

SOUTH TEXAS SAFETY CULTURE SURVEY

Background

The STP safety culture survey came about because of a Confirmatory Order, dated June 9, 2005. There were problems with security, I&C, Design Engineers, and Ebasco-Rathyon. *NO SPECIFIC DETAILS*

Objective

The objective was to accurately measure workforce perception and improvement priorities for the following areas of the STP culture:

- Strategy and goals
- Work environment
- Nuclear safety and safety conscious work environment
- Employee concerns program effectiveness
- Leadership effectiveness
- Program and process effectiveness, and
- Organizational interface effectiveness.

Purpose

This survey would provide the Senior Management Team with concise recommended leadership actions with the greatest likelihood of sustaining progress to date and moving organizational performance to higher levels.

Methodology

The methodology was to customize a study for STP's specific information needs. Senior managers/managers were interviewed to identify and understand key issues and desired scope of the study. Past survey data and past interviews were conducted by a Contractor (Management Insight).

Questionnaires were created covering various areas/organizations: General population, Engineering and Technical Support, Operations, Outage and Work Control, and Security (Wackenhut). The questionnaires were designed to focus toward soliciting detailed perceptions and desired improvement priorities from the STP community.

Implementation and Response

- Show Chart/data

Insights

- STP continues to maintain an effective Safety Conscious Work Environment and effective Nuclear Safety Culture
- Although the station strategy of Operational Excellence and Financial Excellence is not strongly ingrained in the day to day culture of the organization, the majority of workers agree that the strategy is needed and most appear willing to support it.
- Trust and people-related issues are the top work environment improvement priorities
- Work commitment to STP, job satisfaction, and overall perception of the work environment remain an organizational asset
- The recent work force management activities (e.g., reductions and outsourcing reviews) have had a negative cultural impact, including an impact on perceptions of Senior Management Team credibility
- The workforce is eager for substantial process improvements, especially in the areas of work planning and execution, and desire an active role in the planning and implementation of the improvements.
- One item that the Senior Management Team noted from the survey was that 1st line supervisors were more aligned with the workforce than with management. 1st line supervisors were not part of the decision making process but had to implement the decisions.

Notes

- Involuntary layouts have ceased.
 - Management is working on a voluntary package that is not complete yet.
 - 2005 **DRAFT** Culture Assessment Action Plan
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