

# Energy Systems at Portsmouth

A Monthly Newspaper for Portsmouth Gaseous Diffusion Plant Employees of Martin Marietta Energy Systems, Inc.

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## More than 11,000 respond to communications survey

Results of the 1989 Employee Communication Survey (ECS), administered at all five Martin Marietta Energy Systems sites this summer, have been compiled.

This special issue of the Portsmouth plant employee newspaper is a report of part of the survey results, highlighting site responses as appropriate.

Some 11,401 employees responded to the survey — about 62 percent of all Energy Systems personnel. At Portsmouth, 889 employees — approximately 39 percent — completed and submitted survey forms.

About 75 percent of respondents entered written commentary on their survey forms.

"We are very pleased with the number of people who were willing to offer their opinions in this important measure of our programs and the issues that concern us all," said Energy Systems President Clyde Hopkins.

"In the coming months, we will be looking at the responses, both company-wide and site-specific, and we will be finding

ways to alleviate concerns and respond to issues raised here," he said.

Tom Kohntopp, Energy Systems manager of human resources development, expressed satisfaction with the responses.

"About 75 employees conducted a concerted effort to administer and collect the surveys, and that effort, we think, is the reason we received this good response," he said.

Analysis of the survey findings has already begun, Kohntopp explained.

"The next steps are to look at our analyses and establish action plans. We will be reporting on those plans as they are put in place," he added.

The ECS is designed to give employees an opportunity to express their feelings about their jobs, company policies and practices, work environment and supervision. It serves as a means for management to measure employee's perceptions relating to job satisfaction, performance, changes in company activities and communication, as well as to flag areas of concern for remedial action.

"The ECS is one additional means, and an ideal one, to gauge conditions and to serve as a basis for change, or as a reason to keep things as they are," said Ralph Donnelly, Portsmouth plant manager.

"This survey will impact the plant for the next three years," he said. "That 39 percent which took the time to complete it this year are those who will have helped shape plant programs and policies over three years for 100 percent of us by the time, in 1992, the next survey is conducted."

An Employee Communication Survey was conducted at Energy Systems' Oak Ridge and Paducah sites in 1986. The 1989 survey continued the commitment established in the 1986 survey to an ongoing process requiring the company to survey employees every three years as a means to trace trends that indicate changes in employee perceptions.

The 1989 survey subsequently included the Portsmouth plant, which came under Energy Systems' management responsi-

bility in late 1986 after the survey that year had been completed.

The more than 11,000 employees responding to the 1989 survey represented a 40 percent increase over the 1986 survey.

All employees had the opportunity to complete the survey, which was completely confidential and anonymous. The survey forms, once completed, were placed in an envelope and sealed by the employee. No one at the plant or within the company reviewed the completed survey forms.

Optical scanning of the survey forms and analysis of written commentary was performed by the University of Tennessee and Genesee Computing Services of New York. Now that statistical results of the survey are tabulated, the individual surveys have been destroyed by Genesee.

At Portsmouth, a task group consisting of Greg Barch, Leigh Barnes, Dave Dautel, Tom Douglas, Wray Jordan, John Knauff, Ralph Nolfi, Ron Sharp, Angie Strickland, Carol VanMeter, Reed Walters and Cathy Williams administered the survey program.

### Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>SUPERVISORY PRACTICES</b>											
I feel comfortable discussing issues of concern with my supervisor.						My supervisor does a good job of planning work activities.					
Portsmouth Site	22	47	13	14	5	Portsmouth Site	7	34	29	22	9
Total Energy Systems	21	50	12	12	6	Total Energy Systems	10	38	27	16	8
My supervisor demonstrates confidence in my ability to perform my job.						I receive regular feedback from my supervisor regarding my job performance.					
Portsmouth Site	25	52	11	8	3	Portsmouth Site	7	33	26	27	8
Total Energy Systems	25	57	10	6	3	Total Energy Systems	7	38	23	24	8
My supervisor contributes to my personal development.						My job duties are clearly explained to me.					
Portsmouth Site	12	36	28	19	6	Portsmouth Site	7	50	25	15	3
Total Energy Systems	13	39	26	16	7	Total Energy Systems	7	53	22	14	4
My supervisor helps me think of better ways to perform my job.						In my work group we have orderly management, rather than crisis management.					
Portsmouth Site	9	35	32	18	7	Portsmouth Site	5	38	23	23	11
Total Energy Systems	10	40	26	17	6	Total Energy Systems	5	38	24	22	12
I understand the instructions I get from my supervisor.						Overall, how good a job do you feel is being done by your immediate manager/supervisor? (Response = V Good to V Poor)					
Portsmouth Site	14	57	19	8	2	Portsmouth Site	19	37	28	13	4
Total Energy Systems	14	63	14	6	2	Total Energy Systems	23	39	25	9	5

## Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>MANAGEMENT PRACTICES</b>											
Management supports transfers from one department to another.						Overall, I am satisfied with this organization.					
Portsmouth Site	3	32	30	26	10	Portsmouth Site	9	53	23	13	2
Total Energy Systems	3	29	34	23	11	Total Energy Systems	6	46	24	18	6
Given a layoff situation, this organization works hard to reassign or transfer employees.						How would you rate Martin Marietta as a company to work for compared to other companies? (Resp = One of best to one of worst)					
Portsmouth Site	8	34	46	8	4	Portsmouth Site	11	38	44	6	1
Total Energy Systems	14	48	28	6	4	Total Energy Systems	8	30	48	12	3
Energy Systems' management will act on the results of this survey.						<b>COMPANY INTEGRITY</b>					
Portsmouth Site	4	31	44	16	5	Job openings are filled fairly.					
Total Energy Systems	2	26	42	20	10	Portsmouth Site	2	18	26	33	21
I feel encouraged to come up with new and better ways of doing things.						Total Energy Systems	3	22	29	27	19
Portsmouth Site	12	43	27	15	2	I believe the information I get from senior management at Energy Systems.					
Total Energy Systems	11	42	23	18	5	Portsmouth Site	7	47	31	12	4
<b>REWARDS AND RECOGNITION</b>						Total Energy Systems	5	39	30	18	8
Our reward programs encourage improved performance.						My performance appraisal evaluation is done in a fair manner.					
Portsmouth Site	4	24	35	27	11	Portsmouth Site	11	46	25	13	5
Total Energy Systems	3	22	32	30	14	Total Energy Systems	7	40	27	16	9
My expectations of this organization are being met.						Policies and procedures are administered fairly regardless of sex, race or age.					
Portsmouth Site	3	41	32	20	4	Portsmouth Site	8	29	24	25	13
Total Energy Systems	3	35	31	24	7	Total Energy Systems	7	34	22	23	14
How do you rate this company in providing job security for people like yourself? (Response = V Good to V Poor)						Energy Systems employees admit their mistakes rather than cover them up.					
Portsmouth Site	11	50	32	6	1	Portsmouth Site	3	26	43	23	5
Total Energy Systems	14	47	28	8	3	Total Energy Systems	2	24	39	26	10
How satisfied are you with the recognition you receive for doing a good job? (Response = V satisfied to V Dissat)						<b>ROLES AND RESPONSIBILITIES</b>					
Portsmouth Site	4	34	30	25	6	Decisions are made at the proper level in this organization.					
Total Energy Systems	5	33	28	25	9	Portsmouth Site	1	25	34	31	9
How satisfied are you with your involvement in decisions that affect your work? (Response = V satisfied to V Dissat)						Total Energy Systems	2	24	32	30	12
Portsmouth Site	5	38	26	26	4	Supervisors are delegated enough authority.					
Total Energy Systems	4	34	27	27	7	Portsmouth Site	6	40	27	23	4
<b>COMPANY IMAGE</b>						Total Energy Systems	5	40	23	23	8
Martin Marietta Energy Systems has a good public image.						Roles and responsibilities are clear throughout this organization.					
Portsmouth Site	11	54	29	5	1	Portsmouth Site	2	22	33	36	7
Total Energy Systems	5	39	31	18	7	Total Energy Systems	2	22	29	35	12
This organization does quality work.						<b>CAREER ADVANCEMENT/DEVELOPMENT</b>					
Portsmouth Site	22	59	13	5	1	I am encouraged to request information necessary to do my job more effectively.					
Total Energy Systems	24	59	11	5	1	Portsmouth Site	13	60	17	9	1
Overall, Martin Marietta Energy Systems compares favorably with other companies.						Total Energy Systems	13	57	17	11	3
Portsmouth Site	10	56	27	5	1	I am satisfied with the programs available for my personal development.					
Total Energy Systems	6	43	32	14	5	Portsmouth Site	6	41	28	20	5
I am proud to work for Martin Marietta Energy Systems.						Total Energy Systems	5	40	26	21	8
Portsmouth Site	23	52	21	3	1	How satisfied are you with your opportunity to get a better job in the company? (Response = V Satisfied to V Dissat.)					
Total Energy Systems	15	46	29	6	4	Portsmouth Site	4	29	35	25	7
						Total Energy Systems	4	26	35	24	11

## Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
How satisfied are you with the training you received for your present job? (Response = V Satisfied to V Dissat.)						How do you rate your total benefits program (insurance, medical, etc.)? (Response = V good to V poor)					
Portsmouth Site	8	43	27	17	6	Portsmouth Site	5	33	39	17	6
Total Energy Systems	7	45	26	17	5	Total Energy Systems	21	46	26	6	2
I am given a real opportunity to improve my skills in this company.						How would you rate Martin Marietta on medical benefits?					
Portsmouth Site	5	36	33	22	3	Portsmouth Site	4	25	28	25	19
Total Energy Systems	6	35	28	24	7	Total Energy Systems	24	40	18	11	6
<b>WORK ITSELF</b>						How would you rate Martin Marietta on the vision care plan?					
The overtime hours I spend are necessary.						Portsmouth Site	10	39	29	15	6
Portsmouth Site	34	47	13	5	1	Total Energy Systems	19	45	21	11	5
Total Energy Systems	23	53	17	5	2	How would you rate Martin Marietta on the dental assistance plan?					
Most people in this organization consider my division to be important.						Portsmouth Site	8	38	31	15	9
Portsmouth Site	19	53	15	10	3	Total Energy Systems	16	41	24	12	7
Total Energy Systems	13	54	18	11	4	How would you rate Martin Marietta on long-term disability plan?					
I have an opportunity to make a difference — to contribute to the overall success of my organization.						Portsmouth Site	4	20	34	17	25
Portsmouth Site	12	59	18	9	2	Total Energy Systems	9	37	33	12	9
Total Energy Systems	11	52	20	13	5	How would you rate Martin Marietta on life insurance?					
I like the kind of work I do.						Portsmouth Site	5	27	35	18	15
Portsmouth Site	36	49	10	3	1	Total Energy Systems	13	44	28	10	4
Total Energy Systems	33	49	11	5	2	How would you rate Martin Marietta on vacations?					
Considering everything, how satisfied are you with your job? (Response = V Satisfied to V Dissat)						Portsmouth Site	28	49	19	4	1
Portsmouth Site	21	51	16	10	2	Total Energy Systems	21	43	23	8	5
Total Energy Systems	19	50	18	12	2	How would you rate Martin Marietta on holidays?					
My job makes good use of my skills and abilities. (Response = V Satisfied to V Dissat)						Portsmouth Site	29	50	16	3	1
Portsmouth Site	18	49	14	15	4	Total Energy Systems	25	46	22	5	2
Total Energy Systems	17	46	15	17	6	How would you rate Martin Marietta on the recreation program?					
My work gives me a feeling of personal accomplishment.						Portsmouth Site	7	28	30	20	15
Portsmouth Site	15	53	17	13	2	Total Energy Systems	5	25	34	20	17
Total Energy Systems	13	50	19	14	3	How would you rate Martin Marietta on the retirement plan?					
The amount of work I am expected to do on my job is: (Resp = Too much-about right-too little) (Fav Response = About right)						Portsmouth Site	12	40	31	12	5
Portsmouth Site	8	28	56	7	1	Total Energy Systems	10	38	31	14	7
Total Energy Systems	7	23	64	5	1	How would you rate Martin Marietta on the savings plan?					
<b>PAY/BENEFITS</b>						Portsmouth Site	31	47	14	6	1
How do you rate the amount of pay you get on your job? (Response = V Good to V Poor)						Total Energy Systems	18	39	20	11	11
Portsmouth Site	8	39	37	11	4	How would you rate Martin Marietta on the educational assistance?					
Total Energy Systems	8	39	37	12	4	Portsmouth Site	15	47	28	8	2
In comparison with people in similar jobs in other companies, I feel my pay is: (Response = Much high to much lower)						Total Energy Systems	20	40	27	9	5
Portsmouth Site	1	13	39	35	11	<b>COMMUNICATION</b>					
Total Energy Systems	2	12	41	35	10	I understand the long-range goals of my organization.					
						Portsmouth Site	7	44	26	19	4
						Total Energy Systems	6	39	25	23	7
						I am informed of changes that affect me before they are made.					
						Portsmouth Site	3	27	25	34	10
						Total Energy Systems	3	25	22	35	17
						I have clear work goals.					
						Portsmouth Site	12	58	18	10	2
						Total Energy Systems	11	57	19	11	3

## Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am informed of actions taken on my recommendations.						If I were aware of unethical practices, I could report them without fear of reprisal.					
Portsmouth Site	5	38	34	19	4	Portsmouth Site	9	43	27	16	5
Total Energy Systems	4	41	29	20	6	Total Energy Systems	8	38	27	19	8
How satisfied are you with the information you receive from management on what's going on in the company? (Response = V Satisfied to V Dissat)						I understand how Martin Marietta Corporation's "Code of Ethics and Standards of Conduct" affects me.					
Portsmouth Site	5	41	30	21	4	Portsmouth Site	15	66	15	3	0
Total Energy Systems	3	32	33	24	7	Total Energy Systems	11	64	17	6	2
I have enough information to do my job well.						I know the procedure for reporting suspected unethical practices.					
Portsmouth Site	9	59	18	13	1	Portsmouth Site	12	60	17	10	1
Total Energy Systems	8	59	19	12	2	Total Energy Systems	8	59	17	13	2
Sufficient effort is made to get the opinions and thinking of people who work here.						<b>PRINCIPLES</b>					
Portsmouth Site	3	35	29	29	4	Martin Marietta lives up to:					
Total Energy Systems	3	31	27	31	8	— The principle of high quality work.					
<b>WORK UNIT EFFECTIVENESS</b>						Portsmouth Site	11	61	21	6	1
In my immediate work group, meetings are held regularly.						Total Energy Systems	9	60	21	8	2
Portsmouth Site	12	37	15	27	9	— The principle of commitment to customers or sponsors.					
Total Energy Systems	18	46	11	18	7	Portsmouth Site	15	60	23	2	0
Policies and procedures help my work group accomplish its purpose.						Total Energy Systems	10	61	23	4	1
Portsmouth Site	7	52	25	12	3	— The principle of commitment to DOE.					
Total Energy Systems	5	42	26	20	6	Portsmouth Site	21	63	14	2	0
I understand the objectives of my work group.						Total Energy Systems	15	60	19	4	1
Portsmouth Site	20	64	10	5	1	— The principle of honesty and integrity.					
Total Energy Systems	16	64	11	7	2	Portsmouth Site	12	51	27	8	1
The time I spend in meetings is productive.						Total Energy Systems	7	44	30	14	5
Portsmouth Site	2	29	31	32	5	— The principle of respect for the individual.					
Total Energy Systems	2	34	31	26	7	Portsmouth Site	5	48	28	15	3
The people I work with cooperate to get the job done.						Total Energy Systems	5	34	30	23	9
Portsmouth Site	20	53	16	10	2	— The principle of technical excellence.					
Total Energy Systems	20	55	13	10	2	Portsmouth Site	11	60	23	5	0
How would you rate the overall quality of work done in your work group? (Response = V Good to V Poor)						Total Energy Systems	11	57	24	6	2
Portsmouth Site	30	50	17	3	0	— The principle of participative management.					
Total Energy Systems	31	51	15	3	0	Portsmouth Site	5	39	34	18	4
<b>ETHICS</b>						Total Energy Systems	3	31	39	20	6
I know enough about the rules and policies that affect me.						— The principle of good community relations.					
Portsmouth Site	13	66	14	7	1	Portsmouth Site	15	61	19	3	1
Total Energy Systems	11	60	15	12	2	Total Energy Systems	7	50	29	10	4
I see evidence of management's commitment to Martin Marietta Corporation's "Code of Ethics and Standards of Conduct."						— The principle of positive "can do" attitude.					
Portsmouth Site	8	41	32	14	5	Portsmouth Site	8	52	30	8	2
Total Energy Systems	8	41	29	15	7	Total Energy Systems	7	50	31	10	3
Management will act upon reported unethical practices in a forthright manner.						— The principle of effective planning.					
Portsmouth Site	7	38	37	13	4	Portsmouth Site	4	31	39	22	5
Total Energy Systems	8	38	34	14	5	Total Energy Systems	2	29	35	25	8
						— The principle of employee development.					
						Portsmouth Site	4	38	34	20	4
						Total Energy Systems	3	33	33	23	9

## Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>ENERGY SYSTEMS PRINCIPLES</b>											
Martin Marietta Energy Systems:											
— Protects the health and safety of employees.						— Seeks new opportunities of national importance.					
Portsmouth Site	18	67	11	3	1	Portsmouth Site	10	54	32	3	0
Total Energy Systems	11	56	18	11	4	Total Energy Systems	8	53	32	5	2
— Protects the environment around us.						<b>HEALTH &amp; SAFETY CONCERNS</b>					
Portsmouth Site	17	65	14	2	0	How would you rate Martin Marietta on contamination control?					
Total Energy Systems	8	47	26	14	5	Portsmouth Site	13	51	25	7	4
— Respects employees.						Total Energy Systems	10	41	27	14	9
Portsmouth Site	6	49	28	13	3	How would you rate Martin Marietta on asbestos abatement?					
Total Energy Systems	4	35	28	23	10	Portsmouth Site	19	52	21	7	2
— Trusts employees.						Total Energy Systems	12	40	27	12	9
Portsmouth Site	5	42	33	16	4	How would you rate Martin Marietta on industrial safety?					
Total Energy Systems	3	33	31	23	10	Portsmouth Site	21	53	20	5	1
— Is open with employees.						Total Energy Systems	14	44	27	11	4
Portsmouth Site	5	35	37	19	4	How would you rate Martin Marietta on environmental protection?					
Total Energy Systems	2	24	32	29	12	Portsmouth Site	20	56	18	5	2
— Pays for performance and recognizes excellence.						Total Energy Systems	11	40	28	13	8
Portsmouth Site	4	26	31	27	11	<b>UNCATEGORIZED QUESTIONS</b>					
Total Energy Systems	3	25	28	29	15	I am familiar with Martin Marietta Energy Systems' Missions and Values.					
— Is fair to employees.						Portsmouth Site	8	54	29	8	1
Portsmouth Site	4	41	33	18	4	Total Energy Systems	6	49	29	13	3
Total Energy Systems	2	31	33	24	10	Positive results came from the 1986 Employee Communications Survey.					
— Achieves the participation and involvement of all employees.						Portsmouth Site	1	5	88	4	2
Portsmouth Site	3	26	35	31	5	Total Energy Systems	2	20	55	16	7
Total Energy Systems	1	21	36	33	9	Health protection for Energy Systems employees is good.					
— Encourages clear two-way communication at all levels.						Portsmouth Site	14	54	16	11	5
Portsmouth Site	5	39	28	24	4	Total Energy Systems	12	54	17	12	5
Total Energy Systems	3	31	29	27	11	Safety really is the "first consideration" here at Martin Marietta Energy Systems.					
— Promotes teamwork among employees.						Portsmouth Site	21	53	17	7	1
Portsmouth Site	6	45	27	18	3	Total Energy Systems	13	44	20	17	6
Total Energy Systems	3	40	29	21	7	I am familiar with the company-sponsored "wellness-related" programs, services and activities.					
— Employees participate in improving the quality of life surrounding communities.						Portsmouth Site	5	31	31	27	6
Portsmouth Site	10	59	26	5	1	Total Energy Systems	3	25	29	33	10
Total Energy Systems	7	52	31	7	3	I read "Energy Systems News/Energy Systems at Portsmouth" regularly.					
— Is known as a high quality organization in all we do.						Portsmouth Site	15	59	15	9	1
Portsmouth Site	7	53	34	6	1	Total Energy Systems	11	48	20	13	7
Total Energy Systems	5	42	37	13	3	"Energy Systems News/Energy Systems at Portsmouth" provides accurate, objective information.					
— Continues to improve its products, processes and services.						Portsmouth Site	7	52	37	3	0
Portsmouth Site	9	56	31	4	1	Total Energy Systems	4	34	49	9	4
Total Energy Systems	5	49	34	8	2	"Energy Systems News/Energy Systems at Portsmouth" provides adequate coverage of Energy Systems programs and activities at all sites.					
— Accepts change as an opportunity.						Portsmouth Site	5	38	43	13	1
Portsmouth Site	7	50	35	7	1	Total Energy Systems	3	29	49	14	5
Total Energy Systems	4	42	39	12	3						
— Provides conditions and policies that help us work effectively.											
Portsmouth Site	5	44	34	15	2						
Total Energy Systems	3	35	32	23	6						
— Employees are responsible stewards of all the resources in which they are entrusted.											
Portsmouth Site	4	49	30	16	1						
Total Energy Systems	4	47	33	13	3						

## Frequency distribution (responses are percentages)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My job is challenging.						<b>PORTSMOUTH SITE CUSTOM ITEMS</b>						
Portsmouth Site	23	51	14	10	3	<i>(Only Portsmouth Site Responses Noted)</i>						
Total Energy Systems	21	50	13	12	5	My supervisor tells me when I've done a good job.	9	42	21	20	8	
My position is secure at Energy Systems.						My supervisor and I discuss job performance on a regular basis.	5	25	29	31	10	
Portsmouth Site	8	47	30	11	3	My supervisor tells his/her boss or others when I do a good job.	5	23	40	22	10	
Total Energy Systems	7	44	29	14	6	Management makes sincere efforts to communicate with employees.	5	40	27	22	5	
I have opportunities for personal growth at Energy Systems.						I have confidence in the integrity of management at this plant.	6	39	32	18	5	
Portsmouth Site	7	39	27	20	6	Management in my organization puts safety and health as a first consideration in the operation of PORTS.	19	56	18	6	1	
Total Energy Systems	6	38	25	21	10	I feel I am a productive employee.	33	59	6	2	1	
My job requires that I be creative.						Producing a quality product is a direct reflection on me.	30	51	16	3	1	
Portsmouth Site	16	55	16	10	3	There is ownership and commitment to achieve excellence in the management and operation of this facility.	11	43	35	9	2	
Total Energy Systems	15	49	17	13	5	Employees who don't do their job are confronted with a need to change.	3	15	29	36	17	
The Non-Exempt Job Opportunity System is an effective means of publicizing and filling jobs.						"Cooperation" is a word I would use to describe how different departments interact.	4	34	32	24	7	
Portsmouth Site	6	39	29	16	11							
Total Energy Systems	4	35	39	14	8							
The Non-Exempt Job Opportunity System is administered fairly within Energy Systems.												
Portsmouth Site	3	21	37	24	15							
Total Energy Systems	2	17	45	22	14							
The value of my job is fully appreciated and recognized by Energy Systems.												
Portsmouth Site	4	33	33	23	7							
Total Energy Systems	3	27	31	27	12							
	Excellent	Good	Average	Fair	Poor		Excellent	Good	Average	Fair	Poor	

### WORKING CONDITIONS

How satisfied are you with your physical working conditions? (Response — V Satisfied to V Dissat)						What is your opinion of the ventilation?					
Portsmouth Site	10	50	19	18	3	Portsmouth Site	8	27	25	18	23
Total Energy Systems	8	51	20	17	4	Total Energy Systems	7	29	26	18	19
What is your opinion of the safety of your work area?						What is your opinion of the temperature?					
Portsmouth Site	40	42	13	3	1	Portsmouth Site	7	23	25	20	25
Total Energy Systems	30	42	18	7	4	Total Energy Systems	7	27	26	20	20
What is your opinion of the noise level?						What is your opinion of the parking?					
Portsmouth Site	18	33	25	12	12	Portsmouth Site	26	51	17	4	1
Total Energy Systems	15	35	26	13	11	Total Energy Systems	10	32	24	16	18
What is your opinion of the space to work?						What is your opinion of the telephone system?					
Portsmouth Site	15	29	26	15	15	Portsmouth Site	6	25	28	19	22
Total Energy Systems	12	30	24	16	18	Total Energy Systems	12	43	25	11	9
What is your opinion of the privacy?						What is your opinion of the facilities maintenance?					
Portsmouth Site	9	22	25	18	26	Portsmouth Site	5	32	36	20	7
Total Energy Systems	10	25	25	17	23	Total Energy Systems	4	28	34	21	14
What is your opinion of the lighting?						What is your opinion of the materials and equipment?					
Portsmouth Site	16	39	28	12	5	Portsmouth Site	7	40	32	15	6
Total Energy Systems	14	42	25	13	6	Total Energy Systems	6	35	33	17	9
What is your opinion of the cleanliness?											
Portsmouth Site	8	27	27	19	20						
Total Energy Systems	9	31	27	18	16						

	Excellent	Good	Average	Fair	Poor		Excellent	Good	Average	Fair	Poor
<b>WORKING CONDITIONS</b>						What is your opinion of the restrooms?					
						Portsmouth Site	5	36	35	16	7
						Total Energy Systems	5	29	32	20	13
What is your opinion of the cafeteria food selection and quality?						What is your opinion of the cafeteria facilities?					
Portsmouth Site	8	36	33	15	8	Portsmouth Site	9	42	34	10	5
Total Energy Systems	4	22	35	22	17	Total Energy Systems	4	26	35	20	14
What is your opinion of the vending service food selection and quality?						What is your opinion of support and services?					
Portsmouth Site	4	25	38	19	14	Portsmouth Site	4	31	41	17	8
Total Energy Systems	2	17	33	25	23	Total Energy Systems	4	30	36	20	10

## Unique Responses

*For each question, the top 20 (most frequently occurring) responses are listed.*

### What do you like most about working here?

(Numbers indicate frequency of occurrences)

- Pay/raises (144)
- Quality of people who work here (77)
- Type of work (69)
- Job challenge (68)
- Benefits (67)
- Friendly coworkers (54)
- Job security (54)
- Good working conditions and facilities (41)
- Closeness to home (29)
- Community/area/location (26)
- Using new technology/High tech environment (24)
- Pride in working for Martin Marietta/great company (24)
- Freedom to do the job. (21)
- Availability of a variety of classes and training (18)
- Job satisfaction and making a contribution (18)
- Good supervisor. (16)
- Variety of work. (13)
- Hours (11)
- Safety/safety equipment (10)
- Good use of skills (10)

### What do you like least about working here?

- Poor management and supervision (36)
- Raises/merit raise system/pay (33)
- The bureaucracy (rules, policies, procedures) (31)
- Lack of teamwork (28)
- Too much paperwork (23)
- Some coworkers' attitudes (23)
- Security procedures and prisonlike atmosphere (23)
- No advancement/advancement policies/promotions (22)
- Raises and promotions are not based on performance (21)
- Favoritism/good ole boy/nepotism (21)
- DOE regulations, attitudes and audits (20)
- Poor communication (20)
- Travel time to work and traffic encountered (18)
- Unequal salaries for people in same code/performance or unequal pay based on job responsibilities (18)
- Little recognition, rewards or incentives (16)
- Work environment/conditions/facilities (16)
- Crisis management (15)
- Heavy workload (15)
- Not enough workers (14)
- Office space inadequate (14)

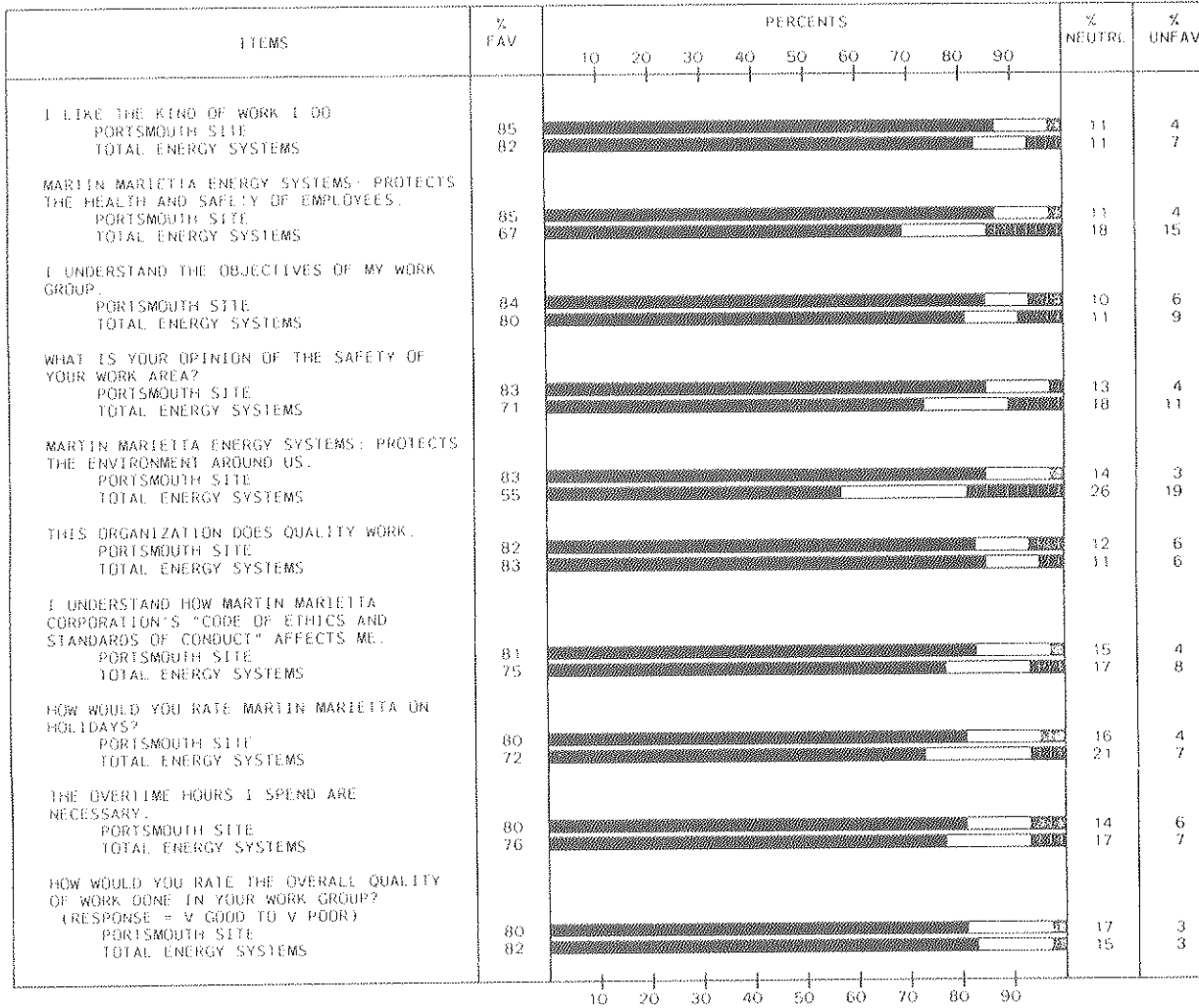
### What three actions would most improve the effectiveness of the organization?

- Improve management (44)
- More recognition, credit and rewards for a job well done (36)
- More personnel and adequate staffing (34)
- Improve communications/information flow (34)
- More paid benefits/better benefits (25)
- Clear/standard policies and procedures (25)
- Adherence to all rules for all employees/more discipline (24)
- Improve training, seminars and workshops (23)
- Assume responsibility/stop passing the buck/accountability (22)
- Treat all employees equally, fairly and respectfully (22)
- Improve planning/less crisis mode (21)
- More cooperation and communication between divisions and departments (21)
- Promote teamwork and cooperation (20)
- Better health plan: dental, eye and hospital (20)
- Better communication between management and employees (19)
- Fairness in promotions, awards and evaluations (19)
- Higher pay and raises (19)
- Equitable pay scale (18)
- Improve supervision (18)
- Improve working conditions: more space, cleaner (18)

### What three actions would be the most beneficial to you as an individual?

- Higher pay and raises (67)
- Improve training, seminars and workshops (57)
- More paid benefits/better benefits (37)
- Improve working conditions: more space, cleaner (32)
- More recognition, credit and rewards for a job well done. (31)
- Better health plan: dental, eye and hospital (27)
- Equitable pay scale (21)
- More career options and advancement opportunities (21)
- Raises and promotions based on performance (19)
- More personnel and adequate staffing (19)
- Improve management (15)
- Improve retirement program and include retirement planning (15)
- More cooperation and communication between divisions and departments (14)
- Better use of skills (14)
- Job promotion and job change (13)
- Better computer assistance and support (11)
- Improve supervision (11)
- Increase job responsibility and challenge (11)
- Improve communications/information flow (10)
- Proper delegation of authority (10)

# TEN MOST FAVORABLE ITEMS



The charts at left reflect the 10 most favorable and the 10 most unfavorable responses of Martin Marietta Energy Systems employees at the Portsmouth site to opinion questions asked on the recent Employee Communications Survey (ECS). At Portsmouth, 889 employees — approximately 39 percent — completed and submitted survey forms.

## MARTIN MARIETTA

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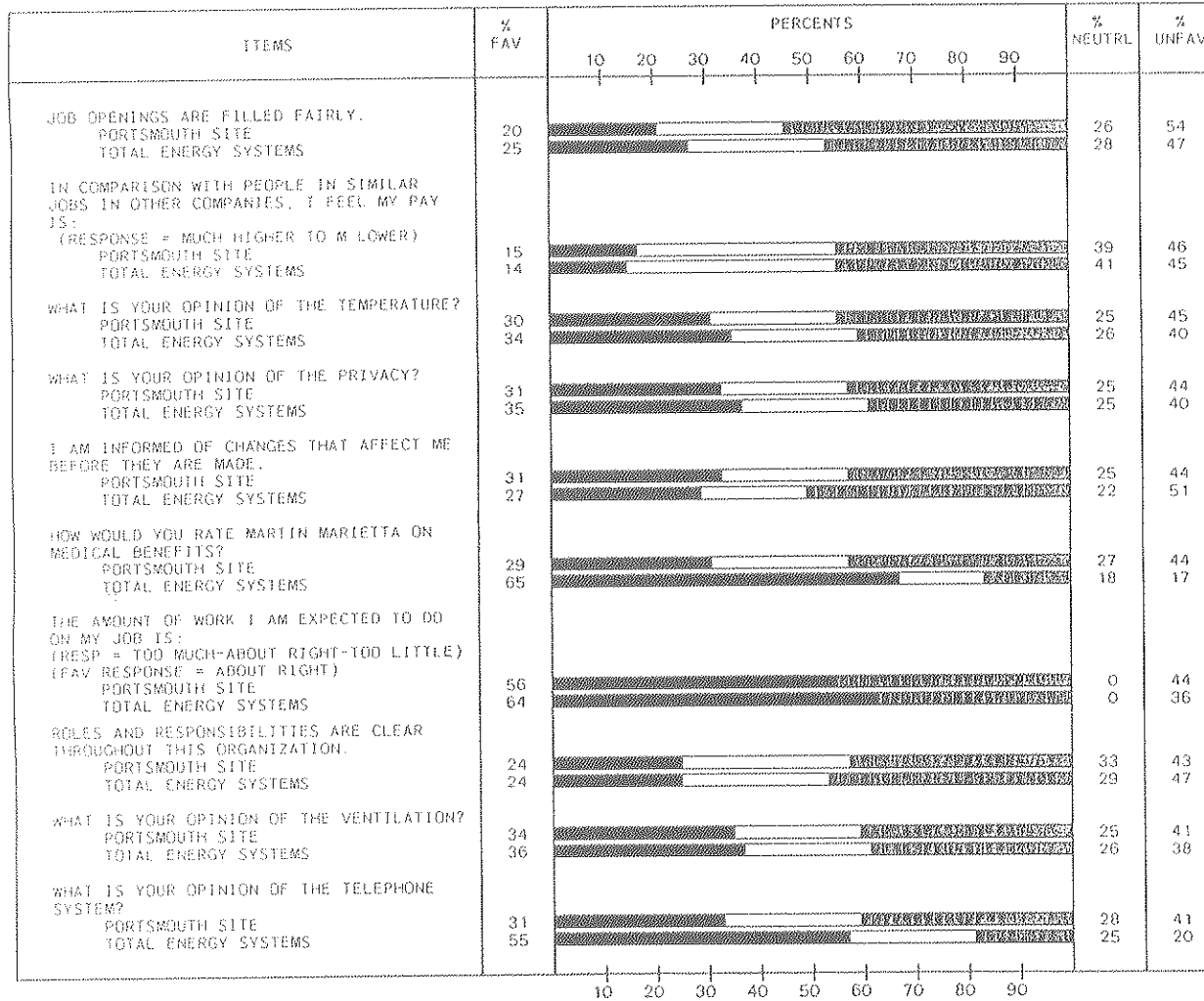
Tim L. Matchett ..... Editor

### EDITORIAL STAFF

Jane Johnson Cathy R. Williams  
Telephone ... (614) 897-2863

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# TEN MOST UNFAVORABLE ITEMS



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