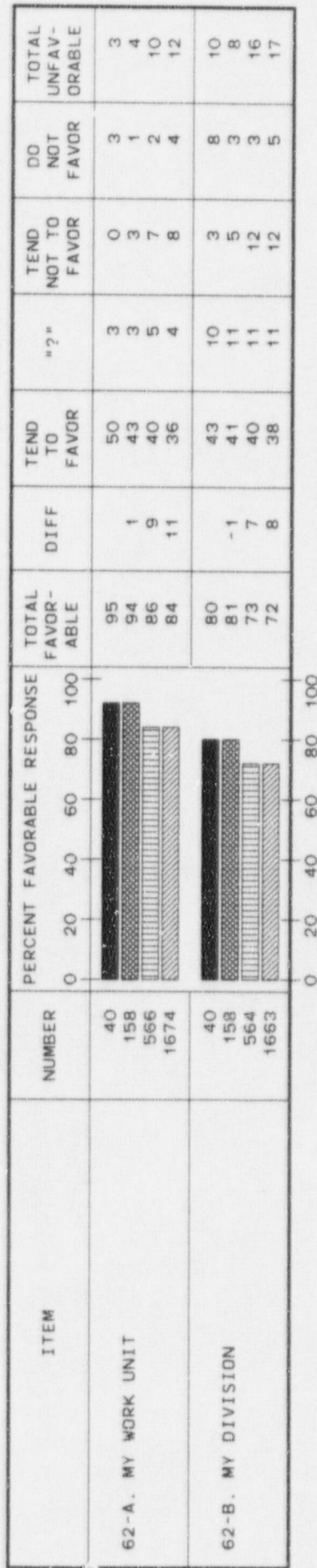
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CATEGORY 7: COMMUNICATION (CONTINUED)

52. I AM SUFFICIENTLY INFORMED ABOUT:



62. I HAVE A CLEAR UNDERSTANDING OF THE GOALS AND OBJECTIVES OF:





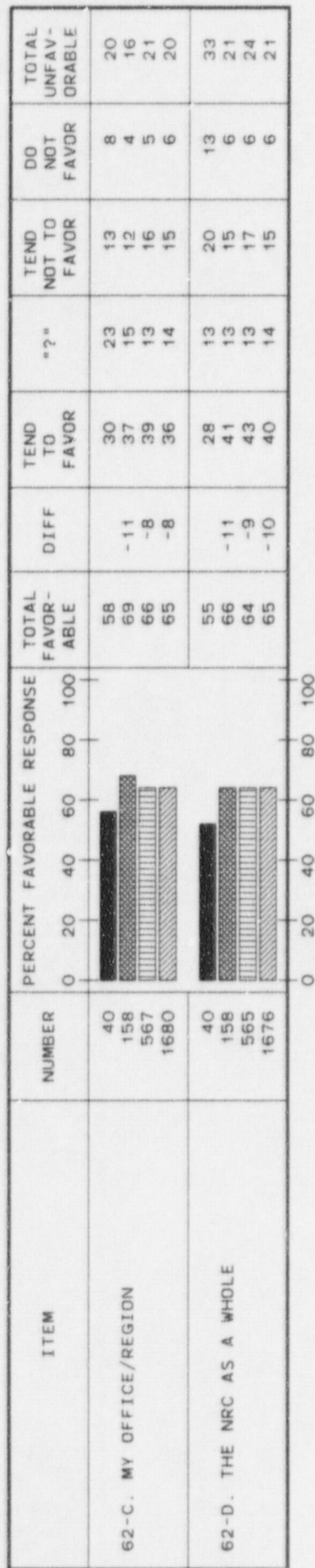
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CATEGORY 7: COMMUNICATION (CONTINUED)

62. I HAVE A CLEAR UNDERSTANDING OF THE GOALS AND OBJECTIVES OF:







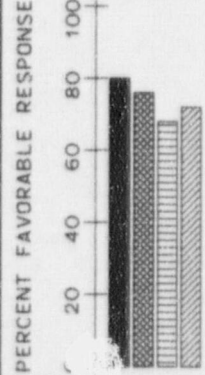
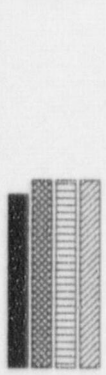
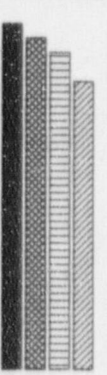
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CATEGORY 8: TRAINING AND DEVELOPMENT

| ITEM                                                                                                                              | NUMBER                   | PERCENT FAVORABLE RESPONSE                                                           | TOTAL FAVORABLE      | DIFF           | TEND TO FAVOR        | "?"                   | TEND NOT TO FAVOR     | DO NOT FAVOR        | TOTAL UNFAVORABLE    |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------------|----------------------|----------------|----------------------|-----------------------|-----------------------|---------------------|----------------------|
| 3. THE TRAINING I HAVE RECEIVED FROM THE NRC HAS ADEQUATELY PREPARED ME FOR THE WORK I DO.                                        | 40<br>159<br>571<br>1687 |    | 80<br>76<br>71<br>73 | 4<br>9<br>7    | 53<br>45<br>44<br>38 | 5<br>8<br>6<br>8      | 10<br>13<br>15<br>14  | 5<br>4<br>7<br>6    | 15<br>16<br>22<br>19 |
| 9. IN MY EXPERIENCE WITH THE NRC, HIGH-QUALITY PERFORMANCE IS USUALLY RECOGNIZED.                                                 | 40<br>159<br>572<br>1690 |    | 48<br>55<br>54<br>53 | -8<br>-6<br>-5 | 33<br>37<br>37<br>35 | 10<br>10<br>13<br>12  | 33<br>27<br>23<br>23  | 10<br>8<br>10<br>12 | 43<br>35<br>33<br>35 |
| 24. I HAVE A GOOD UNDERSTANDING OF MY TRAINING NEEDS REGARDING RISK-INFORMED METHODOLOGIES (E.G., PROBABILISTIC RISK ASSESSMENT). | 40<br>158<br>570<br>1674 |   | 55<br>46<br>46<br>43 | 9<br>9<br>12   | 35<br>28<br>29<br>26 | 15<br>30<br>28<br>34* | 25<br>19<br>16<br>14* | 5<br>5<br>9<br>10   | 30<br>24<br>26<br>23 |
| 38. I HAVE SUFFICIENT KNOWLEDGE OF SAFETY CONCEPTS TO APPLY THEM IN MY JOB.                                                       | 40<br>158<br>568<br>1679 |  | 98<br>92<br>90<br>81 | 6<br>7<br>17*  | 23<br>28<br>31<br>31 | 0<br>8<br>8<br>16*    | 3<br>1<br>1<br>2      | 0<br>0<br>0<br>1    | 3<br>1<br>1<br>3     |

\*A STATISTICALLY SIGNIFICANT COMPARISON

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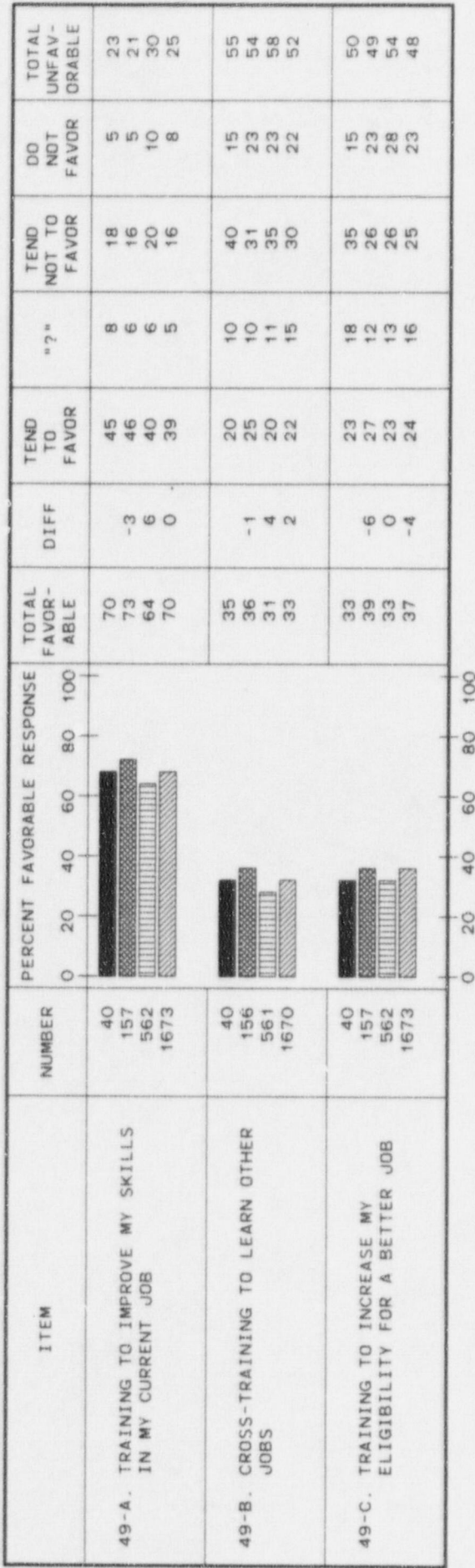


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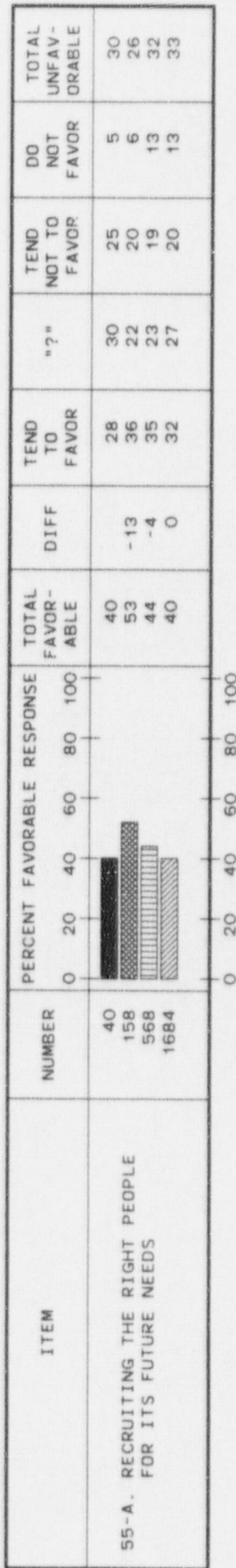
| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 8: TRAINING AND DEVELOPMENT (CONTINUED)

49. THERE ARE SUFFICIENT OPPORTUNITIES FOR ME TO RECEIVE:



55. I THINK THE NRC IS DOING A GOOD JOB OF:





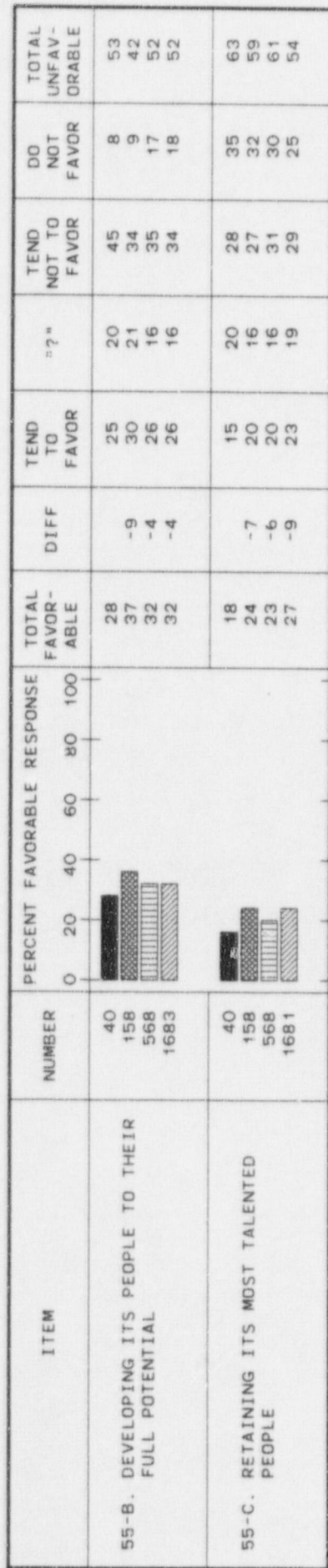
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CATEGORY 8: TRAINING AND DEVELOPMENT (CONTINUED)

55. I THINK THE NRC IS DOING A GOOD JOB OF:



PLEASE REFER TO THE FOLLOWING KEY FOR THE REPORT HEADINGS USED FOR QUESTION 65.

1. CHANGE FOR THE BETTER
2. STAY THE SAME, GENERALLY GOOD
3. STAY THE SAME, GENERALLY POOR
4. CHANGE FOR THE WORSE
5. NO OPINION

| ITEM                                                                                                                       | NUMBER                   | 1.                       | 2.                           | 3.                           | 4.                             | 5.                       |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|------------------------------|------------------------------|--------------------------------|--------------------------|
| 65. IN LIGHT OF NUCLEAR INDUSTRY AND GOVERNMENTAL TRENDS, OPPORTUNITIES FOR PERSONAL DEVELOPMENT AND GROWTH ARE LIKELY TO: | 40<br>154<br>549<br>1625 | H 3<br>E 4<br>A 3<br>X 3 | H 10<br>E 18<br>A 21<br>X 21 | H 18<br>E 23<br>A 17<br>X 18 | H 68<br>E 48*<br>A 52<br>X 49* | H 3<br>E 6<br>A 6<br>X 9 |

\*A STATISTICALLY SIGNIFICANT COMPARISON



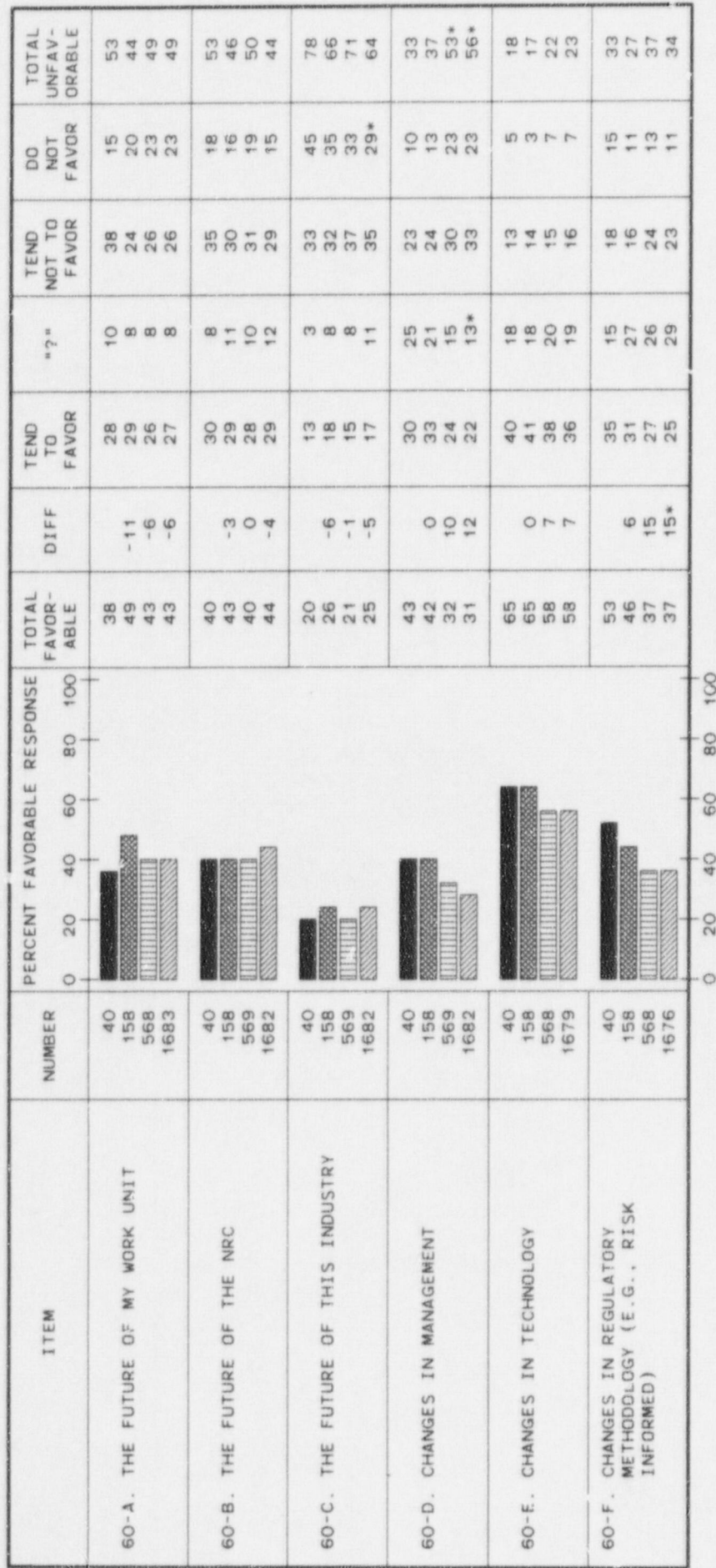


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CATEGORY 9: FUTURE OF NRC

60. I AM FREQUENTLY CONCERNED ABOUT THE FOLLOWING: (DISAGREE)



\*A STATISTICALLY SIGNIFICANT COMPARISON





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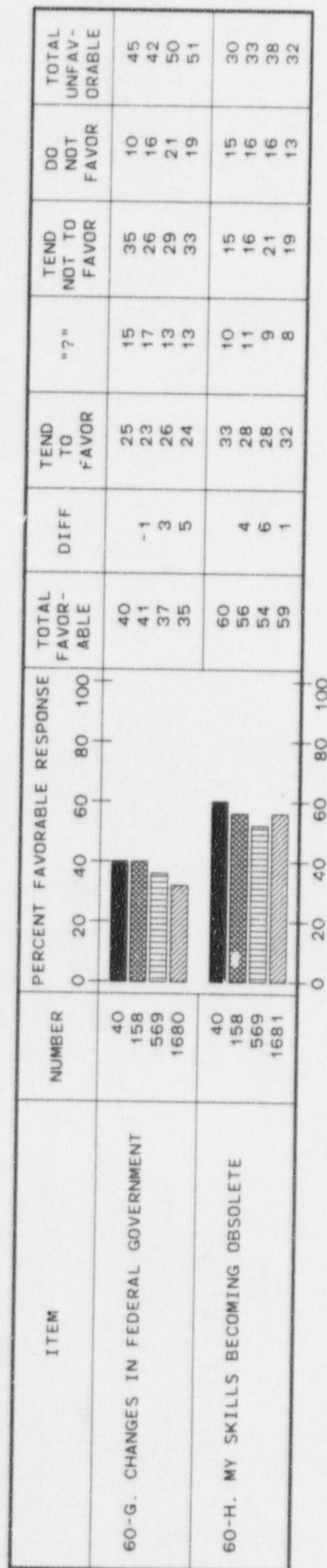
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| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 9: FUTURE OF NRC (CONTINUED)

60. I AM FREQUENTLY CONCERNED ABOUT THE FOLLOWING: (DISAGREE)



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|-------------------------------|--------|--------|
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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 10: JOB SATISFACTION

| ITEM                                                                 | NUMBER                   | PERCENT FAVORABLE RESPONSE | TOTAL FAVORABLE      | DIFF           | TEND TO FAVOR         | "?"              | TEND NOT TO FAVOR    | DO NOT FAVOR       | TOTAL UNFAVORABLE     |
|----------------------------------------------------------------------|--------------------------|----------------------------|----------------------|----------------|-----------------------|------------------|----------------------|--------------------|-----------------------|
| 11. I AM DOING SOMETHING I CONSIDER REALLY WORTHWHILE IN MY JOB.     | 40<br>158<br>571<br>1690 |                            | 80<br>79<br>82<br>79 | 1<br>-2<br>1   | 50<br>42<br>42<br>39  | 5<br>9<br>7<br>7 | 10<br>8<br>8<br>9    | 5<br>4<br>3<br>5   | 15<br>12<br>11<br>14  |
| 29. MY WORK GIVES ME A SENSE OF PERSONAL ACCOMPLISHMENT.             | 40<br>158<br>568<br>1688 |                            | 73<br>73<br>76<br>72 | 0<br>-3<br>1   | 48<br>37<br>42<br>40  | 8<br>5<br>6<br>7 | 13<br>16<br>12<br>13 | 8<br>6<br>7<br>9   | 20<br>22<br>19<br>21  |
| 39. I THINK THE JOB I PERFORM IS CONSIDERED IMPORTANT IN THE NRC.    | 40<br>158<br>568<br>1685 |                            | 70<br>76<br>77<br>75 | -6<br>-7<br>-5 | 18<br>22<br>27<br>32* | 3<br>8<br>7<br>8 | 18<br>11<br>10<br>11 | 10<br>5<br>6<br>7  | 28<br>16<br>15*<br>18 |
| 47. MY JOB OFFERS LITTLE OPPORTUNITY TO USE MY ABILITIES. (DISAGREE) | 40<br>158<br>561<br>1668 |                            | 70<br>71<br>70<br>68 | -1<br>0<br>2   | 43<br>39<br>40<br>37  | 8<br>8<br>7<br>7 | 13<br>13<br>13<br>15 | 10<br>8<br>9<br>10 | 23<br>21<br>23<br>25  |

\*A STATISTICALLY SIGNIFICANT COMPARISON





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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 11: EMPLOYEE COMMITMENT

| ITEM                                                                         | NUMBER                   | PERCENT FAVORABLE RESPONSE | TOTAL FAVORABLE      | DIFF              | TEND TO FAVOR        | "?"                  | TEND NOT TO FAVOR    | DO NOT FAVOR            | TOTAL UNFAVORABLE    |
|------------------------------------------------------------------------------|--------------------------|----------------------------|----------------------|-------------------|----------------------|----------------------|----------------------|-------------------------|----------------------|
| 18. THE LONGER YOU WORK FOR THE NRC, THE MORE YOU FEEL A PART OF THE AGENCY. | 40<br>159<br>571<br>1689 |                            | 35<br>50<br>45<br>48 | -15<br>-10<br>-13 | 23<br>30<br>31<br>32 | 20<br>18<br>15<br>17 | 18<br>21<br>26<br>22 | 28<br>12*<br>13*<br>13* | 45<br>33<br>39<br>35 |
| 40. I WOULD RECOMMEND THE NRC AS A GOOD PLACE TO WORK.                       | 40<br>158<br>566<br>1684 |                            | 58<br>67<br>65<br>66 | -10<br>-7<br>-8   | 33<br>39<br>38<br>36 | 18<br>13<br>13<br>13 | 8<br>9<br>12<br>11   | 18<br>10<br>10<br>10    | 25<br>20<br>22<br>21 |
| 46. I AM PROUD TO BE ASSOCIATED WITH THE NRC.                                | 40<br>158<br>563<br>1571 |                            | 65<br>72<br>79<br>75 | -7<br>-14*<br>-10 | 38<br>38<br>41<br>38 | 18<br>14<br>10<br>13 | 13<br>11<br>8<br>8   | 5<br>3<br>4<br>4        | 18<br>14<br>12<br>12 |

\*A STATISTICALLY SIGNIFICANT COMPARISON

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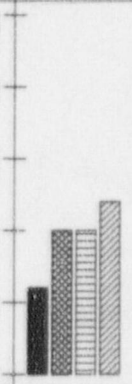
ITEM PROFILE

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| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
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CATEGORY 11: EMPLOYEE COMMITMENT (CONTINUED)

PLEASE REFER TO THE FOLLOWING KEY FOR THE REPORT HEADINGS USED FOR QUESTION 66.

- 1. ONE OF THE BEST/ABOVE AVERAGE
- 2. ONE OF THE BEST
- 3. ABOVE AVERAGE
- 4. ABOUT AVERAGE
- 5. BELOW AVERAGE
- 6. ONE OF THE WORST
- 7. NO OPINION

| ITEM                                                                                                                                  | NUMBER                   | PERCENT FAVORABLE RESPONSE                                                         | 1.                   | DIFF                | 2.                  | 3.                    | 4.                   | 5.                     | 6.                | 7.               |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------------|----------------------|---------------------|---------------------|-----------------------|----------------------|------------------------|-------------------|------------------|
| 66. HOW WOULD YOU RATE THE NRC OVERALL AS AN ORGANIZATION TO WORK FOR COMPARED WITH OTHER ORGANIZATIONS YOU KNOW OR HAVE HEARD ABOUT? | 40<br>159<br>571<br>1685 |  | 25<br>42<br>43<br>51 | -17<br>-18*<br>-26* | 8<br>15<br>14<br>17 | 18<br>26<br>28<br>34* | 35<br>35<br>34<br>29 | 30<br>18<br>17*<br>13* | 10<br>4<br>6<br>4 | 0<br>2<br>1<br>2 |

\*A STATISTICALLY SIGNIFICANT COMPARISON



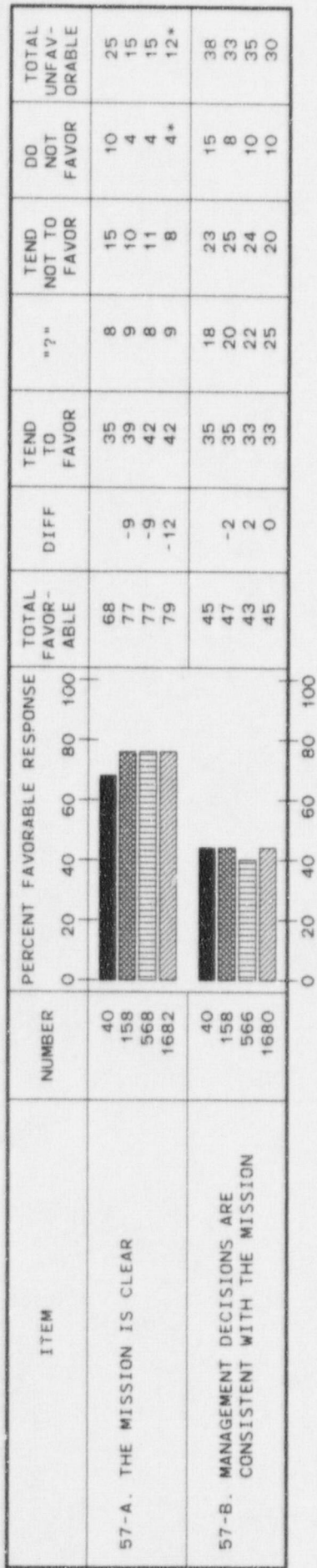
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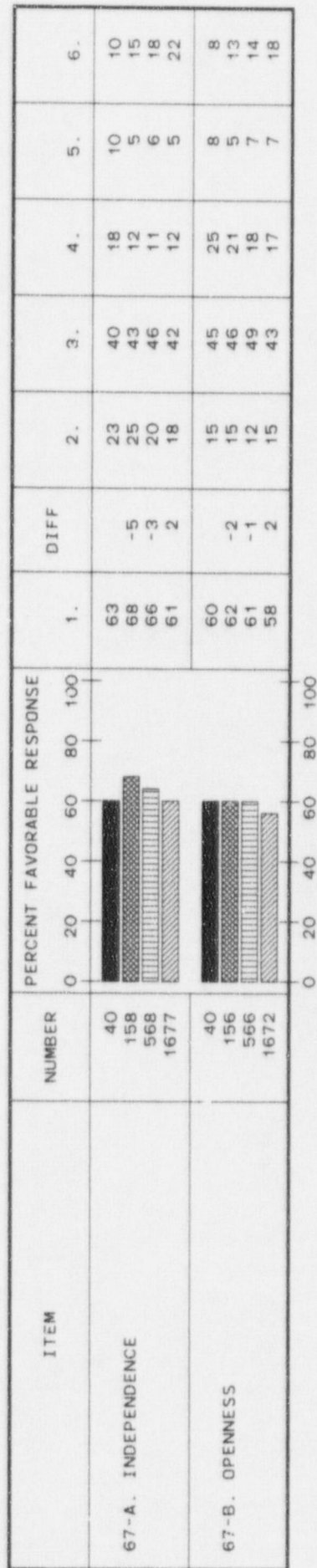
CATEGORY 12: NRC MISSION

57. REGARDING THE NRC'S MISSION, I BELIEVE:



67. OVERALL, HOW SUCCESSFUL HAS THE NRC BEEN IN PUTTING THE FOLLOWING "PRINCIPLES OF GOOD REGULATION" INTO PRACTICE:

1. VERY SUCCESSFUL/MORE SUCCESSFUL THAN UNSUCCESSFUL
2. VERY SUCCESSFUL
3. MORE SUCCESSFUL THAN UNSUCCESSFUL
4. MORE UNSUCCESSFUL THAN SUCCESSFUL
5. VERY UNSUCCESSFUL
6. DON'T KNOW



\*A STATISTICALLY SIGNIFICANT COMPARISON







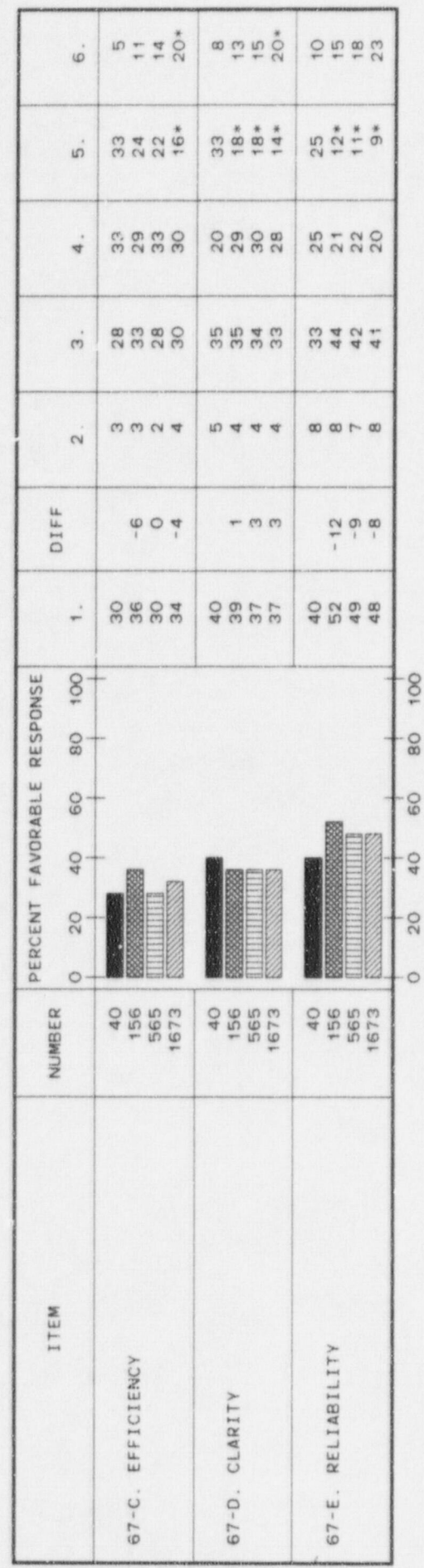
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CATEGORY 12: NRC MISSION (CONTINUED)

67. OVERALL, HOW SUCCESSFUL HAS THE NRC BEEN IN PUTTING THE FOLLOWING "PRINCIPLES OF GOOD REGULATION" INTO PRACTICE:

- 1. VERY SUCCESSFUL/MORE SUCCESSFUL THAN UNSUCCESSFUL
- 2. VERY SUCCESSFUL
- 3. MORE SUCCESSFUL THAN UNSUCCESSFUL
- 4. MORE UNSUCCESSFUL THAN SUCCESSFUL
- 5. VERY UNSUCCESSFUL
- 6. DON'T KNOW



\*A STATISTICALLY SIGNIFICANT COMPARISON

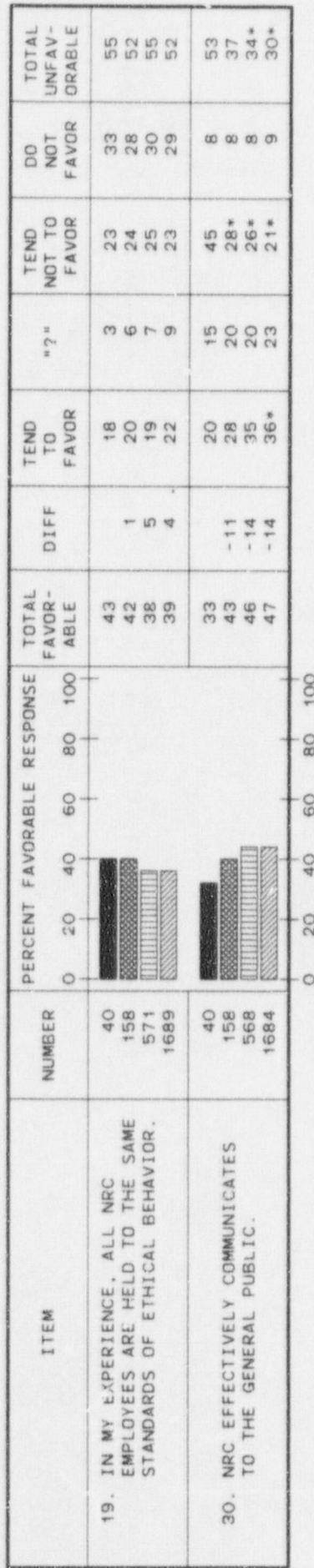


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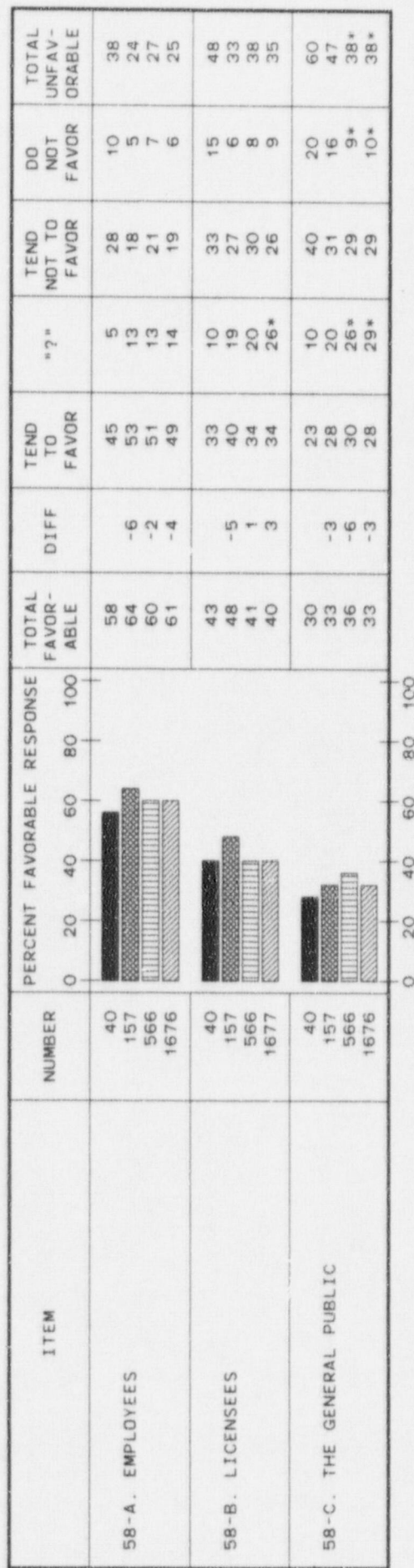
ITEM PROFILE

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|-------------------------------|--------|--------|
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| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 13: NRC IMAGE



58. THE NRC IS HIGHLY REGARDED BY THE FOLLOWING STAKEHOLDERS:



\*A STATISTICALLY SIGNIFICANT COMPARISON

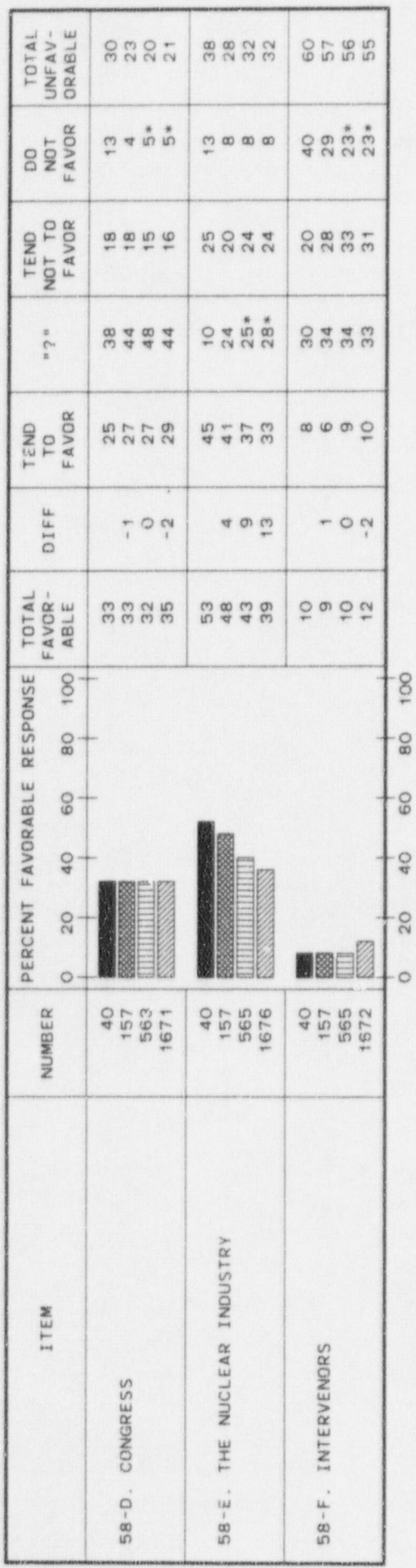


ITEM PROFILE

| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 13: NRC IMAGE (CONTINUED)

58. THE NRC IS HIGHLY REGARDED BY THE FOLLOWING STAKEHOLDERS:



\*A STATISTICALLY SIGNIFICANT COMPARISON







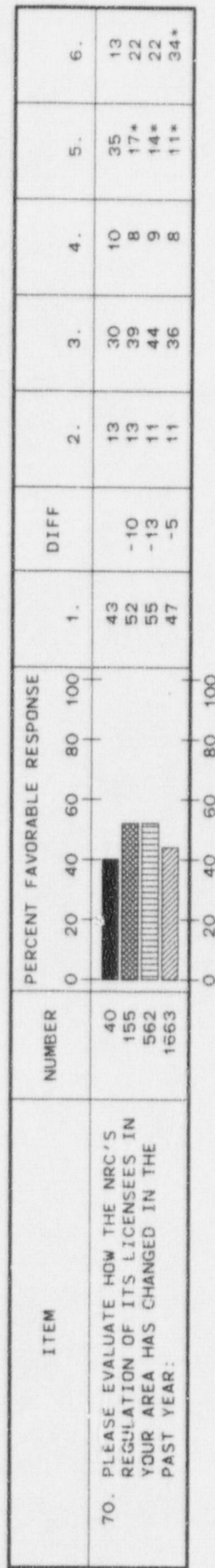
ITEM PROFILE

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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 14: ORGANIZATIONAL CHANGE

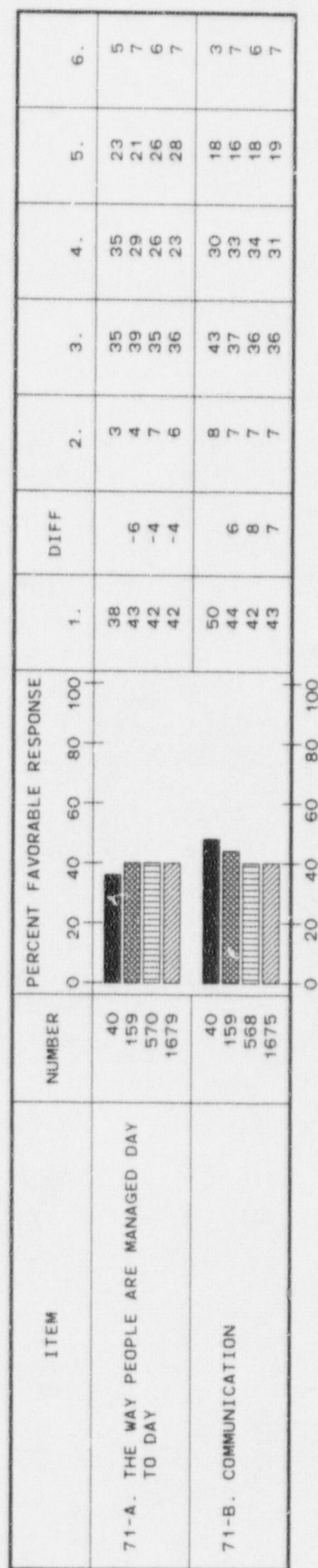
PLEASE REFER TO THE FOLLOWING KEY FOR THE REPORT HEADINGS USED FOR QUESTION 70.

1. CHANGED FOR THE BETTER/STAYED THE SAME, GENERALLY GOOD
2. CHANGED FOR THE BETTER
3. STAYED THE SAME, GENERALLY GOOD
4. STAYED THE SAME, GENERALLY POOR
5. CHANGED FOR THE WORSE
6. NO OPINION



71. IN YOUR EXPERIENCE, PLEASE CONSIDER EACH OF THE FOLLOWING LISTED BELOW FOR THE NRC AND INDICATE HOW YOU THINK THEY HAVE CHANGED IN THE PAST YEAR OR SO:

1. CHANGED FOR THE BETTER/STAYED THE SAME, GENERALLY GOOD
2. CHANGED FOR THE BETTER
3. STAYED THE SAME, GENERALLY GOOD
4. STAYED THE SAME, GENERALLY POOR
5. CHANGED FOR THE WORSE
6. NO OPINION



\*A STATISTICALLY SIGNIFICANT COMPARISON

NRC

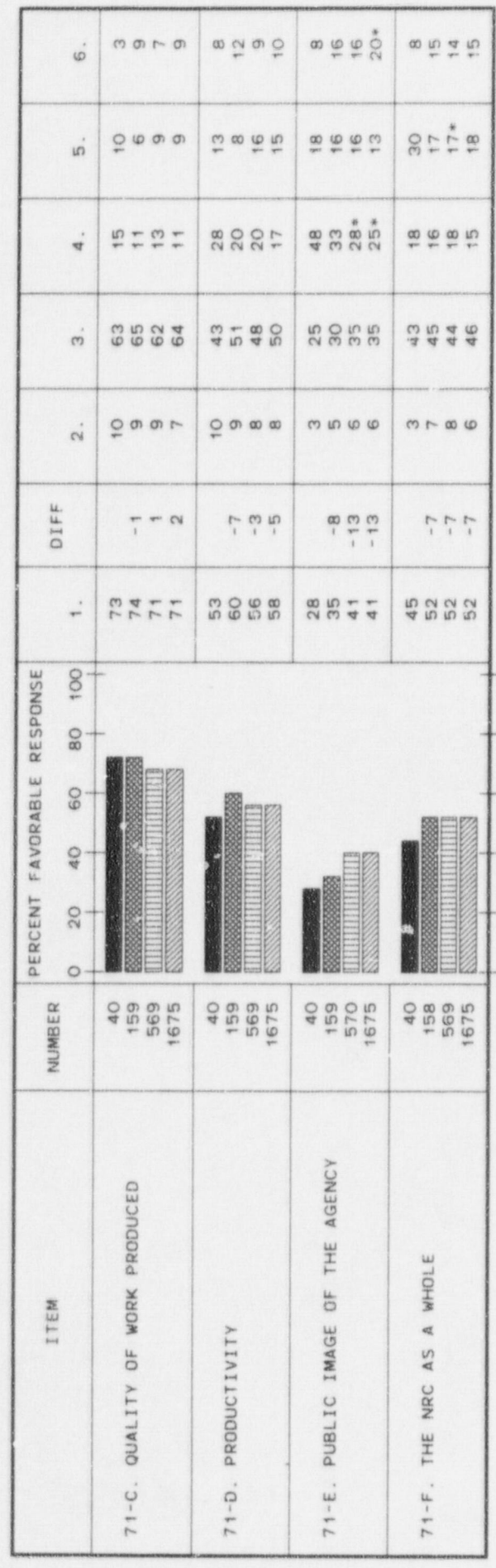


| GROUP                         | SYMBOL | NUMBER |
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| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 14: ORGANIZATIONAL CHANGE (CONTINUED)

71. IN YOUR EXPERIENCE, PLEASE CONSIDER EACH OF THE FOLLOWING LISTED BELOW FOR THE NRC AND INDICATE HOW YOU THINK THEY HAVE CHANGED IN THE PAST YEAR OR SO:

- 1. CHANGED FOR THE BETTER/STAYED THE SAME, GENERALLY GOOD
- 2. CHANGED FOR THE BETTER
- 3. STAYED THE SAME, GENERALLY GOOD
- 4. STAYED THE SAME, GENERALLY POOR
- 5. CHANGED FOR THE WORSE
- 6. NO OPINION



\*A STATISTICALLY SIGNIFICANT COMPARISON



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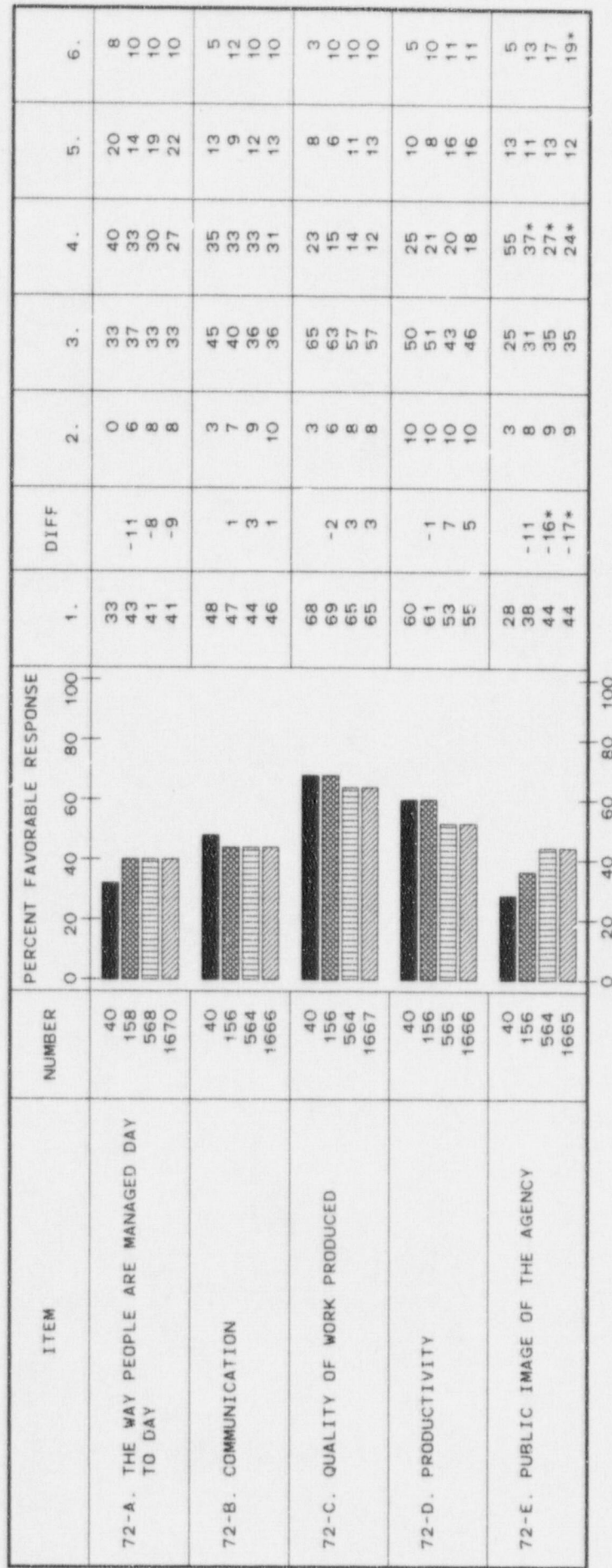
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| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 14: ORGANIZATIONAL CHANGE (CONTINUED)

72. LOOKING AHEAD TO THE NEXT YEAR OR SO, PLEASE INDICATE HOW YOU THINK THE FOLLOWING WILL CHANGE FOR THE NRC:

1. CHANGE FOR THE BETTER/STAY THE SAME, GENERALLY GOOD
2. CHANGE FOR THE BETTER
3. STAY THE SAME, GENERALLY GOOD
4. STAY THE SAME, GENERALLY POOR
5. CHANGE FOR THE WORSE
6. NO OPINION



\*A STATISTICALLY SIGNIFICANT COMPARISON

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| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 14: ORGANIZATIONAL CHANGE (CONTINUED)

| ITEM                                                                       | NUMBER                   | CHANGE FOR THE BETTER        | STAY THE SAME                | CHANGE FOR THE WORSE         | NO OPINION               |
|----------------------------------------------------------------------------|--------------------------|------------------------------|------------------------------|------------------------------|--------------------------|
| 73. LOOKING AHEAD TO THE NEXT YEAR OR SO, I THINK THE NRC AS A WHOLE WILL: | 40<br>156<br>563<br>1662 | H 15<br>E 13<br>A 15<br>X 14 | H 58<br>E 63<br>A 57<br>X 58 | H 25<br>E 18<br>A 21<br>X 23 | H 3<br>E 6<br>A 6<br>X 6 |



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GROUP

SYMBOL

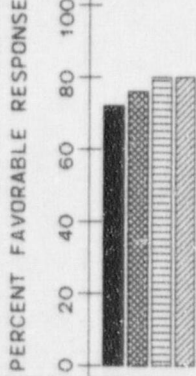
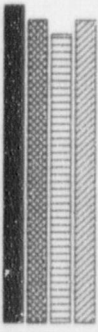
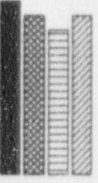
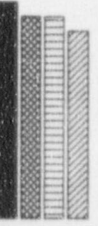
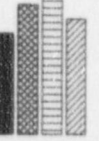
NUMBER

DIV OF REACTOR SAFETY (REG I)  
REGION I  
REGIONS OVERALL  
NRC OVERALL 1998

H  
E  
A  
X

40  
159  
572  
1696

CATEGORY 15: NRC SAFETY COMMITMENT

| ITEM                                                                                                                        | NUMBER                   | PERCENT FAVORABLE RESPONSE                                                            | TOTAL FAVORABLE      | DIFF            | TEND TO FAVOR        | "?"                  | TEND NOT TO FAVOR    | DO NOT FAVOR         | TOTAL UNFAVORABLE    |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------|----------------------|-----------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2. I BELIEVE NRC'S COMMITMENT TO PUBLIC SAFETY IS APPARENT IN WHAT WE DO ON A DAY-TO-DAY BASIS.                             | 40<br>159<br>572<br>1683 |     | 75<br>79<br>81<br>81 | -4<br>-6<br>-6  | 35<br>37<br>38<br>38 | 5<br>9<br>7<br>8     | 13<br>8<br>9<br>8    | 8<br>4<br>4<br>3     | 20<br>11<br>13<br>11 |
| 6. THE QUALITY OF WORK DONE IN MY WORK UNIT IS EXCELLENT.                                                                   | 40<br>159<br>570<br>1688 |     | 88<br>85<br>83<br>85 | 3<br>4<br>3     | 48<br>38<br>47<br>45 | 8<br>9<br>8<br>6     | 5<br>5<br>8<br>7     | 0<br>1<br>1<br>2     | 5<br>6<br>9<br>9     |
| 10. TOO MUCH EMPHASIS IS PLACED UPON THE QUANTITY OF WORK PRODUCED RATHER THAN ITS QUALITY. (DISAGREE)                      | 40<br>158<br>569<br>1686 |    | 48<br>46<br>43<br>44 | 2<br>5<br>3     | 33<br>33<br>31<br>32 | 10<br>15<br>16<br>17 | 28<br>23<br>28<br>26 | 15<br>16<br>14<br>13 | 43<br>39<br>42<br>30 |
| 20. EMPLOYEES ARE ENCOURAGED TO COMMUNICATE IDEAS TO IMPROVE SAFETY/REGULATIONS/OPERATIONS.                                 | 40<br>159<br>572<br>1688 |  | 60<br>58<br>56<br>53 | 2<br>4<br>7     | 35<br>33<br>37<br>36 | 15<br>16<br>15<br>17 | 10<br>14<br>19<br>19 | 15<br>11<br>9<br>11  | 25<br>25<br>29<br>30 |
| 26. I THINK THE INCREASED FOCUS ON RISK-INFORMED, PERFORMANCE-BASED REGULATION IS IMPROVING NRC'S REGULATORY EFFECTIVENESS. | 40<br>158<br>568<br>1678 |  | 30<br>39<br>40<br>32 | -9<br>-10<br>-2 | 23<br>27<br>30<br>24 | 33<br>37<br>35<br>42 | 20<br>13<br>15<br>15 | 18<br>10<br>10<br>10 | 38<br>23<br>25<br>25 |

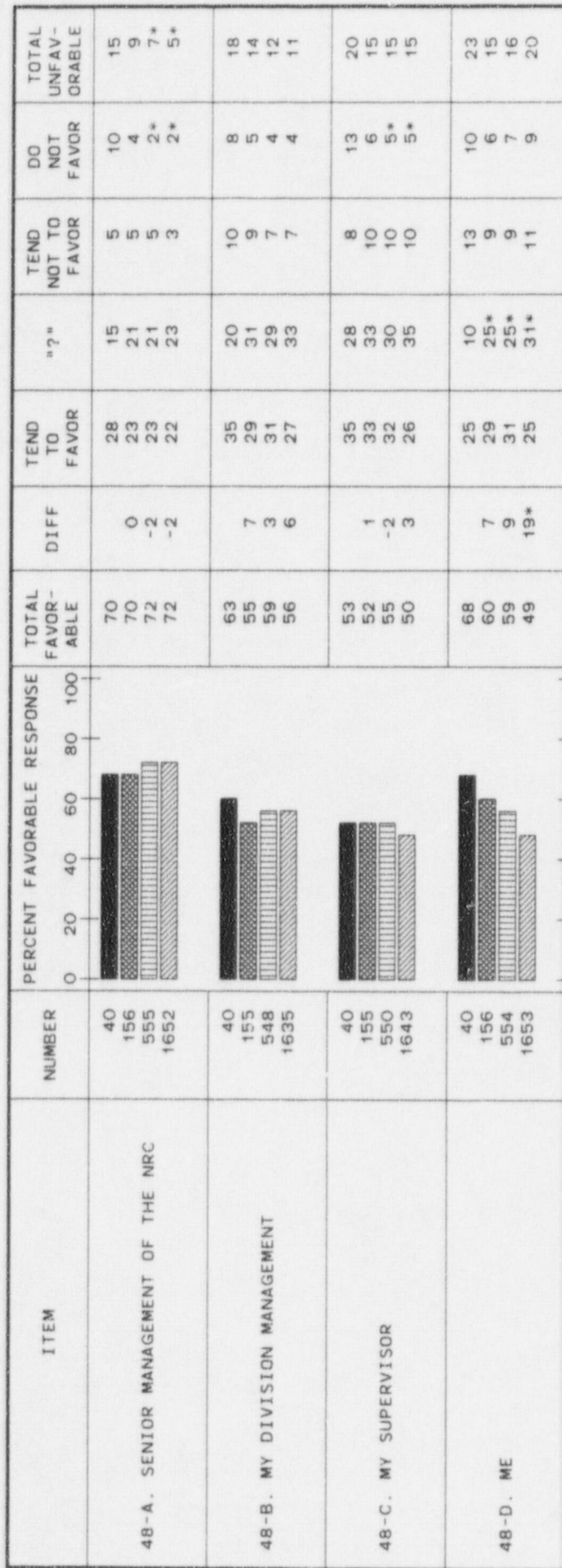


ITEM PROFILE

| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 15: NRC SAFETY COMMITMENT (CONTINUED)

48. THE MOVE TO RISK-INFORMED, PERFORMANCE-BASED REGULATION IS CONSIDERED AN IMPORTANT PRIORITY BY:



\*A STATISTICALLY SIGNIFICANT COMPARISON





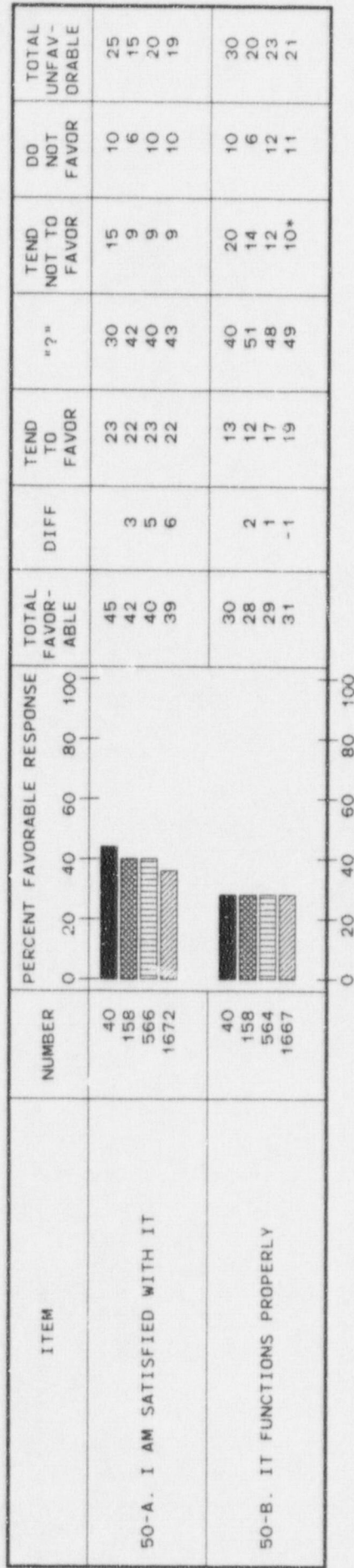
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- NRC '98: REG I: DIVISION OF REACTOR SAFETY REPORT

ITEM PROFILE

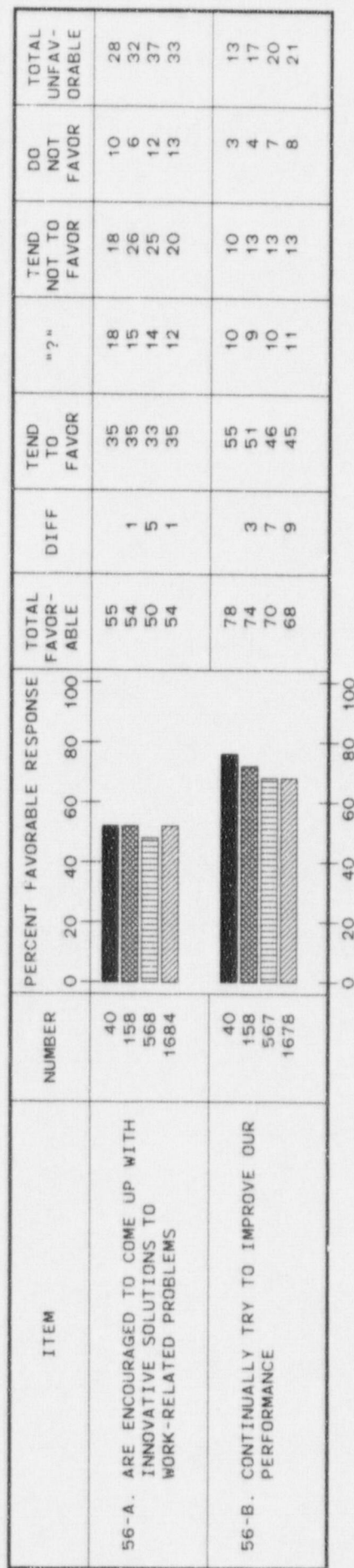
| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 15: NRC SAFETY COMMITMENT (CONTINUED)

50. REGARDING THE DIFFERING PROFESSIONAL OPINION/DIFFERING PROFESSIONAL VIEW PROCESS:



56. PEOPLE IN MY WORK UNIT:



\*A STATISTICALLY SIGNIFICANT COMPARISON

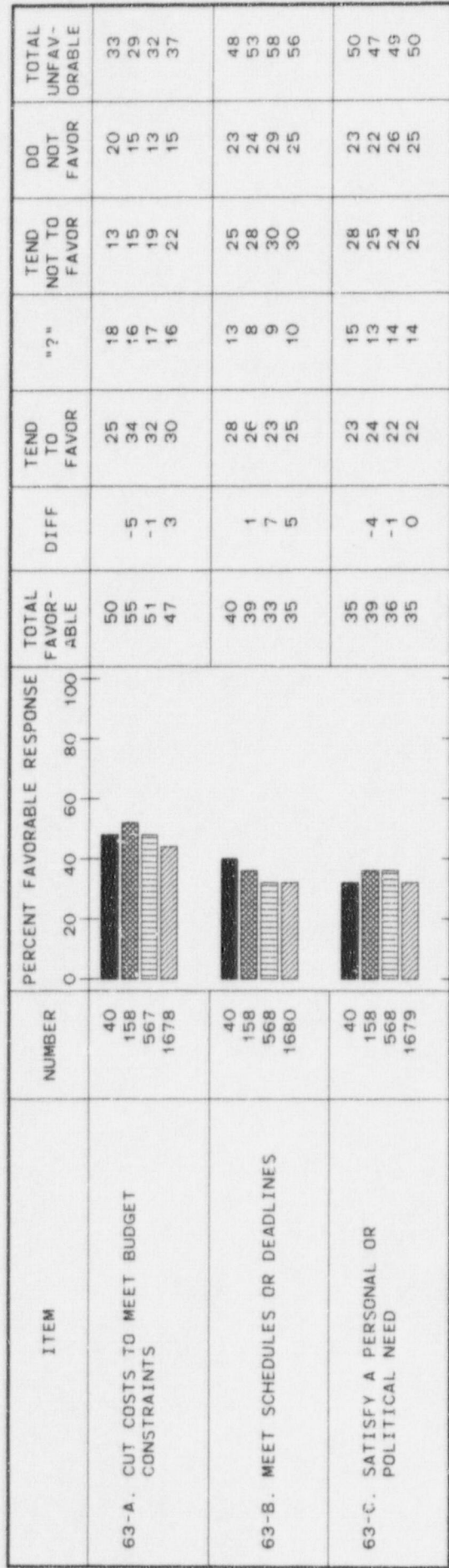


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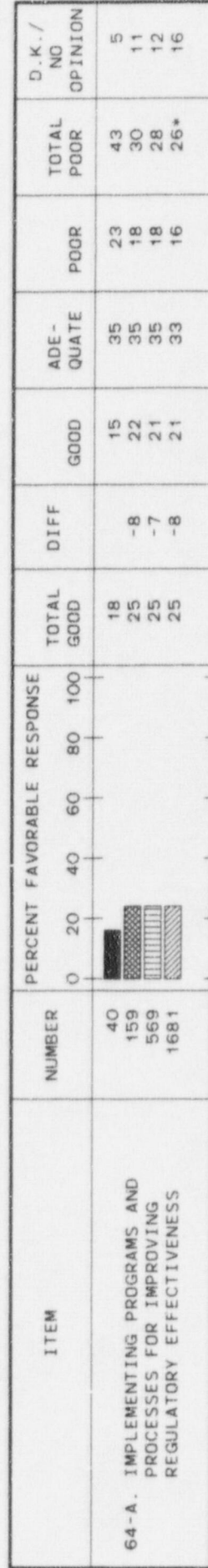
| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 15: NRC SAFETY COMMITMENT (CONTINUED)

63. WE TOO OFTEN SACRIFICE THE QUALITY OF OUR WORK IN ORDER TO: (DISAGREE)



64. PLEASE INDICATE HOW GOOD A JOB YOU THINK NRC SENIOR MANAGEMENT IS DOING IN THE FOLLOWING AREAS:



\*A STATISTICALLY SIGNIFICANT COMPARISON





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- NRC 98: REG I: DIVISION OF REACTOR SAFETY REPORT

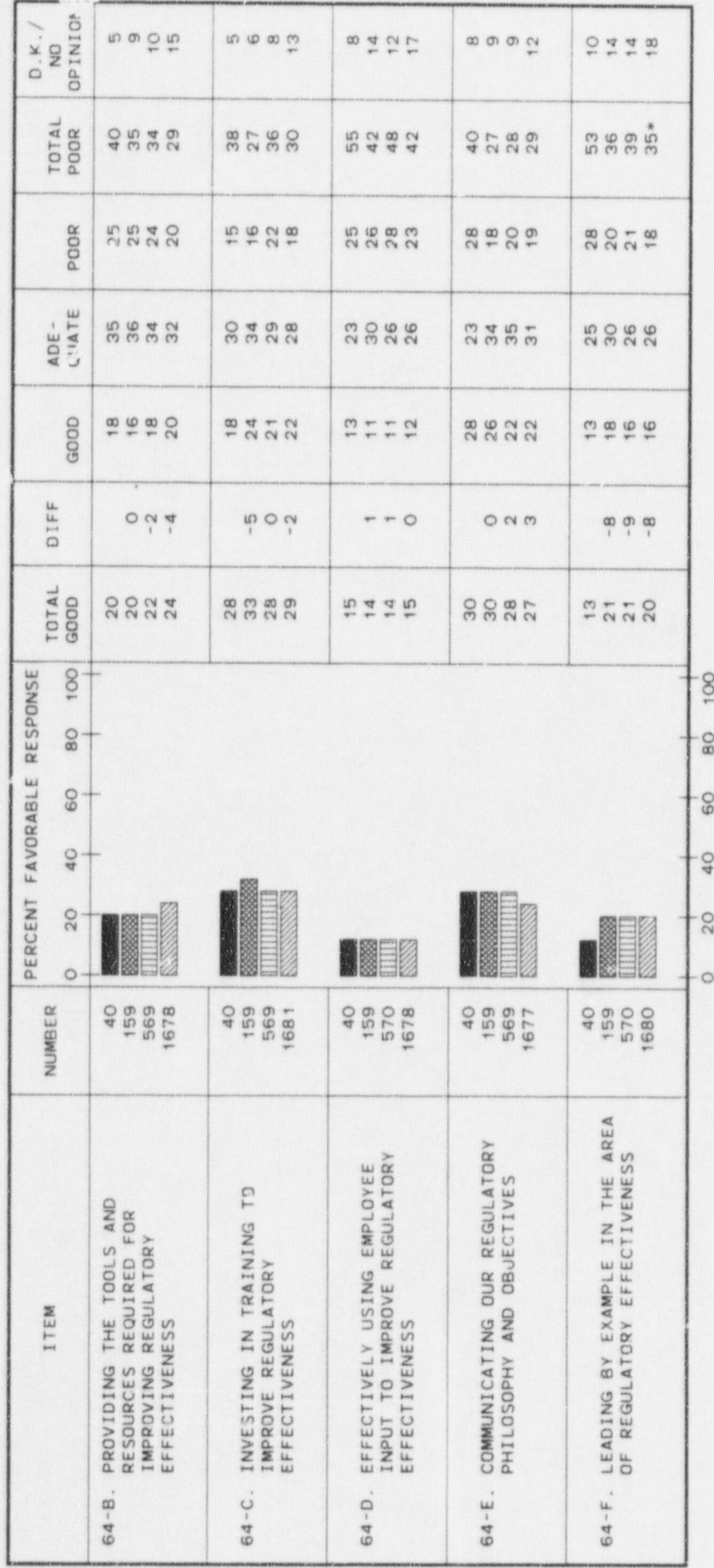
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| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 15: NRC SAFETY COMMITMENT (CONTINUED)

64. PLEASE INDICATE HOW GOOD A JOB YOU THINK NRC SENIOR MANAGEMENT IS DOING IN THE FOLLOWING AREAS:



\*A STATISTICALLY SIGNIFICANT COMPARISON

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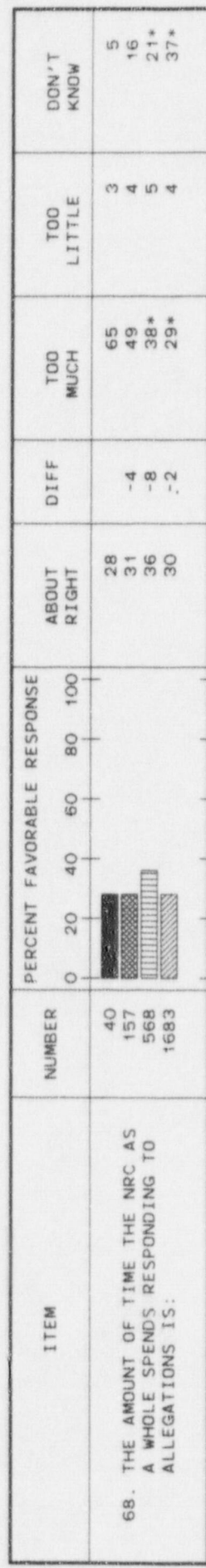




ITEM PROFILE

| GROUP                         | SYMBOL | NUMBER |
|-------------------------------|--------|--------|
| DIV OF REACTOR SAFETY (REG I) | H      | 40     |
| REGION I                      | E      | 159    |
| REGIONS OVERALL               | A      | 572    |
| NRC OVERALL 1998              | X      | 1696   |

CATEGORY 15: NRC SAFETY COMMITMENT (CONTINUED)



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