

Management Evaluation

ALYESKA PIPELINE SERVICE COMPANY

EMPLOYEE CONCERNS PROGRAM

and

JOINT PIPELINE OFFICE OVERSIGHT

March 1997

Management Evaluation

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AND
JOINT PIPELINE OFFICE OVERSIGHT**

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Definitions

Anonymous - Someone who is unknown or unnamed.

Chilling Effect - The consequences of actions taken by an employer, company representative, or another employee who takes or threatens to take retaliatory actions against someone who identifies or reports problems. These actions manifest themselves in the form of an atmosphere in which employees are unwilling or reluctant to report discrepancies or concerns.

Concern - An allegation of impropriety, wrongdoing, or inadequacy associated with the maintenance, operation, or management of the Trans-Alaska Pipeline System (TAPS).

Concerned Individual - Same as concerned employee, but also could include anyone not employed by APSC.

Confidentiality - The protection of information or data that directly or otherwise might identify a source.

Culture Change - A shift in values, assumptions, or norms that guide a group of people.

Employee Concerns Program - A program established to provide a place for employees or other individuals to bring issues to the attention of management in an environment free of intimidation, harassment, and retaliation.

Harassment - The act of persecuting or tormenting another person by threatening, restraining, coercing, intimidating, shunning, or blacklisting. Creating a hostile work environment is also a form of harassment.

Intimidation - The act of forcing into or deterring from an action by inducing fear.

Joint Pipeline Office (JPO) - An interagency State of Alaska and Federal Government office established to provide a coordinated monitoring and permitting on TAPS.

PROFS - APSC electronic mail

Retaliation - To pay back in kind and usually thought of as punishment.

Ridicule - Actions or words that create or express dislike for a person.

Whistle Blower - An individual who discloses an environmental, quality, or safety problem or violation of laws or regulations by informing a person or persons outside the company, such as the JPO, Department of Energy, or Congress.

Although the JPO oversight and "800 Hotline" (hotline) program lack approved policy direction, the Management Evaluation Team believes the hotline is currently operating with the appropriate level of direct involvement by the JPO in the concerns process. Most employees properly recognize the hotline as a backup to resolving concerns through the management chain and APSC's Employee Concerns Program. It remains for JPO to establish operating procedures and clearly define expectations for both its direct role in employee concerns and its oversight responsibility regarding APSC's Employee Concerns Program.

Chapter 1. Introduction

About This Report

This report presents the results of a Management Evaluation conducted at the request of the Bureau of Land Management (BLM) Alaska State Director. The purpose of the evaluation was to assess the effectiveness of the APSC's Employee Concerns Program and oversight by the JPO, as well as the JPO's hotline program. The evaluation was conducted from February 3-14, 1997.

In 1991, a series of "whistle blower" complaints were lodged with the media and in Congress criticizing various aspects of the Trans-Alaska Pipeline System (TAPS), most notably APSC's lack of a quality assurance program, with an emphasis on moving oil at the expense of safety. The JPO was also criticized for lack of aggressively enforcing perceived violations of regulations and law.

As a result of congressional hearings held in July 1993 by the House Committee on Energy and Commerce, Trans-Alaska Pipeline Oversight Hearings, the JPO established a hotline for concerned employees, and provided APSC employees with an additional avenue to raise concerns directly to the JPO.

In addition to the JPO's hotline program, the APSC established an Employee Concerns Program on October 1, 1995, to provide an impartial forum in which concerns could be raised and addressed. The newly created APSC Employee Concerns Program reached its targeted staffing in September 1996.

Chapter 2. Methodology

Scoping Phase

Scoping for the evaluation of the APSC's Employee Concerns Program and oversight by the JPO included interviews; review of newspaper articles, reports, congressional testimony, videos; and bench marking the Concerns Resolution Program of the Tennessee Valley Authority Nuclear. Field visits were also conducted at Pump Station 9, the Northstar Terminal, Van Horn Facility, Valdez Marine Terminal (VMT), the Ship Escort Response Vessel System (SERVS), and the U.S. Coast Guard Station located in Valdez, Alaska.

Additionally, as a part of the scoping, an Evaluation Work Plan was developed in October 1996, which identified the process to be used to evaluate the progress of the APSC's Employee Concerns Program and oversight by the JPO. The Evaluation Work Plan was presented to the BLM Alaska State Director, and to the President and Chief Executive Officer (CEO) of APSC and other APSC officials. The Evaluation Work Plan defined the composition of the Management Evaluation Team and the scope of the onsite review.

A questionnaire (Appendix 1) was developed in the BLM's Washington Office Management Systems Group by the Management Evaluation Team Leader. On November 15, 1996, the APSC's Employee Concerns Program staff mailed copies of the questionnaire to APSC and contract employees at their work locations. A postage paid envelope, addressed to the Management Evaluation Team Leader, was also provided with each questionnaire.

There were 1,356 questionnaires returned, compared to the 2,460 employees on board as reported in APSC's Manpower Summary dated November 1996. This represents a 55 percent response rate. Approximately 35 percent of the returned questionnaires included written comments. The questionnaires were analyzed using SPSS (statistical analysis computer program) and the written comments were categorized to support the questionnaire results (Appendix 2).

Evaluation Phase

An evaluation schedule was developed to provide an opportunity for onsite interviews with employees located in the Northern Business Unit (NBU) at Pump Stations 1, 2, and 3; Southern Business Unit (SBU) at Pump Stations 5, 6, 7, 12, the Northstar

However, based upon questionnaire results and information obtained from interviews and review of the Concerns Tracking System, the Management Evaluation Team believes that sufficient information was obtained to assess overall program effectiveness. The results of the questionnaires, interviews, and document reviews were utilized to assess the effectiveness of the JPO's hotline program and oversight responsibilities.

The information provided through the questionnaires and telephone and onsite interviews is included in the report's findings and recommendations.

Chapter 3. Alyeska Pipeline Service Company's Corporate Culture

The APSC's culture consists of three distinct geo-political regions, including the Headquarters office in Anchorage; the pipeline and pump stations located along the 800 miles of generally remote Alaska; and the VMT where the oil is stored and transshipped. There are four distinct cultures within the organizational structure: (1) the Leadership Team (comprised of the President/CEO, Senior Vice Presidents, Vice Presidents, General Counsel, and the Business Practices Officer); (2) middle and first line management (comprised of a variety of managers who report directly and/or indirectly to the Leadership Team); (3) APSC employees; and (4) contractors.

The President, some of the Vice Presidents, and other senior management officials are typically TAPS owner company employees who serve a tour of duty with APSC and then return to their parent organization. Middle and first line management and APSC employees generally remain with APSC for some time. There are many long-term contract employees, but other contract personnel may change with the season, with the project, and upon contract renegotiation. The number of contract employees at times may reach four times the number of APSC employees. These constant changes and differences in tenure make it even more difficult to identify and make positive change in the culture at APSC.

Senior management officials have attempted to change the culture at APSC so that all employees, including contractors, can raise issues without fear of intimidation, harassment, and/or retaliation. The APSC points to the implementation of a revised quality program, the creation of both Quality Councils and Safety Committees, the development and implementation of an Employee Concerns Program, and other initiatives and policy directions as vehicles to accomplish these changes. This chapter reflects the current culture as perceived by the APSC work force and assessed by the Management Evaluation Team, and provides recommended measures to support, maintain, and accelerate positive culture change.

Some key characteristics of a positive corporate culture may include:

- valuing employees who provide constructive concerns and suggestions;
- demonstrating zero tolerance for intimidation, harassment, and retaliation;
- providing for functional, objective evaluation of concerns; and
- assuring that the correction of substantiated concerns receive the same level of support and priority as closing unsubstantiated concerns.

other action was taken. At one location, contract employees identified many instances where their supervisors had threatened them with reduced hours and, in some instances, had laid off fellow employees who raised concerns.

Finding No. 1:

Efforts to positively effect culture change to date have had mixed results. The overall cultural atmosphere is still largely dependent on individual managers and is not consistent across the organization as a whole.

Recommendation No. 1:

The Leadership Team should diligently and decisively demonstrate management's commitment to changing the culture by engaging managers and supervisors at all levels in the task of positive culture change. Managers who exhibit openness and support should be recognized and rewarded.

Finding No. 2:

Management officials have not achieved a zero tolerance for retaliation. This contributes to a "chilling effect" in several organizational units and particularly among contract personnel.

Recommendation No. 2:

The Leadership Team should take immediate action in providing directions to all managers (including contractors) regarding its expectations in complying with standards outlined in APSC's Code of Conduct, specifically as it relates to the section entitled "Encouraging and Protecting Those Who Raise Concerns." In addition, any acts of retaliation should be dealt with decisively, in accordance with APSC progressive disciplinary policies.

Finding No. 3:

The APSC's Culture of Trust training presented to most APSC managers and a few contract managers and supervisors was a good first step in making managers and supervisors aware of appropriate behavior when dealing with employees. However, as perceived by some who attended the training, it had a legalistic approach and did not provide them with the necessary tools to deal effectively with employees. The Management Evaluation Team noted that APSC is developing a "Creating a Culture of Trust" training module for its nonsupervisory personnel.

Recommendation No. 3:

The Leadership Team should ensure that training is provided to all managers and supervisors to ensure that they not only understand how to deal with employees from a legal and behavioral standpoint, but also have the necessary skills to communicate effectively, objectively, and fairly with all employees regardless of differing views.

This would be a followup to the existing "Creating a Culture of Trust" training provided to managers and supervisors and the employees' "Creating a Culture of Trust" training already planned.

Communication

Communication is key to an effective and efficient operation at APSC. A lack of communication or the perception that communication comes only from the top down causes misunderstanding and a breakdown of trust within the corporate culture. A few interviewees stated they are ridiculed, isolated, and receive backtalk for raising concerns.

Open communication with managers, supervisors, and all employees is necessary to eliminate rumors and misinformation. Effective communication increases employees' respect, pride, and confidence in the system. Questionnaire results show that many managers/supervisors and employees have not observed noticeable improvements in the corporate culture over the past two years. Onsite interviews indicate that many field personnel felt no ownership or enrollment in changing the corporate culture.

Onsite interviews indicate messages from management officials are sometimes misleading because management officials often make promises, portray a vision of action, or method of operation without follow through. An example given in onsite interviews was the "roll-out" of the Employee Concerns Program. The message delivered was that everyone will be open to receiving concerns; however, employees who tried to raise concerns were told that the presenters were not there to receive them.

During onsite interviews, some employees stated that they believe the Employee Concerns Program is a tool of management. Some management officials stated that they believe the Employee Concerns Program is a tool of employees, which is used to harass management. Management officials also stated that a few employees have attempted to victimize the system.

Finding No. 4:

It has not been clearly communicated to employees whether the customer of the Employee Concerns Program is the employee or APSC management. Without this distinction, employees are not confident that the Employee Concerns Program exists for their benefit, because they tend to view it as a tool of management.

Recommendation No. 4:

The Leadership Team should make a clear statement, backed by followup actions that the APSC Employee Concerns Program is a viable and responsive method used to objectively resolve concerns when they cannot be resolved through supervisory channels.

Finding No. 5:

Employee confidence is further shaken when communications are not always followed by actions corresponding to the message.

Recommendation No. 5:

The Leadership Team must take steps to ensure that the corporate culture, management structure, and organizational capability can deliver the promises and actions that they communicate to employees.

Contractors and Contract Employees

Many contract supervisors and employees perceive themselves as not part of APSC's corporate culture. Although improvements have been noted since instituting Alliance Contracting, it is difficult for contract supervisors and employees to take ownership of, or buy into, APSC's policies and procedures. Some interviewees indicated they were unaware that they could use the APSC's Employee Concerns Program and the JPO hotline.

Many contract employees interviewed perceived themselves as expendable because their jobs can be terminated at short notice. They also indicated that they feel they are not fairly treated because living quarters have different occupancy status, their benefits are not equal to APSC's employees', and they are not rewarded for their good work. Only a few contractors interviewed expressed a concern that their inputs and accomplishments were less valued because they were contractors.

Relevant information, including information on APSC's Employee Concerns Program, is not as readily available to contract personnel. Questionnaire results also indicate that only 51 percent of contract employees thought they would have management support for raising concerns, while 62 percent of APSC employees felt they would have support.

The APSC's Employee Concerns Program Manager indicates that 150 contract supervisors have participated in the "Creating a Culture of Trust" training. Some interviewees stated, however, that the class was a lengthy discussion on what is unacceptable behavior for supervisors. Since attending the Culture of Trust training seminar, some contract supervisors are now encouraging their employees to bring up concerns. This appears to be a good beginning for contract employees to learn more about the expectations of being free to raise concerns.

Finding No. 6:

Although many contract supervisors indicated an improvement in the corporate culture, there is still a lack of inclusiveness. More inclusiveness should effect culture change when contract employees feel they have management support and increased acceptance into the APSC corporate culture.

Recommendation No. 6:

The APSC contract stewards should encourage good communication from contractors to their employees about benefits and performance incentives. Furthermore, APSC should work with contractors to make APSC information more readily available in areas convenient to contract employees. In addition, APSC management officials and contract stewards should jointly develop a philosophy statement with Alliance Contractors so that all employees understand what they can expect from their jobs. This information should be shared with all employees to increase an understanding of benefit and bonus systems and APSC corporate culture goals and reduce the feeling of "us versus them."

Chapter 4. Alyeska Pipeline Service Company's Employee Concerns Program

Management Commitment

Management support and commitment at all levels are critical to the success of APSC's Employee Concerns Program. The APSC's "Code of Conduct" (pages 4-6) clearly recognizes open communication and encouragement of, and protection for, employees who raise concerns as important values for the company. Management not only encourages employees to identify and resolve concerns through their line management, but also provides the Employee Concerns Program as an alternate avenue for resolution of concerns. According to the questionnaire results, managers and supervisors are being provided with a good understanding of the Employee Concerns Program through the "Creating a Culture of Trust" training.

Ninety-eight percent of the APSC managers and supervisors and 86 percent of contract supervisors indicated an understanding of APSC's Employee Concerns Program. Questionnaire results also confirm that almost all APSC managers and supervisors (94 percent) understand their responsibilities in the employee concerns process. During onsite interviews, APSC managers and supervisors reiterated that APSC has done a good job of educating managers and supervisors about their role in addressing employee concerns. A lower ratio (71 percent) of contract supervisors indicated an understanding of their employee concerns responsibilities.

Many APSC employees agree that APSC managers and supervisors are making an honest attempt to be more responsive to employees when concerns are raised, and employees generally believe that the efforts of these managers and supervisors indicate a willingness to listen. Many employees interviewed, particularly in the NBU, indicated that they could raise and get concerns resolved with their first line supervisor. However, company-wide, there was a perception that if a concern could not be resolved within the local work unit, the success of getting the concern resolved fell dramatically.

Many employees also say they believe that if they raise a concern beyond the supervisor, they will lose their job through layoffs, downsizing, etc. As confirmed by questionnaire results, almost 33 percent of the employees fear losing their job or suffering other harm if they report a concern. Employees base this belief on pointing to the fate of their fellow employees, "whistle blowers," and friends who were fired, laid off, or moved without explanation, after reporting a concern.

Many employees indicate they believe that although supervisors appear to listen to their concerns, they seldom take steps to address them. Instead, they rationalize and/or minimize the magnitude of the concern. On the other hand, during onsite

interviews, some supervisors expressed the belief that some employees use the Employee Concerns Program to fight management if they cannot have their way, to promote their own agenda, or to retaliate against supervisors.

Finding No. 7:

Although strong support for employee concerns is contained in the APSC's "Code of Conduct," and in written policies and verbal discussions by management, questionnaire results show that more than 33 percent of APSC employees and almost 50 percent of contract employees believe that over the past two years, management officials have not demonstrated that they are supportive of employees who raise concerns. Employees say that managers and supervisors do not "walk the talk." Employees look to actions, over policy and discussion, as the true barometer of management commitment. Management actions that are inconsistent with policy and stated priorities compromise program effectiveness.

Recommendation No. 7:

Management officials at all levels should take consistent action to demonstrate their commitment to valuing concerned employees, resolving concerns, and to the Employee Concerns Program. Consistent action and follow through that reinforce existing policies and stated priorities of top management officials should have a dramatic positive impact on the effectiveness, credibility, and acceptance of the Employee Concerns Program.

Policies and Procedures

The Management Evaluation Team reviewed the documentation for the APSC's Employee Concerns Program, EC-163, and determined the policies, guidance, and processes for APSC's Employee Concerns Program are fundamentally adequate to guide an effective program. In addition, policies and expectations of senior management officials, supervisors, employees, and the Employee Concerns Program are clearly defined.

While specific deficiencies in policies and procedures are discussed in this chapter, barriers to overall effectiveness of the Employee Concerns Program are more dependent on deficiencies in program implementation than on the policy and procedure items identified below.

Finding No. 8:

Although qualifications are contained in position descriptions, the team observed that the Employee Concerns Program's policies and procedures do not address minimum training and qualification requirements for Employee Concerns Program personnel, particularly the Employee Concerns Program Manager, case investigators, and data manager/custodian.

Recommendation No. 8:

The Employee Concerns Program's policies and procedures should be amended to include the above requirements, and training plans and schedules should be developed for all Employee Concerns Program personnel.

Program Implementation

Based on survey results and interviews in the field, APSC personnel have a good understanding of the Employee Concerns Program and how to raise their concerns. Good communications and a close working relationship with contractors and contract personnel are lacking and is discussed in a separate section below. Posters and information were observed at most pipeline facilities, although this information was not available at all sites within the facility (e.g. public living quarters, shops, and several buildings at the VMT). Posters were generally not available at the APSC and contractor offices in the ARCO Building.

Field personnel expressed the opinion that the Employee Concerns Program staff should be more visible in the field. Employees commented that the only time they see Employee Concerns Program representatives is during the investigation of concerns. They felt that Employee Concerns Program representatives should frequent field facilities and get acquainted with employees. The APSC's Ombudsman Program was cited as a positive example.

Employees also indicated the information regarding specific program successes was lacking. For example, several employees cited the "8811" phone line program feedback as a model for information dissemination about the Employee Concerns Program. During conversations regarding this issue, employees expressed disappointment that the "8811" program had been discontinued. Subsequent discussions with Employee Concerns Program personnel revealed the "8811" program is being re-established. The Management Evaluation Team commends APSC for this positive action.

The Employee Concerns Program has established an effective process for receiving concerns. The Employee Concerns Program provides for identification of concerns through various means, including telephone, PROFS (e-mail), and face-to-face discussions. Concerns can be identified both anonymously and confidentially. The Employee Concerns Program utilizes an "intake form" to ensure accuracy and consistency of information and to provide Employee Concerns Program representatives with guidelines on how to receive and record concerns.

Adequate program guidance and data base systems are in place for documenting, tracking, investigating, and resolving concerns. However, the Management Evaluation Team identified several areas relative to the implementation of guidance and better utilization of automated systems that warrant further discussion.

Finding No. 9:

The APSC's Employee Concerns Program staff primarily visit the field only to investigate concerns. While investigating concerns, they have little opportunity to get to know employees and management, and develop the necessary trust and rapport which are vital for a healthy work environment.

Recommendation No. 9:

The Employee Concerns Program management officials and staff should place priority on establishing goals and schedules to routinely visit field sites and locations outside of the corporate Headquarters. The focus of these visits should be to increase understanding of the Employee Concerns Program, get acquainted with personnel, and improve the confidence and trust in the Employee Concerns Program, as well as the Employee Concerns Program management officials and staff.

Finding No. 10:

Employees are not being provided with meaningful information on Employee Concerns Program activities and successes on a regular basis. Overall statistical results are of little interest to employees who express the desire for more specific information on positive outcomes, quality improvements, etc. It is recognized that maintenance of confidentiality must be considered in this process.

Recommendation No. 10:

The Employee Concerns Program's management and staff should include specific Employee Concerns Program successes and program accomplishments in regularly published newsletters and periodic reports. Celebrate and reward positive results of resolved concerns. These actions should improve program visibility and acceptance and increase employee and supervisor "buy in."

Finding No. 11:

Specific procedures for maintaining and improving the capability of the automated concerns tracking system are needed. The Employee Concerns Program Manager and staff recognize the need to expand and improve the capability of the automated concerns tracking system to analyze trends for program improvement and redirection. Currently, the data base is not used to provide trends and concern information needed to assess program effectiveness.

Recommendation No. 11:

The Employee Concerns Program Manager and staff should expedite their efforts to expand and improve the capability of the automated concerns tracking system.

Finding No. 12:

Adequate procedures exist for keeping Concerned Individuals (CI's) informed. However, information feedback is not being effectively accomplished. Monthly feedback during concern resolution is not consistently provided and final feedback to the CI is only provided when corrective action recommendations are identified by the Employee Concerns Program staff. In many cases, the CI's are not provided feedback on the final resolution of their concerns and corrective actions. This occurs due to the lack of timely corrective action or failure of management or staff to follow the corrective action recommendations. In addition, feedback information is sketchy and does not specifically address whether or not the concern was substantiated.

Recommendation No. 12:

The Employee Concerns Program staff, with full support of top management, should make every effort to provide meaningful feedback to CI's in accordance with Employee Concerns Program procedures. The CI's should be provided with specific information regarding the conclusions of the concern investigations and corrective actions, including whether or not the concern was substantiated.

Finding No. 13:

Although program procedures place emphasis on maintaining confidentiality, questionnaire results and field interviews indicated that employees do not trust the Employee Concerns Program. Employees lack of trust in the Employee Concerns Program is due to past mistakes, new personnel whom employees do not know, and Caller ID being on the Employee Concerns Program phones. The Management Evaluation Team acknowledges that sometimes it is not possible to maintain confidentiality, despite the Employee Concerns Program staff's best efforts.

Recommendation No. 13:

The Employee Concerns Program staff should make every possible effort to ensure that confidentiality is maintained as requested by the CI. During routine field visits (as recommended above), Employee Concerns Program management and staff should reemphasize their procedures for maintaining confidentiality, investigating concerns, and maintaining independence from management in resolving concerns.

Finding No. 14:

Resolution of concerns is not occurring in a timely manner. Although in some cases workload may be a factor (initial case backlog), other causes such as lack of priority support from other APSC organizational units (technical, human resources, etc.), protracted reviewing of reports, and delays in management action appear to be relevant causes.

Recommendation No. 14:

The APSC Leadership Team should emphasize the importance of prompt resolution of concerns and completion of corrective action to all organizations supporting the Employee Concerns Program. The Employee Concerns Program should minimize review steps and other administrative actions that could delay expeditious completion of final reports.

Finding No. 15:

Some survey respondents commented that the APSC Legal Department has too much involvement in investigations. The Management Evaluation Team's discussion with Employee Concerns Program staff confirmed that the Legal Department reviews some draft reports prior to issuance. The objectivity of corporate attorneys can be questioned as they typically handle a corporation's legal work and have established ongoing business relationships with management. This can create the appearance of a "conflict of interest" and call into question the conclusions of the final reports.

Recommendation No. 15:

The APSC Leadership Team should evaluate the purpose and need for legal review of Employee Concerns Program reports. If a determination is made that legal review is necessary; criteria, rationale, and priorities for the review should be clearly defined and shared with all employees.

Finding No. 16:

Lack of timely and adequate corrective action adversely impacts the Employee Concerns Program credibility and confidence among employees. Corrective actions have been inconsistently carried out on concerns involving intimidation, harassment, and retaliation. This further compromises employees' confidence in the Employee Concerns Program and management's commitment to the Employee Concerns Program, as well as resolution of concerns. However, Employee Concerns Program management officials noted that some actions have been taken, but these corrective actions have not been publicized. Failure to take prompt, decisive action for retaliation will further exacerbate the "chilling effect."

Recommendation No. 16:

The APSC management officials should ensure that responsible individuals are held accountable for timely completion of corrective actions. The APSC procedures (ECP-1.03), issued October 18, 1996, established the process for tracking corrective actions to completion. All APSC managers and supervisors should ensure that corrective actions involving intimidation, harassment, and retaliation are handled decisively and in strict adherence to established APSC progressive disciplinary policies. Retaliation for raising concerns should not be tolerated.

Self-Assessments and Role as Change Agent

As the Employee Concerns Program matures over time, it will become more important to assess the willingness of employees to express concerns and management's success in encouraging and resolving concerns. Likewise, it will be important to assess the success of the Employee Concerns Program as an alternate avenue to resolve concerns.

The Employee Concerns Program Manager recognizes the need for the APSC's Employee Concerns Program to develop an effective self-assessment program and to serve as the primary facilitator to support management's efforts to improve the corporate culture.

Finding No. 17:

A program to conduct periodic self-assessments to facilitate the corporate culture change has not been established. The Employee Concerns Program Manager recognizes the need and agrees that this program is vital to improving the Employee Concerns Program and facilitating the corporate culture change.

Recommendation No. 17:

The Employee Concerns Program Manager should develop a formal program to accomplish these critical mission elements. This formal program would serve to establish the Employee Concerns Program as the supporting "change agent" component of APSC's organization. In this capacity, the Employee Concerns Program will serve a vital role in supporting management's corporate culture objectives. (See Chapter 3, Alyeska Pipeline Service Company's Corporate Culture)

Contractors

The questionnaire results and interviews indicate that contractors and contract employees do not have the same level of understanding, acceptance, and trust of the APSC's Employee Concerns Program as have APSC personnel. Contract supervisors stated that they understand that the Employee Concerns Program exists, but they do not fully understand their responsibilities in the process. Questionnaire results confirm that more than 25 percent of the contract managers and supervisors admittedly do not understand their responsibilities in the employee concerns process. In addition, statistics from the Employee Concerns Program indicate that 150 contract managers and supervisors have attended the "Creating a Culture of Trust" training. Compared to the number of contract managers and supervisors who are employed by the various contractors, this is a poor attendance.

Questionnaire results and onsite interviews indicate that some contract employees believe their supervisors discourage them from using the employee concerns process. One-half of contract employees responding to the questionnaire indicated they believe

management would support employees who raise concerns. In many instances, contract employees say their supervisors have instructed them not to bring their concerns to the Employee Concerns Program, but instead keep company matters within their respective company. Contract employees stated they are told that their concerns will be handled within the company. Most contract employees interviewed did not understand that the APSC's Employee Concerns Program also covered contract employees. During interviews, a few contract employees stated their respective company had their own employee concerns process. However, none of the employees interviewed had ever used their company's process to raise a concern. In addition, some contract employees were unaware of the process for raising a concern in their company.

Finding No. 18:

Some contractors and contract employees have not accepted the importance of employee concerns resolution. Several contractors do not believe they are being treated as a true Alliance Contractor partner. This creates an "us versus them" relationship and adversely impacts contract employee morale.

Recommendation No. 18:

The APSC's Employee Concerns Program should assume a lead role in improving contractor understanding and acceptance of employee concerns. The Employee Concerns Program Manager has already initiated positive measures to address this issue in contracts and to have contractor managers and supervisors attend the "Creating a Culture of Trust" training. In addition, measures are needed to ensure that new employees and contractors are provided information and orientation on the "Creating a Culture of Trust" training and the Employee Concerns Program. The Employee Concerns Program Manager should monitor progress toward improved understanding and acceptance and, with support from top management, implement additional corrective measures as needed.

Chapter 5. Joint Pipeline Office Concerns Program and Oversight

Joint Pipeline Office Hotline

The JPO established a hotline in August 1993. The goals of the hotline, based on JPO documents, were to foster free and open expression of TAPS concerns and deficiencies, and to open a confidential channel for allegations of intimidation and harassment.

In early 1994, other concerns were accepted on the JPO's "otherline" to deal primarily (according to JPO) with concerns that came to the JPO through means other than the hotline (contact with JPO field personnel, personal visit, etc.). Also, in 1994 a JPO contractor developed formal Employee Concerns Program procedures. The draft procedures prepared by the contractor were not utilized because they were "too long and involved."

In April 1995, the JPO hired an Employee Concerns Specialist who was tasked with revising the JPO's Employee Concerns Program procedures and developing an informational brochure on JPO's program entitled "Resources for Concerned Employees on the Trans-Alaska Pipeline System." This informational brochure was completed and distributed in September 1995.

As of the date of this review, the JPO's Employee Concerns Program procedures, "Procedures for Tracking and Resolving Employee Concerns," have not been finalized. Consequently, the Management Evaluation of the JPO's concerns and oversight processes is based on the program as described by JPO management officials, the JPO's Employee Concerns Specialist, and the undated draft procedures.

Based on questionnaire results and interviews, the APSC and, to a lesser degree, contract personnel are well aware of the JPO hotline. Beyond knowledge of the hotline, however, there is little understanding of JPO's hotline program and the role and relationship of the JPO with APSC's Employee Concerns Program. Many respondents to the questionnaire stated they did not have confidence in JPO's handling of their concerns (approximately 50 percent of APSC and contract employees, excluding managers and supervisors, indicated their lack of trust and confidence in JPO's ability to handle employee concerns). Approximately 50 percent of respondents said they understood JPO's hotline program. APSC employees expressed an increased level of understanding compared to contract employees.

Several employees interviewed expressed confidentiality concerns because they perceived that the APSC had successfully obtained names of personnel using the JPO hotline via a Freedom of Information Act (FOIA) request. Subsequent interviews with JPO staff indicated that names from the JPO hotline files were not included in the response to the FOIA request.

In addition, JPO management officials indicated that JPO is currently evaluating whether they should provide (1) oversight of APSC's Employee Concerns Program and a JPO Employee Concerns Program; (2) oversight of APSC's Employee Concerns Program with a JPO backup hotline; or (3) oversight of APSC's Employee Concerns Program only.

Finding No. 19:

The current JPO program lacks proper definition, direction, and policy guidance. Although there is general knowledge among TAPS employees of the JPO hotline, there is little to no understanding of the role of the JPO in APSC's Employee Concerns Program or of the role and function of the JPO program for dealing with concerns reported to the hotline. Furthermore, the JPO has not established clear goals, objectives, and responsibilities to guide their hotline and concerns programs.

Recommendation No. 19:

The JPO needs to establish and document goals, policies, and program direction that clearly define JPO's role within the context of APSC's Employee Concerns Program. The Management Evaluation Team recommends that the JPO maintain the current hotline as a backup to the APSC's Employee Concerns Program.

Finding No. 20:

The JPO's draft procedures and methods of operating appear to safeguard confidentiality through the use of a phone system managed by the BLM Special Agent in Charge (SAC). However, the methods for storage, backup, and safeguarding the automated concern data base are not adequate.

Recommendation No. 20:

The JPO must issue program implementing procedures covering the receipt, documentation, classification, processing, and investigation of concerns. In addition, the implementing guidance should include procedures for providing feedback to concerned individuals, protection of confidentiality, database maintenance, resolution of concerns, etc.

Finding No. 21:

The JPO's current program focuses on referring concerns for investigation and resolution to other parties, (APSC's Employee Concerns Program, the JPO's Equal Employment Opportunity Officer, et al.) providing the CI has identified himself/herself and will consent to having the concern transferred. Lack of approved procedures could result, in some cases, in loss of confidentiality and/or referral of concerns already processed by APSC back to the APSC's Employee Concerns Program. This situation does not instill confidence in the program. Questionnaire results revealed that only about 50 percent of the APSC and contract employees indicated trust and confidence in JPO's handling of concerns.

Recommendation No. 21:

Following completion of the above actions, the JPO should clearly communicate its program's relationship to the APSC's Employee Concerns Program, and to all APSC and JPO personnel.

Joint Pipeline Office Oversight

With the establishment of the APSC's Employee Concerns Program, the JPO initiated oversight of the establishment and implementation of the program. During development of APSC's Employee Concerns Program procedures, the JPO's Employee Concerns Specialist provided review and comment. Following the hiring of the APSC's Employee Concerns Program Manager, the JPO's Employee Concerns Specialist began meeting regularly with the Manager to discuss the APSC's Employee Concerns Program and the status of existing and new concerns. Case review continues on a random basis. The JPO has provided suggestions in areas requiring attention on both individual files and on the Employee Concerns Program.

The JPO has not developed policies, processes, and expectations for the monitoring of APSC's Employee Concerns Program.

Finding No. 22:

The JPO management has not established expectations and responsibilities for oversight of the APSC's Employee Concerns Program. Clear expectations and responsibilities are needed to guide JPO staff in their oversight role.

Recommendation No. 22:

The JPO's management should establish expectations and responsibilities for their oversight role of the APSC's Employee Concerns Program. This guidance will provide leadership and direction to JPO staff to carry out their oversight responsibilities.

Finding No. 23:

The JPO's oversight has been on an informal basis with no written policies, procedures, and critical performance measures. In the Management Evaluation Team's view, this adversely impacts JPO's effectiveness in overseeing and defining JPO's expectations for a quality Employee Concerns Program for the APSC.

Recommendation No. 23:

The JPO should establish parameters, develop and document policies, and implement procedures to guide oversight and periodic assessments of APSC's Employee Concerns Program performance. These expectations should be clearly conveyed to APSC. The JPO should, at a minimum, consider evaluating the corporate culture (employees' willingness to raise concerns without fear of intimidation, harassment, or retaliation); employee and management acceptance of the Employee Concerns Program; and the implementation, effectiveness, and maturation of the APSC's Employee Concerns Program.

Chapter 6. External Contacts

During the Management Evaluation, interviews were conducted with 15 external contacts, including individuals and persons representing various organizations. The Management Evaluation Team is appreciative of the participation of external contacts in the evaluation process. Input from the external contacts played a significant role in providing a historical perspective of the events leading up to the creation of the APSC's Employee Concerns Program, the areas where progress has been realized, and where improvements are needed.

Several contacts stated that the APSC's Employee Concerns Program guidance and goals were sound, but the Employee Concerns Program's implementation was not adequate. Treatment of CI's was also an issue, with some contacts asserting that employees who raised concerns were retaliated against, moved, or laid off. Management accountability was another common issue raised by these interviewees.

There was also the concern that the JPO was not providing sound, objective avenues for raising concerns of intimidation, harassment or retaliation, and is doing nothing to mitigate the "chilling effects" of these actions.

Many comments from external contacts were consistent with issues identified through the questionnaire and employee interviews. These common issues included failure of the APSC's Employee Concerns Program staff and the JPO staff to: (1) maintain employee confidentiality, (2) gain employee trust and confidence in the employee concerns process by spending adequate time in the field, and (3) demonstrate independence between the APSC and the JPO.

Input from these contacts was used in conjunction with the questionnaire results, interviews with employees and managers, and review of data in preparation of this report.

**EMPLOYEE OPINION SURVEY
OF
ALYESKA PIPELINE SERVICE COMPANY'S
(includes all contractor employees)
Employee Concerns Program
and
*Federal/State Oversight by the Joint Pipeline Office***

PURPOSE:

The purpose of this questionnaire is to gather information regarding your opinions on the success of the Alyeska Pipeline Service Company's (APSC) Employee Concerns Program (ECP). Your feedback on this questionnaire will be used in conjunction with an on-site evaluation scheduled in early February 1997. **PLEASE RETURN THE COMPLETED QUESTIONNAIRE BY DECEMBER 15, 1996.** The results of the survey and the on-site evaluation will be used to assess the progress made by Alyeska in implementing its ECP and Federal/State oversight of the Program. This is your opportunity to make sure that your ideas are included in the evaluation.

CONFIDENTIALITY:

Responses to the items in this questionnaire will be summarized and represented statistically by the Bureau of Land Management's (BLM) Management Systems Group, located in Washington, DC. The Management Systems Group has responsibility for conducting and/or coordinating all BLM evaluations. All questionnaires will be destroyed after the information has been entered into the computer. Demographic information is necessary to ensure that the returned questionnaires are representative of the entire APSC (includes contractor employees) workforce, and to see what segment of employees are most affected by any issues identified. Individual employees will not be identified nor will any completed questionnaire forms be released to anyone outside of the Management Systems Group.

INSTRUCTIONS:

Each item is written as a statement, and you are asked to indicate your level of agreement or disagreement. The response categories represented on the questionnaire are as follows: **1 = Strongly Agree (SA), 2 = Agree (A), 3 = Disagree (D), 4 = Strongly Disagree (SD), and 5 = Don't Know or Not Applicable (DK/NA).** Circle the number of the response that best reflects your views. If you are unsure, have no knowledge or opinion, or feel the question is not applicable, circle the "don't know/not applicable" response. Circle only one item per question.

WRITTEN COMMENTS:

Every effort has been made to provide a full range of responses so that you need simply circle the one that is closest to your views. If none of the printed responses reflect your view, write your responses or other comments on the last page of this questionnaire. These comments will be summarized in the final report as appropriate. **Confidentiality will again be maintained.**

PLEASE RETURN BY DECEMBER 15, 1996 -- YOUR OPINION COUNTS!

EMPLOYEE CONCERNS OPINION SURVEY
ALYESKA PIPELINE SERVICE COMPANY (APSC) (includes contractor employees)

PART I - EMPLOYEE PERCEPTIONS OF PROGRAM		SA	A	D	SD	DK/ NA
1.	I have a basic understanding of the purpose for the APSC's Employee Concerns Program (ECP).	1	2	3	4	5
2.	I understand the process for raising an employee concern to management.	1	2	3	4	5
3.	APSC's ECP information is posted and available in convenient places.	1	2	3	4	5
4.	I would feel safe raising a concern through APSC's ECP.	1	2	3	4	5
5.	I believe if I raised a concern through the ECP, it would be investigated fairly.	1	2	3	4	5
6.	I am encouraged to discuss my concerns with peers to solicit their feedback.	1	2	3	4	5
7.	APSC recognizes employees who raise concerns and, if appropriate, rewards them to encourage others to express concerns.	1	2	3	4	5
8.	I believe the ECP provides an avenue for employees that was not available through the APSC's Ombudsman.	1	2	3	4	5
9.	If I raise a concern, I will not be viewed as a trouble maker.	1	2	3	4	5
10.	I believe that if I identified a concern through the APSC's ECP, confidentiality would be maintained, if requested.	1	2	3	4	5
11.	I understand the role of the Joint Pipeline Office (JPO) in handling my concern.	1	2	3	4	5
12.	I am aware of the JPO's efforts to address and prevent retaliation against APSC employees who raise concerns.	1	2	3	4	5
13.	The JPO "Hotline" information is posted and available in convenient places.	1	2	3	4	5
14.	If I reported a concern through the JPO, I believe the concern:					
a.	would be fairly addressed.	1	2	3	4	5
b.	would be addressed in a timely manner.	1	2	3	4	5
c.	would be corrected or resolved.	1	2	3	4	5
d.	would remain confidential, if requested.	1	2	3	4	5
15.	I understand that discrimination or retaliation for reporting concerns or cooperating with authorities in investigations or inspections ("whistle blowing") is against the law.	1	2	3	4	5

PART II - MANAGEMENT SUPPORT (unless otherwise noted, refer to your own company)	SA	A	D	SD	DK/NA
16. Over the past two years, changes made by APSC have eliminated the "shoot the messenger" mentality.	1	2	3	4	5
17. Over the past two years, my management is more responsive to concerns.	1	2	3	4	5
18. Over the past two years, my management has improved its corporate culture.	1	2	3	4	5
19. Compared to 1993, my management is more willing to bring issues to closure.	1	2	3	4	5
20. My company does not have any official or unofficial policies or procedures that prohibit me from raising a concern.	1	2	3	4	5
21. Management encourages reporting of employee concerns.	1	2	3	4	5
22. Management has made it clear that they will not tolerate harassment, ridicule, intimidation of, or reprisal against employees who raise concerns.	1	2	3	4	5
23. I am aware of management's policy which emphasizes a work environment free of intimidation and harassment.	1	2	3	4	5
24. APSC is committed to providing an environment where I feel comfortable with my role in helping to maintain a safe workplace.	1	2	3	4	5
25. Over the past two years, I believe that many employee concerns have been resolved informally through open communications between management and employees.	1	2	3	4	5
26. All levels of management maintain an "open door" policy to encourage employees to bring concerns to their attention.	1	2	3	4	5
27. If I wanted to raise a concern, my supervisor would be receptive and would not make me feel that it was inappropriate.	1	2	3	4	5
28. Over the past two years, have you reported a concern? <u>Yes</u> <u>No</u>					
a. My concern was addressed fairly.	1	2	3	4	5
b. My concern was addressed in a timely manner.	1	2	3	4	5
c. My concern was corrected or resolved satisfactorily.	1	2	3	4	5
d. My concern did not result in harassment from peers.	1	2	3	4	5
e. My concern was kept confidential, as requested.	1	2	3	4	5
f. My concern was appreciated.	1	2	3	4	5

29. If I reported a concern to my supervisor, I am confident that I would not lose my job or suffer other harm.	SA 1	A 2	D 3	SD 4	DK/ NA 5
PART III - SUPERVISORS ONLY					
30. I have participated in APSC's "Creating a Culture of Trust" training seminar.	1	2	3	4	5
31. I have a good understanding of the events that led up to creation of APSC's Business Practices Office and the ECP.	1	2	3	4	5
32. I know and understand the expectations APSC has of me in handling employee concerns.	1	2	3	4	5
33. I have a clear understanding of what constitutes intimidation and harassment of employees.	1	2	3	4	5
34. I have received appropriate training to effectively handle employee concerns.	1	2	3	4	5

PART IV - DEMOGRAPHICS: *Demographic information is needed to ensure that the returned questionnaires are representative of the whole pipeline, and to see what segment of employees are most affected by the problems identified. Individual employees are never identified nor will the individual questionnaires ever be reviewed by management. (Circle the answer that best reflects your employment status.)*

35. I am an:

- A. Alyeska supv./mgr.
- B. Alyeska employee
- C. Contractor supv./mgr.
- D. Contractor employee
- E. in the Valdez Terminal Business Unit

36. My primary work location is:

- A. Anchorage
- B. Fairbanks
- C. in the Northern Business Unit
- D. in the Southern Business Unit
- E. more than 15 years
- F. in the SERVS Business Unit

37. I have worked for TAPS:

- A. Less than 2 years
- B. 2-5 years
- C. 6-10 years
- D. 11-15 years

WRITTEN COMMENTS: *Please provide any additional comments you may have by identifying the comment with the appropriate question number. Also, please feel free to use this section to raise any concerns you may have regarding the APSC's Employee Concerns Program. Remember, your comments will not be provided to anyone outside of the Bureau of Land Management's Management Systems Group, Washington, DC. Your comments will be analyzed and a summary report will be provided on the results of the survey. Again, once the survey results have been entered into the computer, the questionnaires will be destroyed.*

Survey Results

**ALYESKA PIPELINE SERVICE
COMPANY
EMPLOYEE CONCERNS PROGRAM
and
OVERSIGHT BY THE
JOINT PIPELINE OFFICE**

February 1997

RESPONDENT PROFILE
Survey Generated Responses from Primary Work Locations

Businesses	APSC Manager & Supervisor	APSC Employee	Contract Manager & Supervisor	Contract Employee	Total
Anchorage	72	139	56	167	434
Fairbanks	5	6	21	73	105
NBU	16	76	17	68	177
SBU	23	95	26	60	204
VMT	20	82	28	140	270
SERVS	12	13	11	17	53

Population Size = 2460
Demographic ID included = 1243
Demographic ID missing = 113
Total Respondents = 1356
Response Rate = 55%

12% APSC Managers/Supervisors
34% APSC Employees
13% Contract Managers/Supervisors
42% Contract Employees

Survey Impressions

- ✓ All questionnaire respondents, with the exception of contract employees, have a good understanding of APSC's Employee Concerns Program. About one-fourth of the contract employees do not understand the APSC's Employee Concerns Program.
- ✓ All questionnaire respondents have a good understanding of intimidation, retaliation, and whistle blower laws.
- ✓ Almost all APSC managers and supervisors understand their responsibilities in the employee concerns process. However, one-fourth of contract supervisors do not understand their responsibilities in the process.
- ✓ Almost all managers, supervisors, and APSC employees agree that information about APSC's Employee Concerns Program is posted and available in convenient places. Forty percent of contract employees disagree.
- ✓ APSC managers and supervisors express some trust and confidence in APSC's Employee Concerns Program, with limited trust and confidence expressed by other questionnaire respondents.
- ✓ Both APSC and contract managers and supervisors feel more confident about APSC's handling of employee concerns. However, APSC and contract employees do not feel confident about APSC's handling of employee concerns.
- ✓ Almost all survey respondents do not believe APSC and contract management officials are supportive of employees who raise concerns.
- ✓ Many managers, supervisors, and employees revealed that they have not observed improvements in APSC's corporate culture.
- ✓ Many questionnaire respondents revealed that they do not understand the JPO's role in the employee concerns process.
- ✓ Many questionnaire respondents revealed that they do not feel confident about the JPO's handling of employee concerns.

Areas of Positive Performance

- ✓ The APSC's "Code of Conduct" and written policies contain strong support for the employee concerns process.
- ✓ APSC provides an environment where employees feel comfortable helping to maintain a safe work place.
- ✓ APSC management officials participated in the "Creating a Culture of Trust" training.
- ✓ APSC management officials understand their responsibilities in the employee concerns process.
- ✓ APSC managers, supervisors, and employees are aware of the JPO hotline.

Hot Spots

- ✓ APSC and contract employees do not trust the APSC's Employee Concerns Program because they perceive confidentiality is not maintained.
- ✓ APSC and contract employees believe the APSC's Legal Department is too involved in the operations of the Employee Concerns Program.
- ✓ Questionnaire respondents perceive that employee concerns are not handled appropriately because the process is too slow and nothing ever happens.
- ✓ Questionnaire respondents perceive that the corporate culture has not changed because the "shoot the messenger" mentality has not been eliminated and management officials do not "walk the talk."
- ✓ Questionnaire respondents say they are not aware of the JPO's oversight role because the JPO is not visible.
- ✓ Questionnaire respondents do not have confidence in JPO's concerns process because they perceive that the JPO does not maintain confidentiality and does not operate independent of the APSC.

**Management Officials Understand their Responsibilities
in APSC's Employee Concerns Process**

APSC Manager/Supervisor 94%	Contract Manager/Supervisor 71%
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% of agreement

I have participated in APSC's "Creating a Culture of Trust" training seminar.

I have a good understanding of the events that led up to creation of APSC's Business Practices Office and the Employee Concerns Program.

I know and understand the expectations APSC has of me in handling employee concerns.

I have a clear understanding of what constitutes intimidation and harassment of employees.

I have received appropriate training to effectively handle employee concerns.

**Understanding of Intimidation/Retaliation
and Laws Affecting Whistle Blowers**

APSC Manager/Supervisor 97%	APSC Employee 95%	Contract Manager/Supervisor 93%	Contract Employee 84%
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% of agreement

I understand that discrimination or retaliation for reporting concerns or cooperating with authorities in investigations or inspections (whistle blowing) is against the law.

Understanding of APSC's Employee Concerns Program

APSC Manager/Supervisor 98%	APSC Employee 94%	Contract Manager/Supervisor 86%	Contract Employee 78%
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% of agreement

I have a basic understanding of the APSC's Employee Concerns Program.

I understand the process for raising an employee concern to management.

I am aware of management's policy which emphasizes a work environment free of intimidation and harassment.

Posting and Availability of Information on APSC's Employee Concerns Program

APSC Manager/Supervisor 90%	APSC Employee 83%	Contract Manager/Supervisor 72%	Contract Employee 61%
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% of agreement

Information on APSC's Employee Concerns Program is posted and available in convenient places.

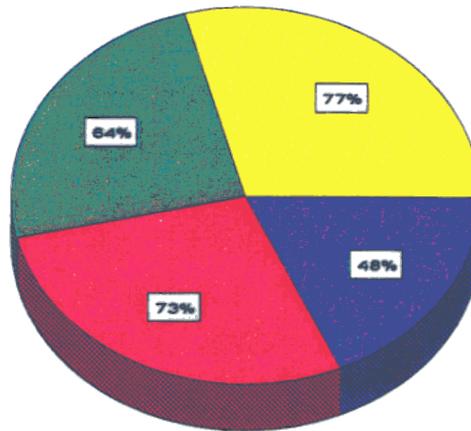
APSC's Employee Concerns Program versus the Ombudsman Program

APSC Manager/Supervisor 39%	APSC Employee 31%	Contract Manager/Supervisor 40%	Contract Employee 31%
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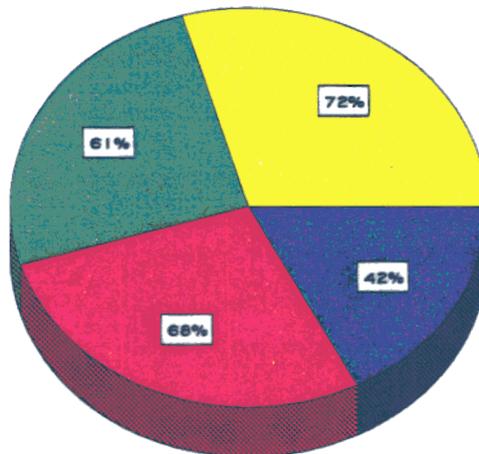
% of agreement

I believe the APSC's Employee Concerns Program provides an avenue for employees that was not available through the APSC's Ombudsman Program.

Management Is More Responsive to Concerns



Management Is More Willing to Bring Issues to Closure



Management Support for Employees Raising Concerns

APSC Manager/Supervisor 74%	APSC Employee 62%	Contract Manager/Supervisor 66%	Contract Employee 51%
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% of agreement

APSC recognizes employees who raise concerns, and, if appropriate, rewards them to encourage others to express concerns.

Management has made it clear that they will not tolerate harassment, ridicule, intimidation of, or reprisal against employees who raise concerns.

If I wanted to raise a concern, my supervisor would be receptive and would not make me feel that it was inappropriate.

Improvements in Corporate Culture

APSC Manager/Supervisor 74%	APSC Employee 59%	Contract Manager/Supervisor 67%	Contract Employee 49%
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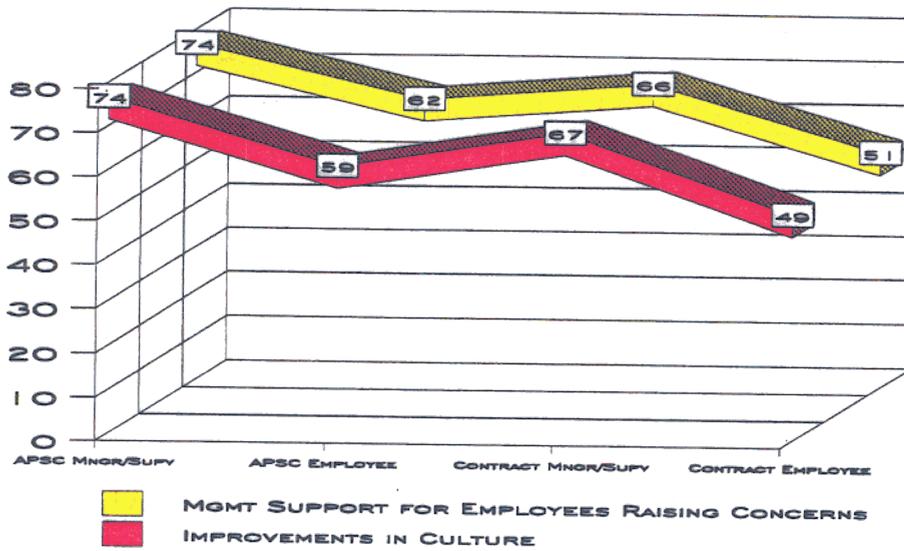
% of agreement

Over the past two years, changes made by APSC have eliminated the "shoot the messenger" mentality.

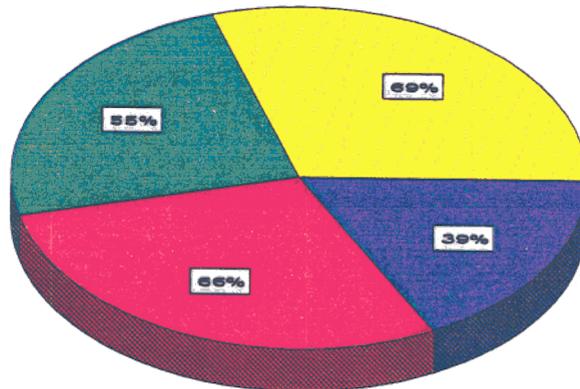
Over the past two years, my management is more responsive to concerns.

Over the past two years, my management has improved its corporate culture.

Management Support for Employees Raising Concerns and Improvements in the Corporate Culture

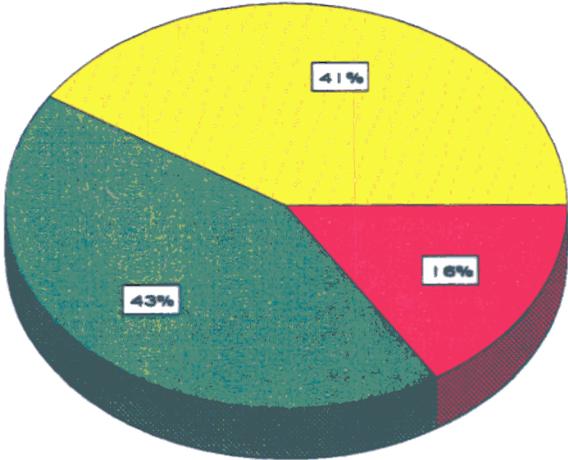


Over the Past Two Years My Management Has Improved its Corporate Culture



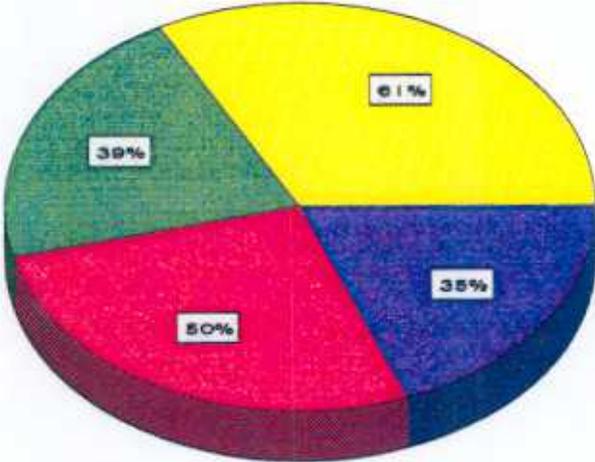
- APSC MANAGER/SUPERVISOR
- APSC EMPLOYEE
- CONTRACT MANAGER/SUPERVISOR
- CONTRACT EMPLOYEE

"Shoot the Messenger" Mentality Eliminated



AGREE
 DISAGREE
 NO RESPONSE

(% of agreement)



APSC MANAGER/SUPERVISOR
 APSC EMPLOYEE
 CONTRACT MANAGER/SUPERVISOR
 CONTRACT EMPLOYEE

**Trust and Confidence in APSC's
Employee Concerns Program**

APSC Manager/Supervisor 76%	APSC Employee 61%	Contract Manager/Supervisor 61%	Contract Employee 51%
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% of agreement

I would feel safe raising a concern through APSC's Employee Concerns Program.

I believe if I raised a concern through the Employee Concerns Program, it would be investigated fairly.

I am encouraged to discuss my concerns with peers to solicit their feedback.

If I raise a concern, I will not be viewed as a trouble maker.

I believe that if I identified a concern through the APSC's Employee Concerns Program, confidentiality would be maintained, if requested.

APSC is committed to providing an environment where I feel comfortable with my role in helping to maintain a safe workplace.

If I reported a concern to my supervisor, I am confident that I would not lose my job or suffer other harm.

Concerns Reported to APSC's Employee Concerns Program

(in last two years)

APSC Manager/Supervisor 28% (39)	APSC Employee 31% (117)	Contract Manager/Supervisor 25% (40)	Contract Employee 32% (153)
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% of agreement

**Confidence in APSC's
Handling of Employee Concerns**

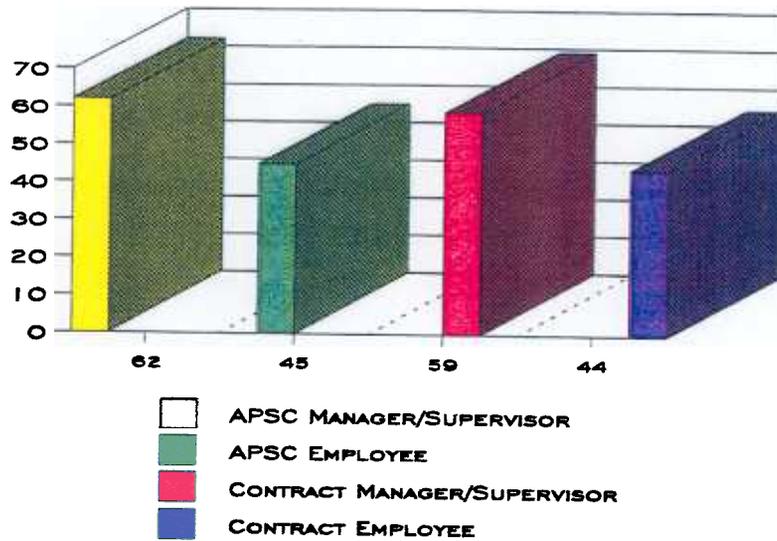
APSC Manager/Supervisor 61%	APSC Employee 42%	Contract Manager/Supervisor 60%	Contract Employee 40%
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% of agreement

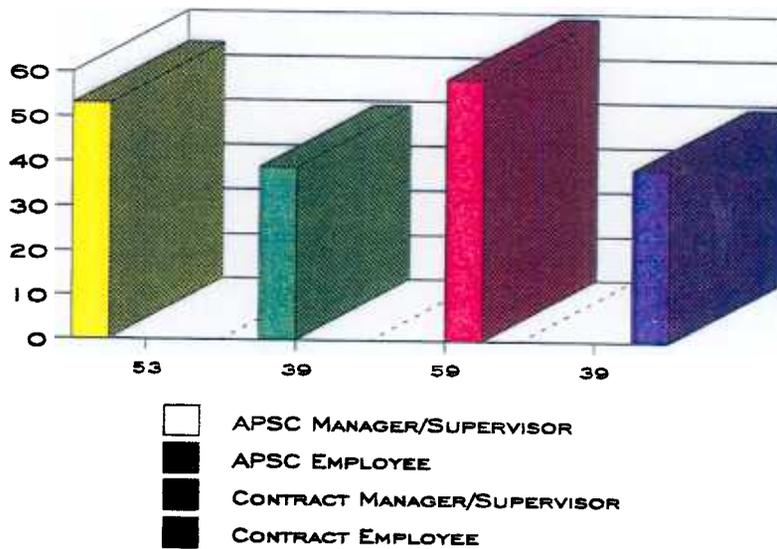
Over the past two years, I reported a concern and:

- my concern was addressed fairly,
- my concern was corrected or resolved satisfactorily,
- my concern did not result in harassment from peers,
- my concern was kept confidential, as requested, and
- my concern was appreciated.

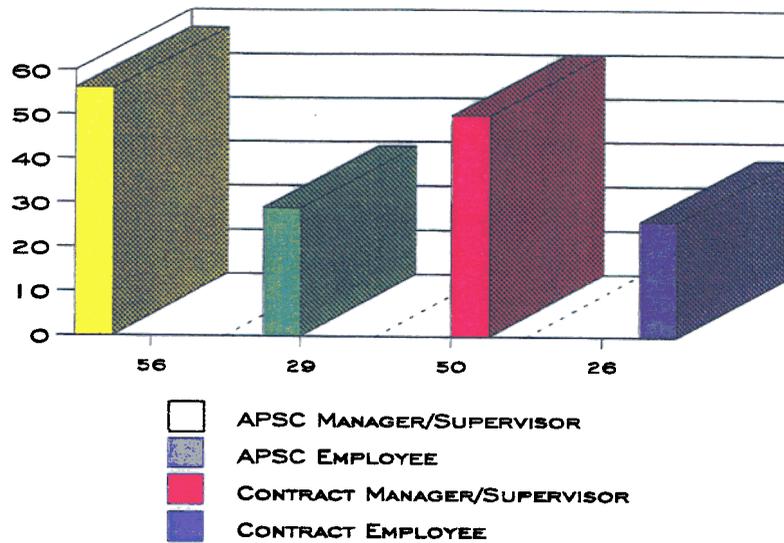
Concerns Addressed Fairly (APSC)



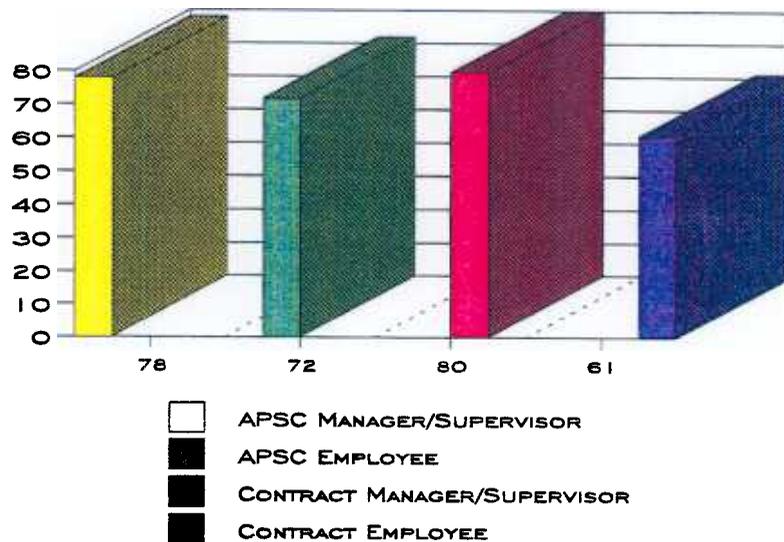
Concerns Addressed Timely (APSC)



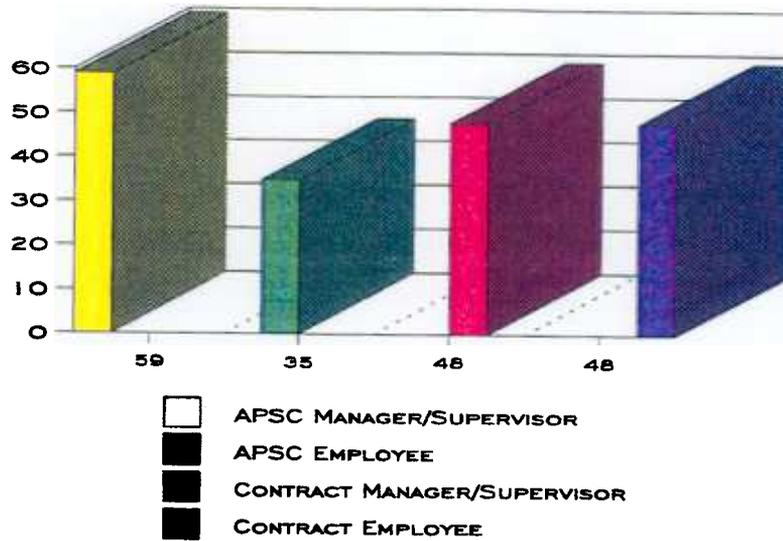
Concerns Corrected/Resolved Satisfactorily (APSC)



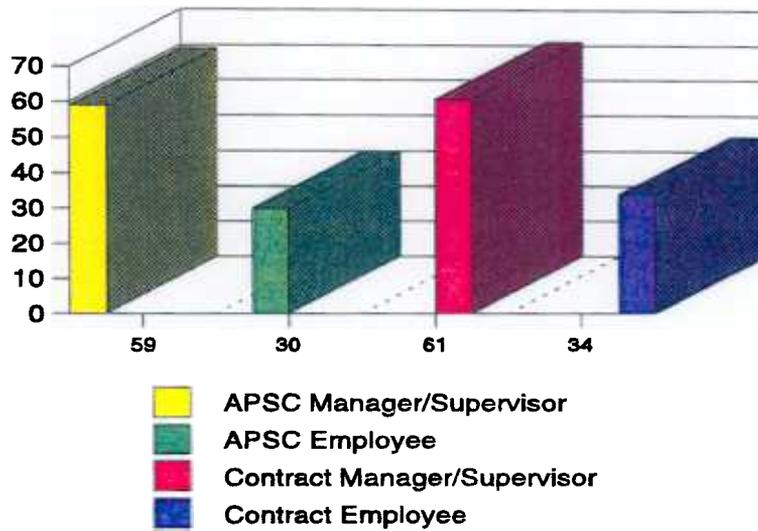
Concerns Did Not Result in Harassment from Peers (APSC)



Concerns Kept Confidential (APSC)



Concerns Appreciated (APSC)



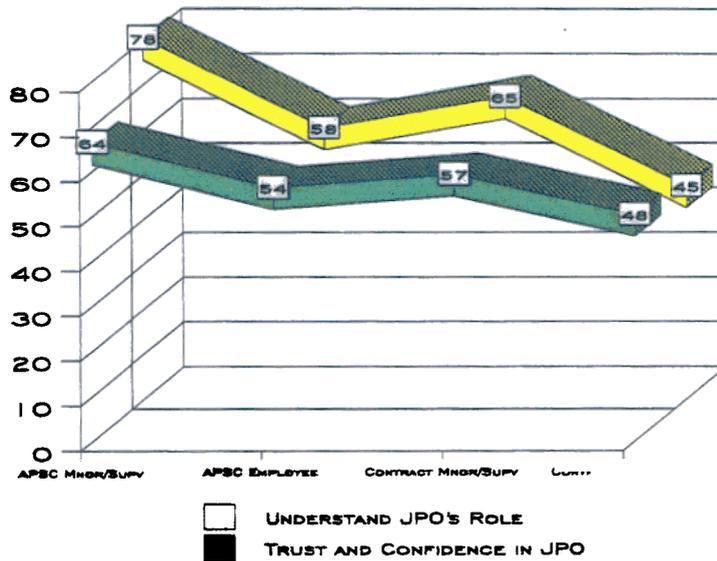
Trust and Confidence in JPO's Handling of Employee Concerns

APSC Manager/Supervisor 64%	APSC Employee 54%	Contract Manager/Supervisor 57%	Contract Employee 48%
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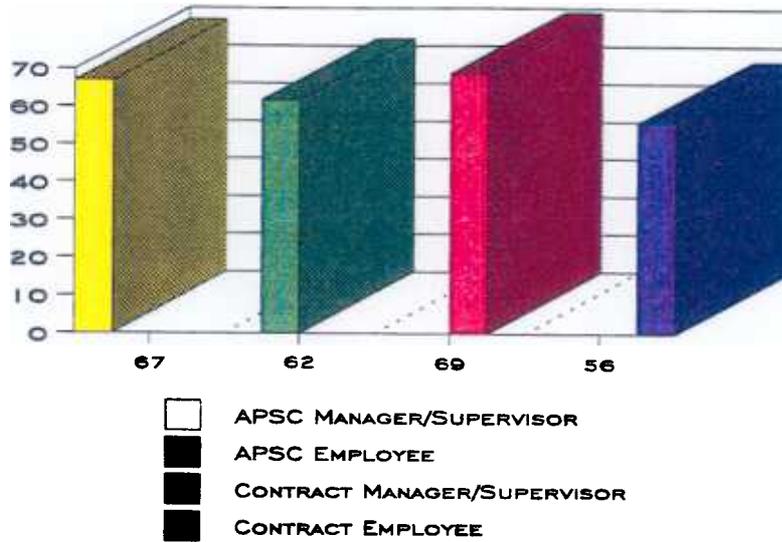
% of agreement

If I reported a concern through the JPO, I believe the concern:
 would be addressed fairly,
 would be addressed in a timely manner,
 would be corrected or resolved, and
 would remain confidential.

JPO Oversight



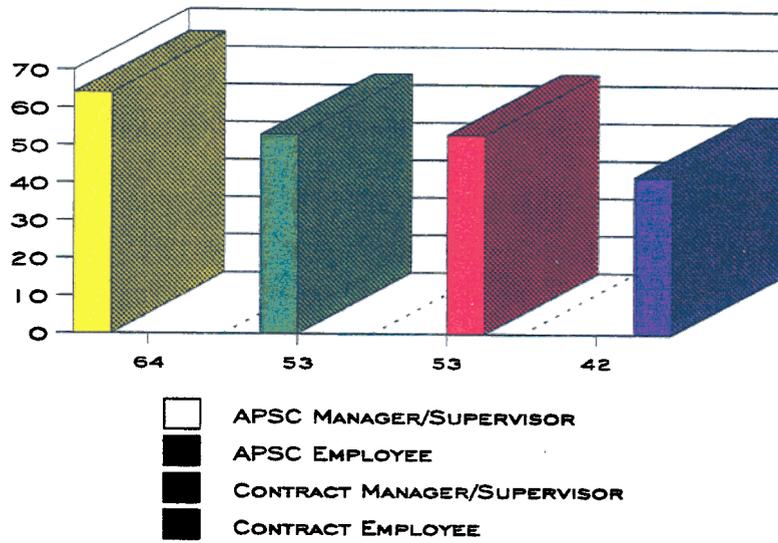
Concerns Addressed Fairly (JP0)



Concerns Addressed Timely (JP0)



Concerns Corrected/Resolved Satisfactorily (JPO)



Confidentiality Would Be Maintained (JPO)

