Employee Survey 1998: Here Are the Results

It was the best of times, it was the worst of times. — Charles Dickens, A Tale of Two Cities

We love our benefits; we fear for our job security. We feel safe in the workplace thanks to our senior leadership and to a voting confidence. We feel satisfied with our job and committed to BNL, we do not think our job performance is well-evaluated.

As indicated by these results — which are from just six of the 22 categories of questions that employees were asked in the first survey of employee attitudes in the Lab’s 50-plus year history — BNL has improved in some areas. One year ago, employees were less satisfied than we were in most areas, and we are now better informed about the issues facing Brookhaven than we were one year ago. We feel satisfied with our jobs and are more confident in the senior leadership of BNL. We feel that some things will be improved, and we are better informed about the areas that need improvement.

BNL employees identified seven areas of strength through the survey, which we had filled out during the week of June 15th: the first area is that we regard BNL highly and most of us would recommend the Lab as a good place to work. Second, we feel that the decisions that management makes concerning us are usually fair. Third, among the positive areas, we say that environmental, safety, and health rules are observed, even if it means that our work has to be slowed down.

Brookhaven’s fourth strong point, according to employee survey-taking, is that we feel that our supervisors understand the technical side of our work. Number five: we like the fringe benefits that BNL provides us with. Sixth, we believe that the Lab’s management will study the survey results and act on the issues that we have identified. Finally, we say that we are better informed about the issues facing Brookhaven than we were one year ago.

There were, however, seven areas for improvement, again according to employee survey-taking. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work. We feel that our supervisors understand the technical side of our work.

As a result of this comparison, the most statistically significant positive findings are that more of us rate our benefits, follow-up to the survey, Lab image, satisfaction and commitment, and operating effectiveness favorably than do employees across the nation and at other R&D institutions.

The most statistically significant negative findings are that, compared to both national and R&D norms, a larger percentage of us rank employment security, training and development, communication, employee involvement, and work relationships and morale less favorably than other American workers and those employed at U.S. R&D institutions.

In addition, ISR compared our results by department and division. For instance, significantly more of the Physics Department staff and that of the Instrumentation Division made a favorable response than did BNL employees as a whole in eleven out of the 21 categories of questions.

Meanwhile, a significantly higher percentage of those working in the Environment, Safety & Health Services Division found 9 out of the 21 areas less favorable than did all Lab workers.

Responses by Category

The survey consultant also looked at how we responded according to our job classification, what kind of appointment we have, our length of service, gender, race and ethnicity, education, and age.

For example, more of those on the scientific staff provided positive answers to questions in eight of the 21 categories, which is another statistically significant finding. In contrast, a significantly higher percentage of those employees in the International Brotherhood of Electrical Workers (IBEW) Union gave less favorable answers in seven areas. But, in one area — pay and recognition — more IBEW members answered favorably than did all BNL workers, 56 versus 49 percent.

Given that 67 percent of us responded unfavorably to questions concerning job security, it is a big issue among all employees; however, significantly more employees who have term appointments with benefits — 78 percent — are concerned about it.

A greater percentage of those who have 35 years or more of service to the Lab responded favorably to 11 out of the 21 categories, including the category of questions regarding job security.

While more female employees were concerned about job security and diversity, a higher percentage of them than the aggregate are satisfied with performance evaluation, pay and recognition, and benefits.

Although 77 percent of Lab employees answered favorably to questions in the diversity category, only 54 percent of black employees gave favorable answers to diversity questions, which is a significant difference. Significant differences were identified among those who are Asian or Pacific Islander and those who listed themselves as of another race.

More of those with a doctorate gave favorable answers to questions in 7 out of the 21 categories than did employees who have term appointments with benefits — 78 percent — are concerned about it.

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BNL Employees' Perspective

Using the Results: What's Next?

Now that the survey results are in, Laboratory Director J ohn Marburger has directed the survey steering committee to begin by using those results to identify Lab-wide issues that need to be addressed during the coming year.

Once Marburger has approved the committee's action plan, the committee will review the feedback of groups employees from the Lab's departments and divisions who will help analyze the key areas of improvement and help make recommendations for changes in policy and procedures. Progress will be reported regularly through such media as the Bulletin.

In the meantime, taking their organizational units' results into account, the department chairs, division managers and office heads will be identifying their needs for improvement areas, and developing plans on how to implement improvements. The steering committee will monitor each unit's progress.

In addition to its chair, Lorraine Merdon, those on the steering committee are: Robert Bari, Chair of the Department of Advanced Technology; Peter Bond, Special Assistant to the Laboratory Director; Terry Busco, Division of Contracts & Procurement; and chair of the Lab's Affirmative Action Advisory Committee; Robert D'Angio, Human Resource (HR) Division Director; Susan Foster, HR, Employee Relations Consultant; Gordon Harvey, Director of Government & Public Affairs; Satoshi Ozaki, Director of the Relativistic Heavy Ion Collider Project; and Otto White, Deputy Head of the Division of the Laboratory Management Steering Committee.

BNL Employees' Perspective
How We Answered the Questions

There were six individual questions to which more Lab employees gave favorable replies than both the national and U.S. R&D norms. They were:

- **no. category question**
- 62. satisfaction & I would recommend BNL as a good place to work.
- 97a. survey follow-up In response to this survey, I think BNL management will carefully consider issues brought to its attention.
- 97b. survey follow-up In response to this survey, I think BNL management will act on issues identified.
- 2. operating effectiveness My work group operates efficiently.
- 44b. communication I am sufficiently informed about the Lab's performance.

In answer to another six questions, more of us gave unfavorable replies when compared to both employees nationwide and in U.S. R&D institutions.

The questions were:

- **no. category question**
- 29% 34. career In my opinion, the Lab does a good job of developing training to learn other jobs.
- 28% 36b. training & There is sufficient opportunities for me to receive cross-training to learn other jobs.
- 27% 92c. communications How effective is the Brookhaven Bulletin at conveying information about the Lab?
- 28% 78c. job security I am frequently worried about the future of the Lab.
- 23% 78d. job security I am frequently worried about the future of the Lab.
- 22% 15. benefits The Lab's benefit program fits my needs.

Survey Results (cont'd.) committed to doing something about those things that you feel need to be changed."

Above Average
Out of 3,048 employees who were given the survey to complete by the 5 p.m. deadline on Friday, June 19, a total of 2,519 of us returned it. The survey had been developed by the national survey research firm ISR Corporation, which worked with a BNL survey steering committee. ISR is a contracting firm that, since 1974, has surveyed over 29 million employees working with over 500 companies in over 105 countries.

According to ISR project director Leo Brajkovich, "Given that the Lab's surveys are designed to capture a wide range of topics which were selected based on our experience designing surveys for Fortune 500 companies and other national labs, and on input from your steering committee and feedback from samplesurvey-takers, the results provide a good intelligence on lab's strengths and areas for change which is very useful for improvement for key decision-makers."

Brajkovich had presented a preliminary analysis of the questions to Marburger on July 28. The final analysis was delivered to the Lab on August 5.

As Brajkovich explained, our 83 percent return rate is extraordinarily high — in fact, this is the highest return rates that ISR has surveyed to date. BNL's return rate ranks the highest.

And, compared with the instructions that administered their surveys in a similar fashion by handing them out within the workplace and having employees company time to fill them out, our 83 percent still exceeds the 75 percent average return rate.

In addition to x-ing the answer boxes of the survey's 97 questions, some 1,331 employees, or almost 53 percent of those who returned the survey, had added their written remarks in the comment section after the questions. "The only complaint about the survey format was that we only provided two pages for comments, so those who had more to write had to add their own paper," says Lorraine Merdon, Manager of the Diversity Office, who chairs the survey steering committee.

The Lab Director and ISR's assistant project director Mark Royal presented the results to those on BNL's organization last Tuesday, August 19th, and, in the following weeks, department chairs, division heads and office managers are expected to discuss the survey's views with their employees.

How Was the Survey Scored?
To answer most of the survey's 97 questions, employees were asked to indicate whether we agreed, tended to agree, disagreed or disagreed with the questions, or were uncertain.

According to ISR project coordinator Jason Crua, these 97 questions fell into 22 categories. Of these, 21 categories were analyzed and reported in terms of "percent favorable responses."

That is, the "agree" and "tend to agree" answers were combined to give a total percent favorable, from which a percentage was calculated.

The total percent favorable, total percent unfavorable, and the percent uncertain were reported for each question; in adding all three up, the sum could total between 101 percent, due to rounding errors in the statistics.

A more detailed report shows how the total percent favorable and unfavorable breaks down into the percent agreement that agreed or disagreed, respectively, versus the percentage that tended to agree or disagree, respectively.

The 22nd category, organizational change, encompassed questions for which only one of the possible responses, employees could give each was a favorable response. This was less than the two-score minimum that ISR requires for it report a total percent favorable. Therefore, results from this category were not reported as a whole, though results from the questions within it were summarized individually.

What Do We Like?
Some 65 percent of us or more responded favorably to questions in the following eight categories: origin (86 percent), safety in the workplace (81 percent), satisfaction and commitment (80 percent), management (77 percent), supervision (70 percent), dual employment (67 percent), working relationships (67 percent), and diversity (60 percent).

Between 65 and 50 percent of us gave favorable answers to questions in another eight categories: communication (60 percent), performance evaluation (57 percent), safety emphasis (57 percent), workplace safety (51 percent), employee satisfaction, commitment (48 percent), career development (41 percent), training & development (39 percent), and job security (36 percent).

In answer to another six questions, more of us gave unfavorable replies when compared to both employees nationwide and in U.S. R&D institutions.

Some 65 percent or more of us indicated that:

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- 97a. survey follow-up In response to this survey, I think BNL management will carefully consider issues brought to its attention.
- 97b. survey follow-up In response to this survey, I think BNL management will act on issues identified.
- 2. operating effectiveness My work group operates efficiently.
- 44b. communication I am sufficiently informed about the Lab's performance.
- 78d. job security I am frequently worried about the future of the Lab.

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Looking Ahead
Within the 22nd category, organizational change, the steering committee was asked in questions 93 and 95 to look ahead to the next year or so. Doing that for question 95, 41 percent of us believed that BNL will change for the better, 37 percent think that it will stay the same, and 15 percent say that change for the worse. The remaining 8 percent had no opinion.

In answer to question 93, we were asked in a year or so in answering question 93, 31 percent of us felt that communication at BNL will change for the better, and 34 percent think that it will stay the same, and 15 percent say that change for the worse. The remaining 10 percent had no opinion.

With regard to the quality of work to be produced in the 12 months or so, in answering question 94, 31 percent of us felt that communication at BNL will change for the better, and 34 percent think that it will stay the same, and 15 percent say that change for the worse. The remaining 10 percent had no opinion.

In my opinion, the Lab does a good job of promoting the most competent people.
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**BNL Employees’ Perspective**

**Samples of Our Comments**

The comment section instructions invited BNL employees to write "any ideas or suggestions you would like to bring to the attention of BNL management..." and to identify which of 23 categories (the 22 survey categories plus one "other") into which the comment would fall, such as work organization, diversity or Lab image.

An impressive 3,812 comments were made by the 1,331 employees who filled out this section, which translates to an average of 2.9 remarks per commenter. Of these, the most mentioned category was management, followed by pay & recognition, working relationships & morale, operating efficiency, and safety. By category, representative comments included:

**Management**

"Management at the department level is not trained as managers. They are good engineers, physicists, etc. They often lack people skills, often making poor decisions hurting general morale."

"The management is significantly better at public relations than the previous group. This is a very positive and important step and should be continued. However, as far as managing the science, I believe the jury is still out."

"Too much micromanagement. How could you have a supervisor for as little as a group of three or four guys, and then have a supervisor overseeing that supervisor, and so on and so on?"

**Pay & Recognition**

"Pay in certain areas is not tracking with outside industry, in particular in computer skills. I believe we lose valuable scientific/professional staff simply because they have developed strong computer science skills as part of their work and then leave because they can be paid much better for the same work in industry."

"Salaries and pay scales need to be adjusted more frequently, not just when they get set behind industry that it is difficult to hire people."  

"[There] should be more focus on recognition for employees beyond salary review. There aren’t enough ways to reward motivation and creativity, and to sustain the enthusiasm that drives both."

**Working Relationships & Morale**

"Moral [at] is low ebb. A caste system seems to have developed among scientific, professional, and blue-collar. I never thought of myself as blue-collar before, or that I was one of the little guys."

"There is a large problem in that certain groups are not held responsible for their mistakes. Only certain individuals are suspended and/or disciplined for their mistakes. Only certain individuals are suspended and/or disciplined for their mistakes."

"Too many employees are incompetent, but are kept in good positions. Only certain individuals are suspended and/or disciplined for their mistakes. Only certain individuals are suspended and/or disciplined for their mistakes."

**More Survey Results**

16 percent of us believe that it will change for the better. 64 percent of us think that it will stay the same which is generally good, another 7 percent felt that it will stay the same which is generally poor, and 5 percent said that it will change for the worse. The percentage of those thinking 9 percent did not know. Concludes Marburger, these responses increased confidence about the future of the Laboratory. Employee pride in the Lab and the expectation that improvements made will make the Lab a better place for all are important factors for success. To ensure that success, we will make sure that you, the employees of Brookhaven, are involved in the follow-up. I look forward to getting concrete suggestions from you, as well as from management, about how to address the issues raised by the survey, and then following through with action. — Marsha Belford

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**Arrivals & Departures**

**Amateur Radio**

The BERA Amateur Radio Club will next meet at noon on Thursday, August 27, in Room D, Berkner Hall. All BERA members and licensed amateur radio operators are invited to attend.

For more information, call Chris Neuberger, Ext. 4160; or Nick Franco, Ext. 5467.

**Correction: USB Courses to Be Held at Stony Brook**

The two graduate courses described in last week’s Bulletin as of interest to BNL employees that are to be offered this fall by the Department of Technology & Society of the College of Engineering & Applied Science at the University of New York at Stony Brook (USB) will not be held on site, as was previously published, but will begin on the USB campus.

**Free ESL Classes**

The Lab offers free English as a second language (ESL) classes every Thursday evening. 6:30-9:30 p.m., in the Human Resources training room at the rear of Bldg. 459, and all are welcome to attend. Classes are divided into beginner and more advanced levels. Newcomers should attend promptly at 6:30 p.m. for an assessment of their English language skills. For more information, call Starr Smith, Ext. 7631, or Marilyn Pandor, Ext. 5251.

**Yankees Tickets**

Tickets are still available for the BERA bus trip to see New York Yankee games. More information, call Drea Dehler, Ext. 3347.

**Free Flu Shots**

The Occupational Medicine Clinic (OMC) will be offering free flu shots to Lab employees, beginning September 21, to precede the winter influenza season. For more information about flu shots or to make an appointment to be vaccinated, call OMC, Ext. 3670.
No Brookhaven Bulletin will be published on Friday, September 11, due to the Labor Day holiday on Monday, September 7.

Therefore, to announce meetings, etc., that will take place during the week of September 14-18, submit the information by noon on Friday, August 28, for publication in the Bulletin of September 4.

The Weekly Calendar for the week of Monday, September 14, will appear as usual, with the deadline for submissions being 5 p.m. on Tuesday, September 8.

**Placement Notices**

The Lab's placement policy is to select the best-qualified candidate for an available position. Candidates are considered in the following order: (1) present employees within the department/division and, where appropriate, bargaining unit and/or appropriate bargaining unit, with preference for those within the immediate work group; (2) present employees within the Laboratory and (3) outside applicants. Each new placement notice, first, so employees may request consideration for themselves, and, second, for open recruitment. Because of the priority policy stated above, each listing does not necessarily represent an opportunity for all people. Exempt from the Director's hiring freeze.

OPEN RECRUITMENT - Opportunities for Laboratory employees and outside candidates.

**DD7714. TECHNICAL POSITIONS** - (term appointments) Requires an AAS degree in electronics technology or equivalent and experience in electronic circuits and electronic instrumentation, Including the use of oscilloscopes, digital voltmeters and other test equipment. Duties will involve assembling, testing, calibrating, troubleshooting and debugging electronic equipment. Must have strong understanding of electrical circuits and systems. Candidate must have a high school diploma and one year of technical school, or the equivalent. Must have experience in electrical soldering and wiring, and experience in electronic assembly. Must be able to read technical drawings and schematics, and must have the ability to work well with minimal supervision. Familiarity with industry standards in all work assignments. Must be able to adhere to written procedures and follow quality assurance standards. Must be able to work in one or more disciplines such as electronics and/or electronics assembly. 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