

## Implementation and Response

- Field implementation occurred from May 9<sup>th</sup> - May 27<sup>th</sup>
- 1237 completed questionnaires were received:
  - General population 444
    - Oversight 239
    - Station Support 105
    - Financial Support 92
  - Engineering & Technical Support 168
  - Maintenance 270
  - Operations 144
  - Outage & Work Control 91
  - Wackenhut 120
- Overall completion rate was 94%
  - Past rates; 2003 92%, 2001 94%, 2000 89%, 1998 81%
- Received nearly 4200 comments and written data



# Netting it Out: Top Level 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 not yet strongly engrained in the day to day culture of the organization, the vast 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
- Worker 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 SMT credibility
- The workforce is eager for substantial process improvements, especially in the area of work planning and execution, and desire an active role in the planning and implementation of the improvements



# Netting it Out: Top Level +/-Δ



- Overall participation rate is 94% - results are statistically valid and very representative of the plant community's view and perceptions
  - this participation rate equals the highest rate achieved under the previous employee survey
- A large majority (90%) of station community believe the strategic of Operational Excellence and Financial Excellence is needed
  - solid foundation on which to build
- The plant is maintaining an effective Safety Conscious Work Environment (SCWE) and an effective Nuclear Safety Culture
  - Placing Nuclear Safety First, Questioning Attitude, and Ability to Raise Safety Concerns are the top rated work environment attribute
  - core Nuclear Safety Culture attributes are highly rated
  - Safety is the highest rated Core Value
- Plant worker appear engaged and want change - provided they're an active part of it
- Overall, workers express:
  - that the STP work environment is better than a 'typical' plant
  - good job sat and moderate to high commitment to STP
- Core Value supportive behaviors observed with a good frequency
- Minimal 'inside/outside' sentiment observed



- Trust and people issues are the top desired work environment improvements
- The workforce is seeking tangible process and work prioritization improvements
  - many feel this is how to achieve financial excellence
  - they seek an active role in the efforts
- While displaying strong agreement with the need for the strategic direction, the workforce at present:
  - has cautious perceptions of/commitment to the strategy
  - has cautious perceptions of achievability, if it really places Nuc Safety first, and how they contribute to it
  - does not clearly understands the tactics through which it's going to be achieved
- Differences in perceptions exist based on role:
  - SMT and Group Mgrs display differences at times that seem to indicate the need for closer alignment
  - Supvs are very close to workers in their perceptions
- Adverse work environment impact of reductions/outourcing
  - trust, mgt credibility, and dedication to Nuclear Safety impacted
- Facilitative leadership behaviors observed with just moderate frequency
- Worker perceptions of the implementation of the new strategic direction and reductions/potential outsourcing indicate opportunities for improvement in communications and change management practices



# Netting it Out: Key Assessment-wide Themes

## Management Effectiveness, Credibility and Trust

- Based on comments received throughout the questionnaire, reductions and outsourcing have had a negative impact on the perceptions of SMT. While such actions routinely impact worker perceptions of top management, they can have the effect of reducing the influence of SMT at a time where their influence, individually and as a group, is critical to achieving workforce buy-in and commitment to the new strategic direction, and the tactical ramifications of it. Some key items for SMT to consider in planning and executing future actions:
  - The reductions, outsourcing and process improvements have been viewed by some as not being consistent with SMT's descriptions of how these actions would occur
  - Reductions and outsourcing are viewed by some as self-protecting of mgt at the expense of the workforce; some workers feel a sense of detachment from the SMT
  - Apparent changes in direction impact worker perceptions of SMT thoughtfulness and credibility (e.g., Goodnight Report, Outsourcing and SAIC, and Performance Partnership)

## Process Improvement and Prioritization of Work

- Reducing the amount of work to be performed and making it more efficient to perform are seen as key components of achieving financial excellence
- The success of these efforts directly impact perceptions of SMT effectiveness and commitment to the workforce

