

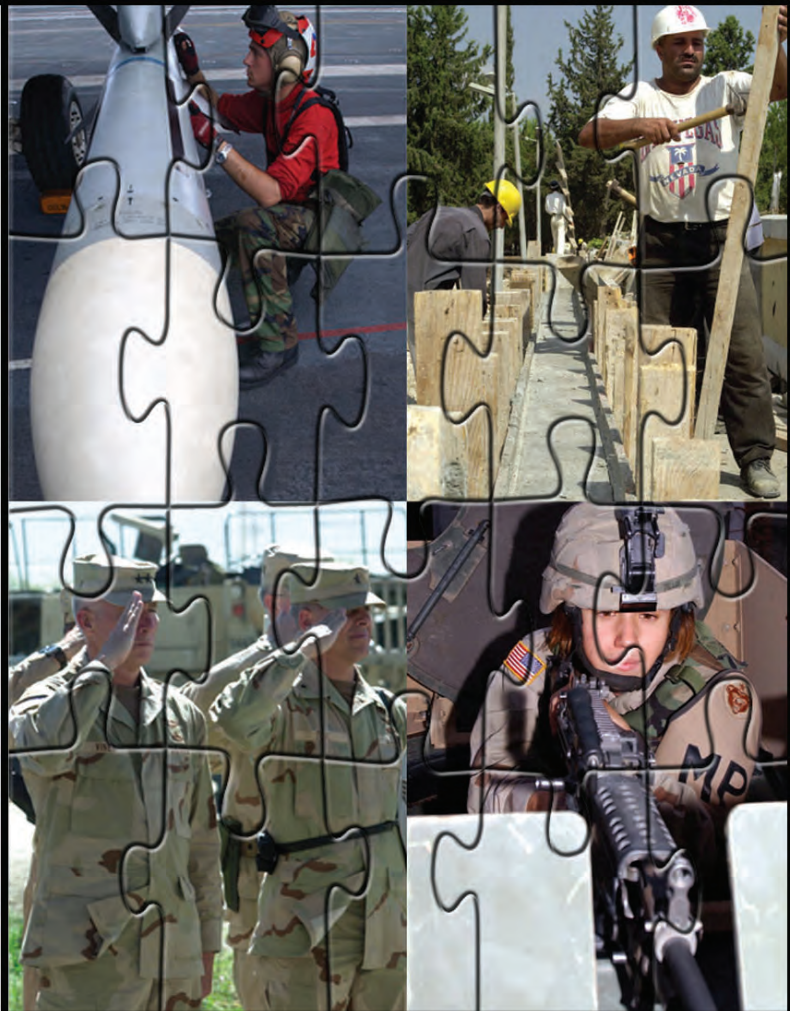


Inspector General
United States
Department of Defense

Evaluation of the
DoD Safety Program

December 12, 2008
Report No. IE-2009-003

DoD Guard & Reserves
Safety Survey



Report Documentation Page

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Senior Leader

Maj. Gen. John R. Vines, Commander Coalition Task Force 82, and Brig. Gen. C. William Fox, Deputy Chief Joint Staff 180, salute as the remains of an airman killed in action pass by them, during a ceremony held at Bagram Air Field, Afghanistan.

(U.S. Army photo by Sgt. 1st Class Milton H. Robinson)



Active Duty

Aviation Ordnanceman Airman Brian Miller of Cleveland, Ohio, assigned to the "Mighty Shrikes" of Strike Fighter Squadron Nine Four secures the fins on an AIM-7 Sea Sparrow missile attached to an F/A-18E Super Hornet on the flight deck of the nuclear powered aircraft carrier USS Nimitz (CVN 68).

(U.S. Navy photo by Photographer's Mate 3rd Class Maebel Tinoko)

Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey.

(U.S. Air Force photo by Senior Airman Matthew Hannen)



Guard & Reserve

Pfc. Melissa M. Telaak, from 1st Platoon, 164th Military Police Company, pulls convoy security duty in Kabul, Afghanistan.

(This photo appeared on www.army.mil)

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Evaluation of the DoD Safety Program

DoD Guard & Reserve Safety Perception Survey Results

December 2008

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The Directorate of Inspections and Evaluations conducts objective and independent customer-focused management and program inspections addressing areas of interest to Congress and the Department of Defense, and provides timely findings and recommendations leading to positive changes in programs.

Purpose

This report describes the results of the 2007 Department of Defense (DoD) biennial safety perception survey for the DoD Reserve Component population group. Since 2003, the Secretary of Defense has issued several memoranda directing senior leaders to reduce preventable accidents. On May 30, 2007, the Secretary of Defense established the goal of “zero preventable accidents.” This survey is one of many DoD Inspector General (IG) efforts to assist the DoD community at-large to prevent accidents and improve the Department’s safety program. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these results to measure safety climate and cultural changes, identify trends, and target safety prevention opportunities.

Methodology and Scope

To establish a sustainable safety survey process, in 2004 the DoD IG partnered with the National Safety Council (NSC) and the Defense Manpower Data Center to develop and administer a DoD safety perception survey for three population groups—Active Duty, DoD Civilians, and Guard and Reserves. The first series of surveys were completed in 2005. Subsequently, the Under Secretary of Defense for Personnel and Readiness requested that the surveys be repeated every two years, using the 2005 results as a baseline for measuring changes and progress.

The DoD IG team adapted the 50-question NSC Safety Barometer Survey and modified it to fit the DoD environment. This methodology allows the survey results to be compared against the Safety Barometer Survey database of over 230 organizations. The 2007 survey was sent to 65,292 Guard/Reserve personnel and 20,439 responded for a 33 percent (weighted) response rate. The items are grouped into six main program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

Survey Results

The overall Guard/Reserve percentile score was a moderate high 62 out of a possible 100, meaning 38 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than Guard/Reserve personnel. Guard/Reserve scores on the main safety program categories ranged from a below average 46 for Safety Support Activities to a very high 91 for Organizational Climate. Guard/Reserve scores were above the 50th percentile for 33 of the 50 survey items. Overall, this ranks the perception of Guard/Reserve members as above average to other organizations in the NSC database; an increase from the 2005 Survey. The Air Force again generated the most positive safety program perceptions, although there was a minor decline since 2005. Navy results continue to be moderate. The Army results showed improvement to average since 2005. The Marine Corps had a 10 point decline.

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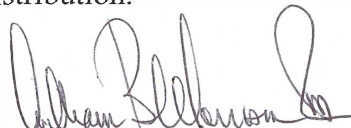
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We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the staff. Please direct questions to Mr. Gregory D. Sampson at (703) 604-9104 (DSN 664-9104) or Mr. George P. Marquardt at (703) 604-9159 (DSN 664-9159). See Appendix J for the report distribution.



Wm Brem Morrison, III
Assistant Inspector General
for Inspections and Evaluations

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1 Department of Defense Safety Perception Surveys—2007

1.1 Introduction

This report describes the results of the second series of the DoD biennial safety perception survey for the Guard and Reserve population group.

As one of many initiatives to improve the Department of Defense (DoD) safety program, the Under Secretary of Defense for Personnel and Readiness directed the use of the biennial safety perception survey to periodically measure the DoD safety climate and culture. The first series of the survey were completed in 2005—and serves as the baseline for this and subsequent surveys.

The survey looks at three population groups:¹

- Active Duty (enlisted and officers O-6 and below, all Services)
- DoD Civilians (all grades below Senior Executive Service)
- Guard and Reserves (enlisted and officers O-6 and below, all Services)

As designed, this report, and follow-on reports, can be used to compare and contrast results against the 2005 baseline survey. Therefore, DoD personnel, program managers, and decision makers can examine the results to measure safety climate and culture changes, identify trends, and target safety prevention opportunities.

Completed safety survey reports are posted on <http://www.dodig.mil/Inspections/IE/Reports.htm>

1.2 Survey Purposes and Objectives

The purposes of the survey program are to:

- Assist DoD managers develop strategies to improve the effectiveness of the DoD safety program;
- Facilitate management's processes to achieve the Department's goal of zero preventable accidents.²

The objectives of the survey program are to:

- Measure employees' perceptions of the safety culture throughout DoD;
- Establish a safety climate baseline for 2005 and biennially measure progress against that baseline.

¹ The DoD IG also administered a safety survey to all DoD senior leaders—and that survey will be repeated every four years (see <http://www.dodig.mil/Inspections/IE/Reports.htm>).

² See App A for Secretary of Defense Memorandum, "Zero Preventable Accidents," May 30, 2007.

Safety Culture consists of values, attitudes, perceptions, competencies and behavior of the people that make up the organization. In an organization with a positive safety culture there are high levels of trust; people agree that safety is important and that safety management systems are effective.

Safety Climate consists of attitudes and perceptions but does not contain values, competencies and behavior. It differs from safety culture since it is specific to one time and location. It can be used as an indicator of the underlying safety culture.

These definitions indicate that safety climate is a sub-set of safety culture, which is a broader, more enduring organizational feature.

1.3 Background

The DoD Inspector General partnered with the National Safety Council (NSC) (<http://www.nsc.org/>) and the Defense Manpower Data Center (<http://www.dmdc.osd.mil/>) to develop, administer, and analyze the safety surveys.

The DoD IG team adapted the NSC *Safety Barometer Survey* and modified it to fit the DoD environment. The survey captured employees' perceptions on a broad spectrum of elements that contribute to successful safety management. Over 230 organizations—in and out of government—have used the Safety Barometer Survey and the NSC maintains a data base of all the survey results. Consequently, the data base provides an excellent repository to benchmark results against other organizations and to generate comparative percentile scores on a scale of 0 to 100. A further benefit of this approach is that management can analyze the responses at the lower end of the percentile scores and identify and prioritize potential problem areas.

The 2005 perception survey consisted of 50 questions: 46 were adapted from NSC's 50 Safety Barometer questions and 4 were customized to include DoD special interest in off-duty safety issues.³ The 2007 survey used all 50 questions in the original NSC survey and deleted the customized questions. This change had no statistical effect on the comparison of individual items, program categories, and any other sub-groups. These can be compared across survey years with sound statistical certainty. Because of these changes, though, survey statements were assigned different identifiers across survey years. The "question number key" in Appendix D cross-references NSC numbers used in this report with those used in the 2005 report.

The Defense Manpower Data Center administered the safety survey as part of the Status of Forces annual survey. Response rates for the 2007 and 2005 surveys for the three population groups are shown. The response rates are considered "good" for this type of survey.

Survey Response Rates

Population Group	2007 (%)	2005 (%)
Active Duty	31	48
DoD Civilian	65	63
Guard and Reserves	33	36

³ The Senior Leader survey conducted in 2005 had 17 questions—12 multiple choice, 3 demographic, and 2 open-ended, write-ins. The next Senior Leader survey is planned for 2009.

2 Summary – Guard/Reserve Safety Perception Survey

2.1 Overview

The DoD safety perception survey was a Web-based survey sent to 233,747 DoD active duty, civilian, and reserve component personnel in the spring of 2007 as part of the Defense Manpower Data Center annual personnel survey. Of the 65,292 guard/reserve selected to receive the survey, 21,439 eligible respondents completed the survey. The weighted response rate was 32.8 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items. The 50 items were grouped into six standard program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

2.2 Results

2.2.1 Summary of Results

Personnel who participated in the Safety Barometer survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. Respondents replied on a 5-point scale from strongly agree to strongly disagree.

Guard/Reserve survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) database at the time of the initial DoD survey in 2005. These responses generate comparative percentile values. The overall guard/reserve percentile score was a moderate 62 out of a possible 100, an improvement from the same population's moderate score of 57 in 2005. Guard/Reserve scores on the six standard safety program categories ranged from a below average 46 percent for Safety Support Activities to a very high 91 percent for Organizational Climate. Guard/Reserve average response scores are above the 50th percentile for 33 of the 50 individual standard items in the survey, an increase from 24 above average items in 2005.

The safety program items with comparative percentile scores below 50 percent should receive attention. Guard/Reserve scored below the mean on the 17 Safety Barometer items listed below. There are 16 repeat items which from the 2005 survey are noted with the date at the end of the item title. This convention is used throughout the report.

They are presented in order from lowest (19) to highest (48) percentile score.

- *Personnel following lockout/tagout procedures - 2005*
- *Effectiveness of command safety officer in improving safety conditions - 2005*
- *Personnel believing that their actions can protect other personnel - 2005*
- *Leadership publishing a policy on the value of personnel safety - 2005*
- *Unit personnel assignment stability*
- *Presence of safety training in new personnel orientation - 2005*
- *Frequency of safety meeting occurrence - 2005*
- *Leadership stressing the importance of safety in communications - 2005*
- *Leadership setting annual safety goals - 2005*
- *Leadership participating in safety activities on a regular basis - 2005*
- *Supervisors acting on personnel safety suggestions - 2005*
- *Availability of safety officer to provide assistance - 2005*
- *Belief that personnel understand safety regulations - 2005*
- *Supervisors reducing personnel's fear of reporting safety problems - 2005*
- *Personnel taking part in the development of safety requirements - 2005*
- *Frequency of detailed and regularly scheduled inspections - 2005*
- *Belief that leadership is sincere in safety efforts - 2005*

For all six program categories and overall, higher-rank and grades generated the most positive perceptions among Guard/Reserve personnel, with a strong pattern of increasingly positive safety perceptions with the higher rank and grades. Substantial dissimilarities in perceptions among work locations were found, with those in Flightline continuing to have the most positive perceptions while Other Location personnel hold the least positive perceptions. Reserve Component analyses show Air Force-Guard and Air Force-Reserve continuing to generate the most positive safety program perceptions (with overall percentile scores of 86 and 83, respectively), followed by Navy-Reserve with a score of 71. Army improved the most since 2005 (10 points or more) with both its Guard and Reserve currently generating above average, moderate scores in the 50s. Conversely, the overall score for Marine Corps-Reserve decreased 10 points since 2005, with a current moderate, yet below average score of 49.

2.2.2 Use of Results

The findings in this report should be used for making safety program improvements. The comparative percentile scores may aid in establishing improvement priorities in DoD overall, as well as tailoring improvements to specific subgroups with low scores. The data should also be compared to 2005 results to measure and identify trends in safety perceptions.

3 Guard/Reserve Safety Perception Survey Results

3.1 Introduction

This report documents the biennial 2007 results of the Guard/Reserve portion of the DoD Safety Perception Survey, to include comparison to the initial 2005 survey of Guard/Reserve personnel. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty, civilian (Report IE 2009-002), and Guard and Reserve component (Report IE 2009-003) members.

3.2 The National Safety Council Partnership

In April 2005, the DoD IG entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team develop, administer, and analyze the safety perception surveys. To the extent possible, the survey design was based on the NSC Safety Barometer survey, which allowed the evaluation team to benchmark results against the NSC database of responses from 232 government and non-government organizations. Inclusion of benchmarked data offers additional perspective to understand population perceptions. A further benefit of this approach was the capability to generate a prioritized problem area list based on the comparison.

The analyses that follow compare active duty responses to other organizations' responses in the NSC database by using comparative percentile scores. Responses by personnel subgroups were also compared to develop a more specific understanding of each subgroup's assessment, with priorities customized and targeted for each group. The results can be used to facilitate management decisions to improve the safety program and reduce mishap and accident rates.

3.3 Survey Administration

3.3.1 Survey Form

To take advantage of the NSC data base, the questions and responses were adapted to be compatible with the Safety Barometer survey and used a 5-point scale from strongly agree to strongly disagree. The standardized items were based on climate-related statements in the Safety Barometer survey, with slight wording changes to adapt the statements to DoD terminology. They represent six fundamental safety program categories:

- ◆ Leadership Participation
- ◆ Supervisor Participation
- ◆ Personnel Participation
- ◆ Safety Support Activities
- ◆ Safety Support Climate
- ◆ Organizational Climate

3.3.2 Web-Based Survey

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual Status of Forces survey. DMDC collected data and provided a consolidated data-set to the NSC. See Appendix B for methodology.

3.4 Survey Analysis

3.4.1 Survey Questions

Items in the survey present either a positive or negative description or perception of the safety program. For example, “Good teamwork exists within our unit” is a positive item, while “Safety takes a back seat to performing duties” is a negative item. Interspersing negative and positive items helps ensure respondents focus on the topic of the questions, rather than give a blanket response for all items.

3.4.2 Survey Analysis

For each item, an average response score is determined by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; -2 for a strongly negative response; and then calculating the average value of all responses for that item. For example, a survey response of “Strongly Agree” is scored +2 for a positive item such as “Good teamwork exists within our unit.” However, a response of “Strongly Agree” is scored -2 for “Safety takes a back seat to performing duties,” because it is a strongly negative response. In order to compare items and rank order their average response scores, all statements must be construed as positive. A higher average response score then indicates a more favorable response than a lower average response score, and items can be compared as apples to apples. For the scores to make sense as presented in the following figures, negative items such as “Safety takes a back seat...” are changed to, “Priority of safety issues relative to performing duties...” a positive rephrasing. See Appendix E for more information regarding methods of analysis.

The tables, figures, and charts to follow present safety program issues ranked by priority. Analyzing data from demographic subgroup identifiers allows for comparing responses across personnel categories, and ultimately, setting priorities at the subgroup level. Inferences regarding the prioritization of problem areas can be made from these graphics.

Response frequency and percent distribution of responses for all survey items are shown in Appendix D. Response frequency and percentage distributions by grade, work location, and

Reserve Component are presented in appendixes F, G, and H, respectively. Appendix I is the list of acronyms, and Appendix J is the report distribution list.

3.5 Results

3.5.1 Results for the Total Population as Compared to the NSC Database

Table 1 shows the percent distribution of responses, the average response score, and a comparative percentile score (first column of numbers) for each item. The comparative percentile score measures how Active duty survey participants' opinions compare to the 232 organizations in the NSC database for each of the 50 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than Guard/Reserve respondents.

Table 1
Percentile Scores, Percent Distribution of Responses, and Average Response Scores

Category ¹	Statement Number and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³	
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative		
OC	47	Significance of job stress as a problem for personnel	100	12.9%	34.1%	41.7%	7.9%	3.3%	0.46
OC	9	Condition of unit teamwork	96	23.3%	48.6%	19.0%	6.4%	2.7%	0.83
SSC	45	Perception that good environmental conditions are kept	86	11.9%	45.9%	34.3%	6.1%	1.8%	0.60
OC	2	Frequency of personnel/leadership interactions	82	25.8%	45.2%	17.8%	8.6%	2.6%	0.83
LP	31	Leadership setting a positive safety example	82	15.1%	44.2%	34.4%	4.6%	1.6%	0.67
OC	16	Condition of personnel morale	82	13.2%	35.7%	27.4%	15.3%	8.4%	0.30
SSC	3	Priority of safety issues relative to performing duties	77	22.8%	40.3%	21.7%	10.0%	5.2%	0.66
SP	44	Supervisors investigating safety incidents	74	11.3%	39.1%	44.3%	4.1%	1.1%	0.56
LP	40	Leadership including safety in job promotion reviews	74	10.5%	30.5%	46.2%	9.1%	3.8%	0.35
SSA	33	Quality of preventative maintenance system operation	74	9.0%	31.4%	43.4%	12.3%	4.0%	0.29
SSC	36	Belief that hazards not fixed right away will still be addressed	73	9.4%	35.2%	41.7%	10.5%	3.1%	0.37
SSC	10	Belief that leadership shows it cares about personnel safety	70	24.2%	47.8%	21.3%	4.4%	2.3%	0.87
LP	21	Leadership providing adequate safety staff	70	17.1%	41.9%	34.4%	5.1%	1.5%	0.68
PP	20	Personnel using standardized precautions for hazardous materials	69	21.6%	45.0%	30.9%	1.7%	0.7%	0.85
SP	32	Supervisors integrating safety into the performance of duties	69	15.1%	43.4%	36.6%	3.7%	1.2%	0.68
SP	38	Supervisors providing helpful safety training	69	12.9%	44.3%	37.9%	3.9%	1.0%	0.64
PP	1	Personnel identifying and eliminating hazards	68	37.7%	43.1%	15.6%	3.1%	0.6%	1.14
SP	19	Supervisors enforcing safe job procedures	67	21.4%	50.5%	24.5%	2.7%	0.9%	0.89
SP	5	Supervisors maintaining a high safety performance standard	65	24.9%	45.8%	23.9%	3.7%	1.9%	0.88
PP	37	Personnel take part when accident or incident investigations occur	65	9.1%	38.6%	47.3%	3.9%	1.0%	0.51
SSA	15	Thoroughness of near miss accident/incident investigation	63	13.7%	34.0%	43.2%	7.4%	1.8%	0.50
SSC	48	Belief that leadership insists supervisors think safety	61	17.1%	45.1%	34.4%	2.6%	0.8%	0.75
SSA	13	Presence of personnel well-trained in emergency response	57	15.6%	39.4%	35.0%	7.8%	2.2%	0.58
SSC	23	Safety standard level relative to standard duty performance level	57	4.8%	22.1%	50.3%	17.9%	5.0%	0.04
PP	46	Personnel using necessary personal protective equipment	56	10.2%	34.7%	40.2%	11.9%	2.9%	0.37
SP	24	Supervisors understanding personnel's job safety problems	55	15.1%	46.5%	34.5%	2.9%	1.1%	0.72
SSA	29	Occurrence of emergency response procedures testing	54	7.5%	28.6%	44.4%	14.8%	4.8%	0.19
SP	12	Supervisors behaving in accord with safety procedures	53	25.4%	42.6%	22.5%	6.3%	3.2%	0.81
SSC	35	Perception that the safety officer has high status	53	10.3%	27.1%	52.3%	7.6%	2.7%	0.35
PP	4	Personnel being involved in safety practices	52	14.1%	38.8%	34.5%	10.1%	2.5%	0.52
SSC	39	Perception that medical facilities are sufficient	51	12.3%	35.8%	38.3%	9.0%	4.6%	0.42
SSA	22	Effectiveness of recognition programs in promoting safe behavior	51	5.8%	23.4%	48.3%	16.5%	6.1%	0.06
SSC	17	Belief that leadership does more than law requires	50	10.1%	33.6%	36.5%	14.9%	4.9%	0.29
SSC	27	Belief that leadership is sincere in safety efforts	48	21.1%	46.4%	27.6%	3.6%	1.4%	0.82
SSA	6	Frequency of detailed and regularly scheduled inspections	46	15.2%	35.4%	39.0%	8.0%	2.5%	0.53
PP	50	Personnel taking part in the development of safety requirements	44	6.6%	28.6%	48.4%	12.5%	4.0%	0.21
SP	43	Supervisors reducing personnel's fear of reporting safety problems	42	14.1%	41.9%	34.9%	6.0%	3.0%	0.58
PP	18	Belief that personnel understand safety regulations	39	24.8%	54.7%	18.2%	1.7%	0.7%	1.01
SSA	41	Availability of safety officer to provide assistance	38	11.6%	33.1%	46.9%	6.4%	2.0%	0.46
SP	28	Supervisors acting on personnel safety suggestions	37	12.0%	34.7%	41.4%	8.1%	3.7%	0.43
LP	34	Leadership participating in safety activities on a regular basis	33	11.4%	32.9%	47.5%	6.4%	1.8%	0.46
LP	49	Leadership setting annual safety goals	33	10.7%	30.5%	50.1%	6.6%	2.0%	0.41
LP	7	Leadership stressing the importance of safety in communications	33	13.8%	33.8%	27.3%	17.1%	8.0%	0.28
SSA	8	Frequency of safety meeting occurrence	30	6.4%	28.5%	39.8%	19.3%	6.0%	0.10
SSA	26	Presence of safety training in new personnel orientation	27	16.7%	37.0%	35.9%	8.1%	2.3%	0.58
OC	42	Unit personnel assignment stability	27	8.9%	34.5%	43.6%	9.3%	3.7%	0.36
LP	14	Leadership publishing a policy on the value of personnel safety	26	16.8%	38.7%	35.0%	6.9%	2.5%	0.61
PP	11	Personnel believing that their actions can protect other personnel	25	33.9%	51.7%	13.0%	0.9%	0.5%	1.18
SSA	30	Effectiveness of command safety officer in improving safety condition	25	10.5%	34.3%	48.8%	5.1%	1.3%	0.48
PP	25	Personnel following lockout/tagout procedures	19	10.5%	26.7%	56.1%	4.7%	1.9%	0.39

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

³ Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response.

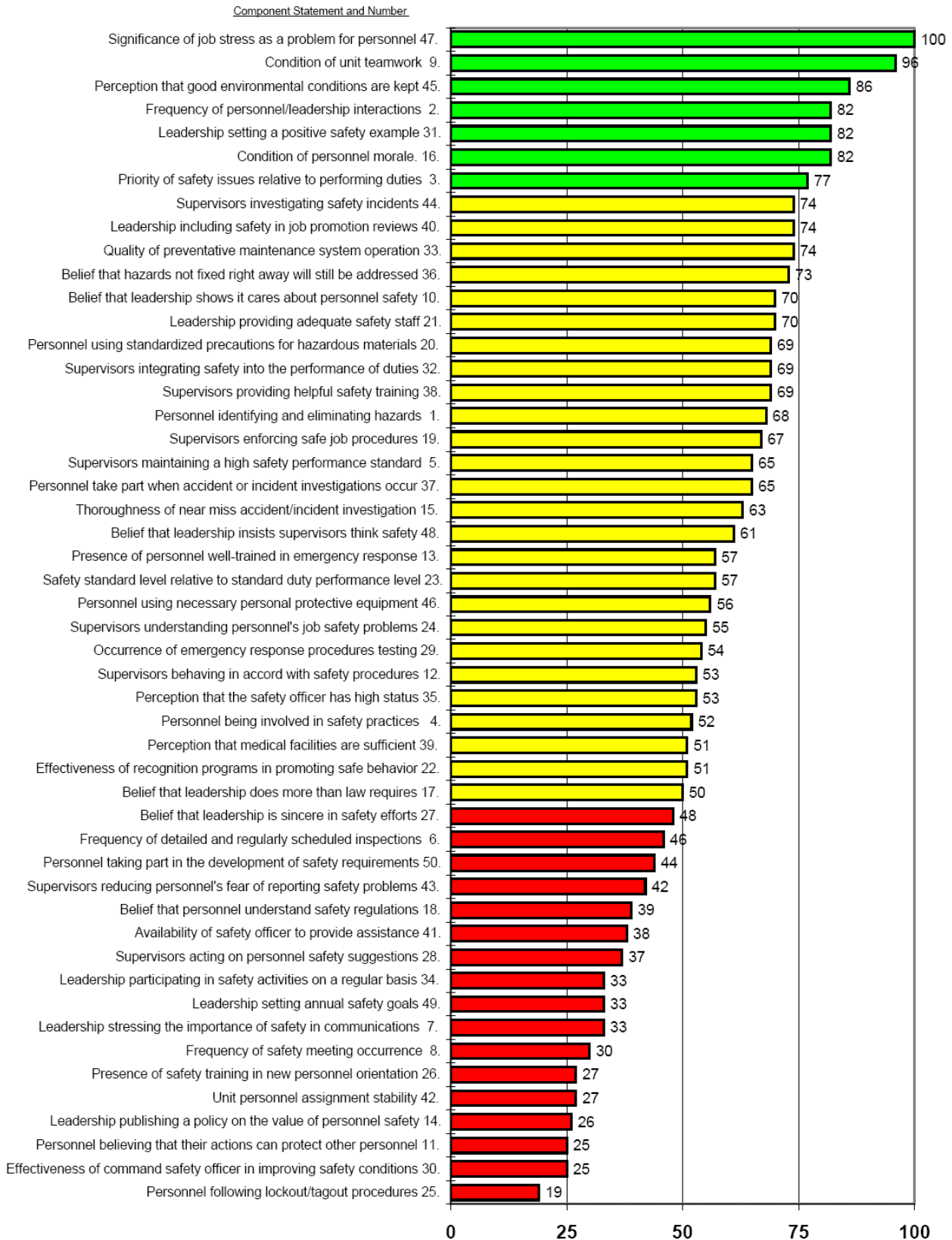
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key in Appendix D provides a cross-reference between the NSC numbers used in this report and the question lettering schemes used for the 2005 and 2007 Safety Barometer survey instruments.

Items with the highest average response scores are not necessarily the best performing items. Comparing average response scores with those of other organizations provides a valuable frame of reference. Since some statements tend to be answered more positively or negatively than others, comparing results against the NSC database automatically adjusts for the varying difficulty of the survey statements. A rank order of comparative percentile scores better illustrates where the problem areas lie than a rank order of average response scores.

Items in Figure 1 are listed in order of decreasing comparative percentile scores. Items with identical comparative percentile scores are ordered by average response score, from best to worst. At the top of the table are items that were more highly ranked among Guard/Reserve responses compared with other establishments' responses. Items at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Items with identical percentile scores are ordered by average response score from best to worst.

The majority of personnel opinions regarding the Guard/Reserve safety program were moderately high compared to the NSC database participants. Of the 50 program items, 33 received above average percentile scores of 50 or above, while 17 received below average scores. Only two elements achieved a very high percentile score above 90 and four other elements achieved a high score above 80. One element generated a very low percentile score below 20.

Figure 1
Comparative Percentile Scores of Safety Program Items – 2007



3.5.2 Highest performing items

As shown in Table 1, the ten highest performing program items received percentile scores of 74 and above. These consist of four Organizational Climate elements, two elements each for Leadership Participation and Safety Support Climate categories, and one element each for Supervisor Participation and Safety Support Activities categories. There were no program items from the Personnel Participation category in the current group of higher-scoring items.

The most highly rated Leadership Participation and Supervisor Participation items (with their percentile scores) are:

Q31 Leadership setting a positive safety example (82) - 2005

Q44 Supervisors investigating safety incidents (74) - 2005

Q40 Leadership including safety in job promotion reviews (74) - 2005

As in 2005, more than half the respondents feel that leadership sets a positive safety example through their words and actions (Question [Q] 31) and that their supervisor always investigate safety incidents (Q44). Over 40 percent of Guard/Reserve personnel indicate that leadership considers a person's safety performance when determining promotions (Q40). Similar to 2005 results, an additional 34-46 percent of participants provided neutral "neither agree nor disagree" responses for each of these items. High rates of neutral responses (above 30 percent) are usually associated with low-ranking program items, rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate that an element is not sufficiently visible from the perspective of personnel or that the element is not considered relevant by personnel.

The highly rated Safety Support Activities and Safety Support Climate program items are:

Q45 Perception that good environmental conditions are kept (86) - 2005

Q3 Priority of safety issues relative to performing duties (77) - 2005

Q33 Quality of preventative maintenance system operation (74) - 2005

More than 60 percent of respondents felt that safety does not take a back seat to performing duties (Q3). Nearly 60 percent indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45), while 40 percent believe that the system of preventive maintenance for facilities, tools, and machinery operates at a good level (Q33). These latter two elements also generated more than 30 percent neutral responses. These items were also highly rated in 2005.

The Organizational Climate items rated most highly are:

Q47 Significance of job stress as a problem for personnel (100)

Q9 Condition of unit teamwork (96) - 2005

Q2 Frequency of personnel/leadership interactions (82)

Q16 Condition of personnel morale (82)

Over 70 percent of respondents feel that good teamwork exists within their unit (Q9) and that there is frequent contact and communication between personnel and leadership (Q2). Almost half the responding personnel believe that the stress of performing their armed service duties is not a significant problem for them nor other personnel in their unit (Q47) and have a positive perception of morale among personnel (Q16). Of these, job stress generated an elevated level (>30 percent) of neutral responses. (Q9) denoted with an asterisk was also rated most highly in 2005.

3.5.3 Below average priority items

As shown in Table 1, 17 program items received percentile scores below 50. Elements with below average percentiles below 50 are potential target areas that can be used to establish improvement priorities for the Guard/Reserve personnel safety program.

The below average Leadership Participation program items (listed from lowest percentile score) are:

Q7 Leadership stressing the importance of safety in communications (22) - 2005

Q34 Leadership participating in safety activities on a regular basis (37) - 2005

Q14 Leadership publishing a policy on the value of personnel safety (43) - 2005

Q49 Leadership setting annual safety goals (44) - 2005

Similar to 2005, results, 25 percent of respondents indicated that leadership's views on the importance of safety are seldom stressed in personnel communications (Q7). Although the remaining three elements generated less than 10 percent negative responses, these were paired with up to 50 percent neutral "neither agree nor disagree" responses, which may indicate that the element is not sufficiently visible from personnel's perspective.

The below average scoring Supervisor Participation items are:

Q28 Supervisors acting on personnel safety suggestions (37) - 2005

Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005

While each of these elements generated approximately 10 percent negative responses, they also received elevated neutral responses above 30 percent. As indicated by the “- 2005”, both these program items were also identified as below average items in 2005.

The Personnel Participation items with below average scores are:

- Q25 Personnel following lockout/tagout procedures (19) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (25) - 2005***
- Q18 Belief that personnel understand safety regulations (39) - 2005***
- Q50 Personnel taking part in the development of safety requirements (44) - 2005***

Among these elements, the highest level of negative response was more than 15 percent who report that personnel rarely take part in the development of safety requirements for their jobs (Q50), with almost half the respondents providing a neutral response. While approximately 6 percent of respondents indicate that personnel do not follow a regular lockout/tagout procedure (Q25), 56 percent were neutral.

The below average scoring Safety Support Activities items are:

- Q30 Effectiveness of command safety officer in improving safety conditions (25) - 2005***
- Q26 Presence of safety training in new personnel orientation (27) - 2005***
- Q8 Frequency of safety meeting occurrence (30) - 2005***
- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005***

Of these, the highest negative response rate was seen with more than 25 percent of respondents indicating that safety meetings are held less often than they should be (Q8). The remaining Safety Support Activities elements generated 6-10 percent negative responses and elevated neutral responses up to 49 percent.

The below average scoring Safety Support Climate item is:

- Q27 Belief that leadership is sincere in safety efforts (48) - 2005***

Approximately 5 percent of responding personnel believe leadership is not sincere in its efforts to ensure personnel safety (Q27), a program item that was also identified as below average in 2005.

The Organizational Climate item with a below average score is:

- Q42 Unit personnel assignment stability (27)***

Thirteen percent of respondents indicate that the assignment of personnel to their unit is not stable (Q42), with 44 percent providing neutral responses. There were no below average Organizational Climate program items in 2005.

As in 2005, 37 of the 50 elements for Guard/Reserve personnel generated elevated neutral responses (>30 percent). Again, although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that these elements or their related programs are not sufficiently visible from the personnel perspective or that the element is not considered relevant by personnel.

3.5.4 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual program items across 2005 and 2007, as well as the percentile change between survey years for DoD Guard/Reserve. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2005. Those elements that generated percentile scores above 75 in each year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of these standard items, improvement in percentile scores since 2005 was achieved for 31 program items, whereas 13 items saw decreases in percentile scores since the previous survey, with two items showing no change. The four standard Safety Barometer items at the bottom of the table were not surveyed in 2005.

Eight items showed notable improvement, generating percentile score increases of 10 points or more since 2005. These include:

- Q1 Personnel identifying and eliminating hazards***
- Q2 Frequency of personnel/leadership interactions***
- Q6 Frequency of detailed and regularly scheduled inspections***
- Q5 Supervisors maintaining a high safety performance standard***
- Q4 Personnel being involved in safety practices***
- Q10 Belief that leadership shows it cares about personnel safety***
- Q35 Perception that the safety officer has high status***
- Q20 Personnel using standardized precautions for hazardous materials***
- Q34 Leadership participating in safety activities on a regular basis***

This suggests that efforts to address these items since 2005 have been beneficial.

Table 2
Percentile Scores of Program Items by Survey Year

Category ¹	Statement Number and Component	Percentile Scores ²		Percentile Change
		2005	2007	2005 to 2007
PP	1 Personnel identifying and eliminating hazards	15	68	+53
OC	2 Frequency of personnel/leadership interactions	63	82	+19
SSA	6 Frequency of detailed and regularly scheduled inspections	28	46	+18
SP	5 Supervisors maintaining a high safety performance standard	48	65	+17
PP	4 Personnel being involved in safety practices	38	52	+14
SSC	10 Belief that leadership shows it cares about personnel safety	57	70	+13
SSC	35 Perception that the safety officer has high status	42	53	+11
PP	20 Personnel using standardized precautions for hazardous materials	59	69	+10
LP	34 Leadership participating in safety activities on a regular basis	23	33	+10
SP	24 Supervisors understanding personnel's job safety problems	46	55	+9
LP	31 Leadership setting a positive safety example	74	82	+8
LP	21 Leadership providing adequate safety staff	63	70	+7
SP	19 Supervisors enforcing safe job procedures	60	67	+7
SSC	17 Belief that leadership does more than law requires	43	50	+7
LP	14 Leadership publishing a policy on the value of personnel safety	19	26	+7
SSA	30 Effectiveness of command safety officer in improving safety conditions	18	25	+7
SSA	26 Presence of safety training in new personnel orientation	21	27	+6
SP	38 Supervisors providing helpful safety training	65	69	+4
SSC	48 Belief that leadership insists supervisors think safety	57	61	+4
PP	25 Personnel following lockout/tagout procedures	15	19	+4
SSA	15 Thoroughness of near miss accident/incident investigation	60	63	+3
SP	43 Supervisors reducing personnel's fear of reporting safety problems	39	42	+3
SSA	41 Availability of safety officer to provide assistance	35	38	+3
LP	49 Leadership setting annual safety goals	30	33	+3
SSC	45 Perception that good environmental conditions are kept	84	86	+2
LP	40 Leadership including safety in job promotion reviews	72	74	+2
OC	9 Condition of unit teamwork	95	96	+1
SP	32 Supervisors integrating safety into the performance of duties	68	69	+1
PP	37 Personnel take part when accident or incident investigations occur	64	65	+1
SSA	13 Presence of personnel well-trained in emergency response	56	57	+1
PP	46 Personnel using necessary personal protective equipment	55	56	+1
SP	44 Supervisors investigating safety incidents	74	74	0
SSC	27 Belief that leadership is sincere in safety efforts	48	48	0
SSA	29 Occurrence of emergency response procedures testing	55	54	-1
SP	12 Supervisors behaving in accord with safety procedures	54	53	-1
PP	50 Personnel taking part in the development of safety requirements	45	44	-1
PP	18 Belief that personnel understand safety regulations	40	39	-1
SP	28 Supervisors acting on personnel safety suggestions	38	37	-1
LP	7 Leadership stressing the importance of safety in communications	34	33	-1
PP	11 Personnel believing that their actions can protect other personnel	26	25	-1
SSC	3 Priority of safety issues relative to performing duties	79	77	-2
SSC	36 Belief that hazards not fixed right away will still be addressed	75	73	-2
SSA	33 Quality of preventative maintenance system operation	77	74	-3
SSA	22 Effectiveness of recognition programs in promoting safe behavior	54	51	-3
SSC	23 Safety standard level relative to standard duty performance level	63	57	-6
SSA	8 Frequency of safety meeting occurrence	37	30	-7
OC	47 Significance of job stress as a problem for personnel	N/A	100	N/A
OC	16 Condition of personnel morale	N/A	82	N/A
SSC	39 Perception that medical facilities are sufficient	N/A	51	N/A
OC	42 Unit personnel assignment stability	N/A	27	N/A

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.

N/A: These standard items were not included in the 2005 survey.

For each survey year, components with percentile scores above 75 are shaded **green**. Below average (<50) priority items are **shaded red**.

Among the 13 elements showing decreases from 2005 to 2007, none show a notable decline of more than 10 percentile points. The item showing the largest decrease since 2005 generated a decline of 7 percentile points:

Q8 Frequency of safety meeting occurrence

Looking across survey years, three items consistently appeared among the better-performing items: perception that good environmental conditions are kept (Q45), condition of unit teamwork (Q9), and priority of safety issues relative to performing duties (Q3). Sixteen items generated below average percentile scores of less than 50 for both survey years.

3.6 Percentile Scores of Program Categories

Guard/Reserve average response scores for the six standard Safety Barometer program categories were also compared with organizations in the NSC database. These comparisons are presented in Table 3. From these scores, category percentile scores were generated, which are included in Table 3 and are also presented with 2005 results in Figure 2.

Currently, four of the six program categories have percentile scores at or above the database average of 50, compared to only two above average categories in 2005. This year, Organizational Climate received the highest percentile, with a very high score of 91. Because of the standard items that were not included in the 2005 survey, no Organizational Climate program category score was generated for that survey. The lowest score is for Safety Support Activities, which increased slightly from a moderate 44 in 2005 to its moderate score of 46 in 2007. The largest increase among program categories was a 13 point improvement for Personnel Participation from a below average 40 to its current above average score of 53.

Finally, the current overall Safety Barometer percentile score is a moderately high 62, indicating that 38 percent of the organizations in the NSC database achieved a higher overall score than DoD Guard/Reserve. This is an increase of 5 percentile points from its moderate score of 57 in 2005.

Table 3
Average Response Scores and Percentile Scores by Program Category

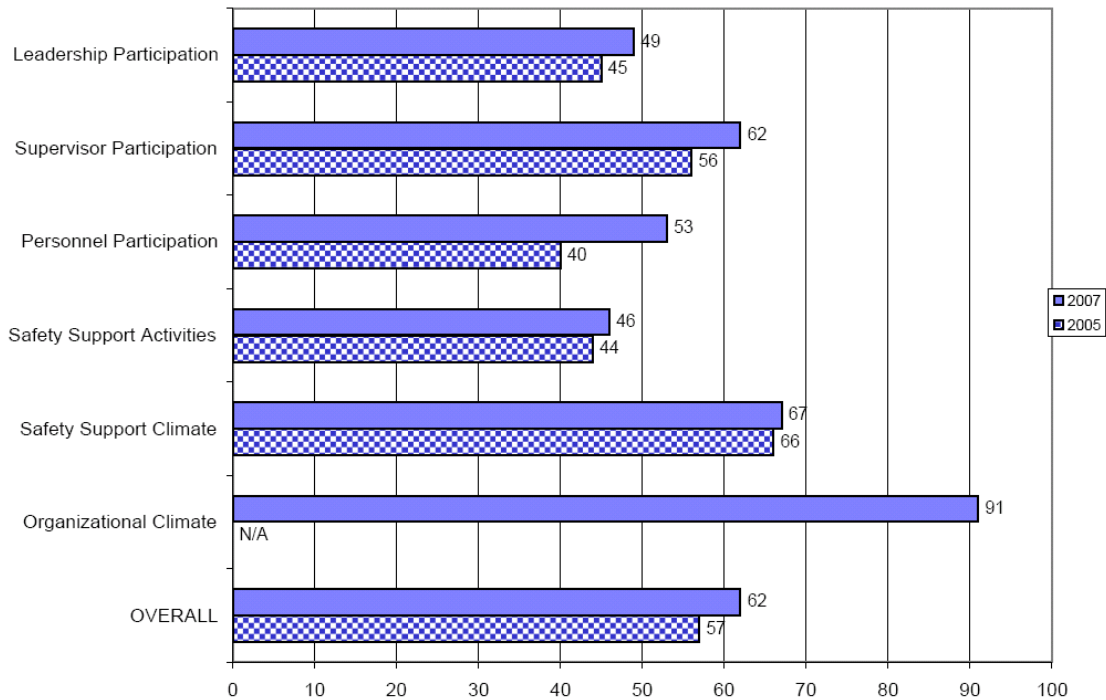
Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Leadership Participation	0.50	0.49	49
Supervisor Participation	0.63	0.69	62
Personnel Participation	0.66	0.69	53
Safety Support Activities	0.41	0.38	46
Safety Support Climate	0.39	0.52	67
Organizational Climate	0.14	0.56	91
OVERALL	0.48	0.55	62

¹ National Safety Council (NSC) Database consists of the same 232 locations that have participated in an NSC safety perception survey at the time of the DoD 2005 survey.

² Average Response Scores have a range from -2 to +2 (+2 being best).

³ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

Figure 2
Program Category Percentile Scores



Finally, the current overall Safety Barometer percentile score is a moderate 58, indicating that 42 percent of the organizations in the NSC database achieved a higher overall score than the DoD Active Duty population. This is an increase of 3 percentile points from the score of 55 in 2005.

3.7 Comparisons of Survey Responses by Personnel Subgroups

3.7.1 Comparison by grade

Of the total respondents, the number of personnel representing each grade was:

<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
E1-E4	310,662	40.5%
E5-E9	350,182	45.6%
W1-W5	8,812	1.1%
O1-O3	39,961	5.2%
O4-O6	57,898	7.5%
Not Indicated	15	<0.1%

The weighted ⁴ response distributions for each survey item by grade are presented in Appendix D. Personnel responses within grades were also compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 3 compares the safety perceptions of the five Guard/Reserve grades according to program category.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel generally report the most positive safety program perceptions, while lower-ranking personnel typically generate less positive responses. Respondents in the O4-O6 group have the most positive safety perceptions for all program categories, with a high overall score of 87. The E1-E4 group has the least positive perceptions for all program categories and a moderate overall score of 55. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. Although Figure 3 shows a clear pattern of more positive safety perceptions for the highest grades with substantial disparity compared to other grade levels, all grades had relatively similar, high perceptions regarding Organizational Climate.

⁴ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Figure 3
Program Category Percentile Scores by Grade – 2007

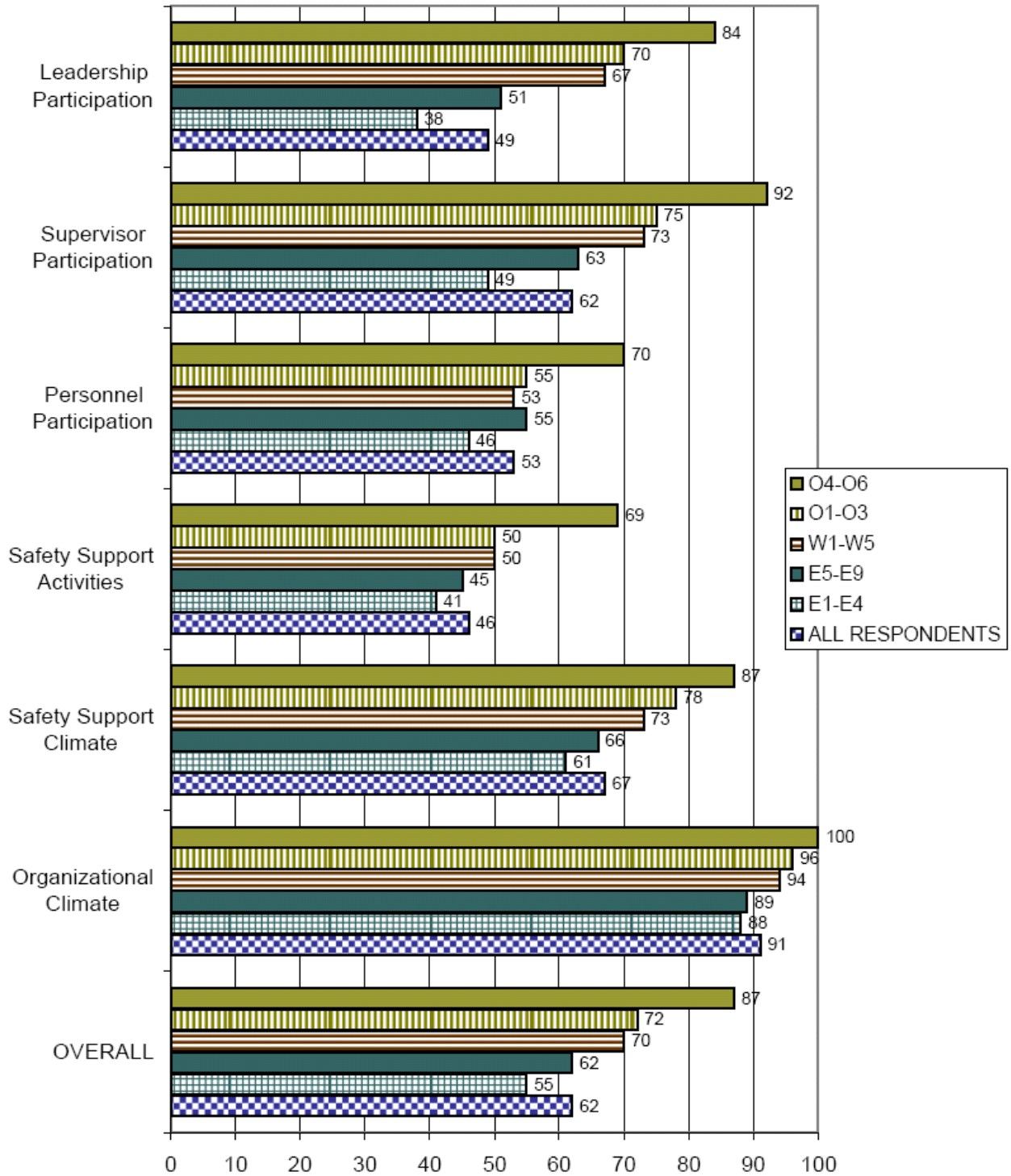
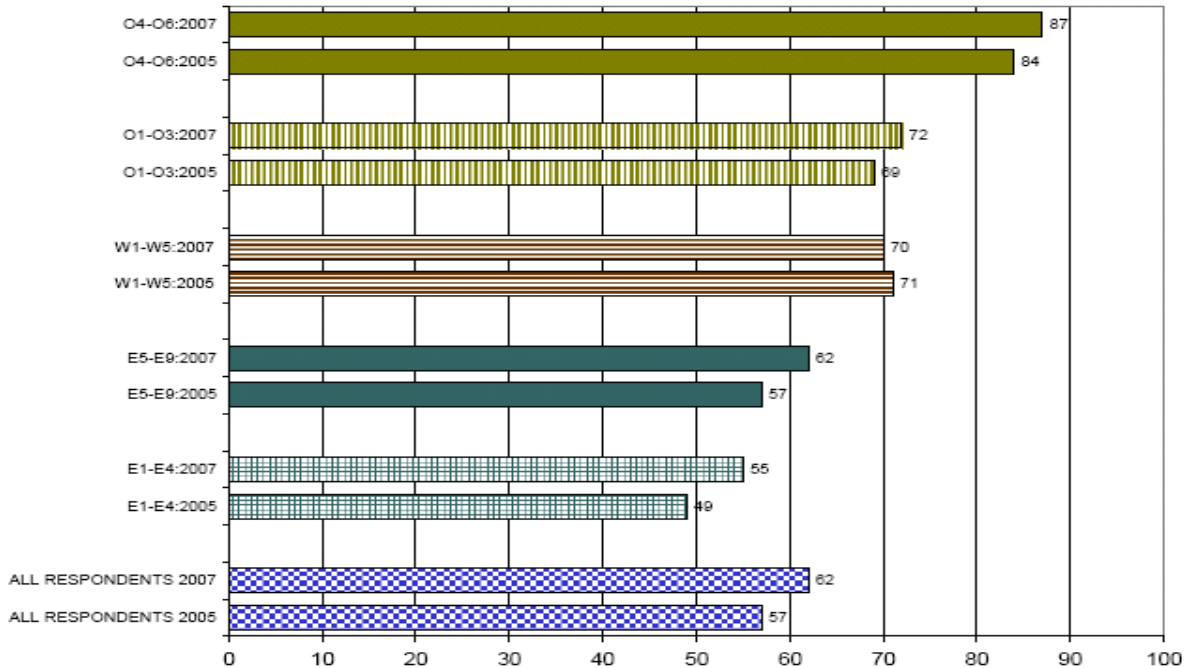


Figure 4 compares the 2007 and 2005 overall percentile scores for each grade. Showing remarkable consistency, most grades generated results somewhat higher, but very similar to, their 2005 results. Most current results are within 5 percentile points of 2005 scores. Again showing consistency, the greatest increase among grades was 6 points by E1-E4 Guard/Reserve personnel from a below average score of 49 in 2005 to a moderate score of 55 in 2007.

Figure 4
Overall Percentile Scores by Grade



3.7.2 Comparison by work location

Of the total respondents, the numbers of personnel representing each of the work locations are:

Work Location	Number of Respondents (weighted)	Percent of Total Respondents	Work Location	Number of Respondents (weighted)	Percent of Total Respondents
Office	507,692	38.9%	Ship	40,820	3.1%
Shop	119,663	9.2%	Clinic/Hospital	75,778	5.8%
Maintenance	106,026	8.1%	Other	93,414	7.2%
Outdoors/Field	102,930	7.9%	Not Indicated	155,211	11.9%
Flightline	102,872	7.9%			

The weighted response distributions for each survey item by work location are presented in Appendix E. Personnel responses compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 5 compares the safety perceptions of the eight Guard/Reserve work locations according to program category.

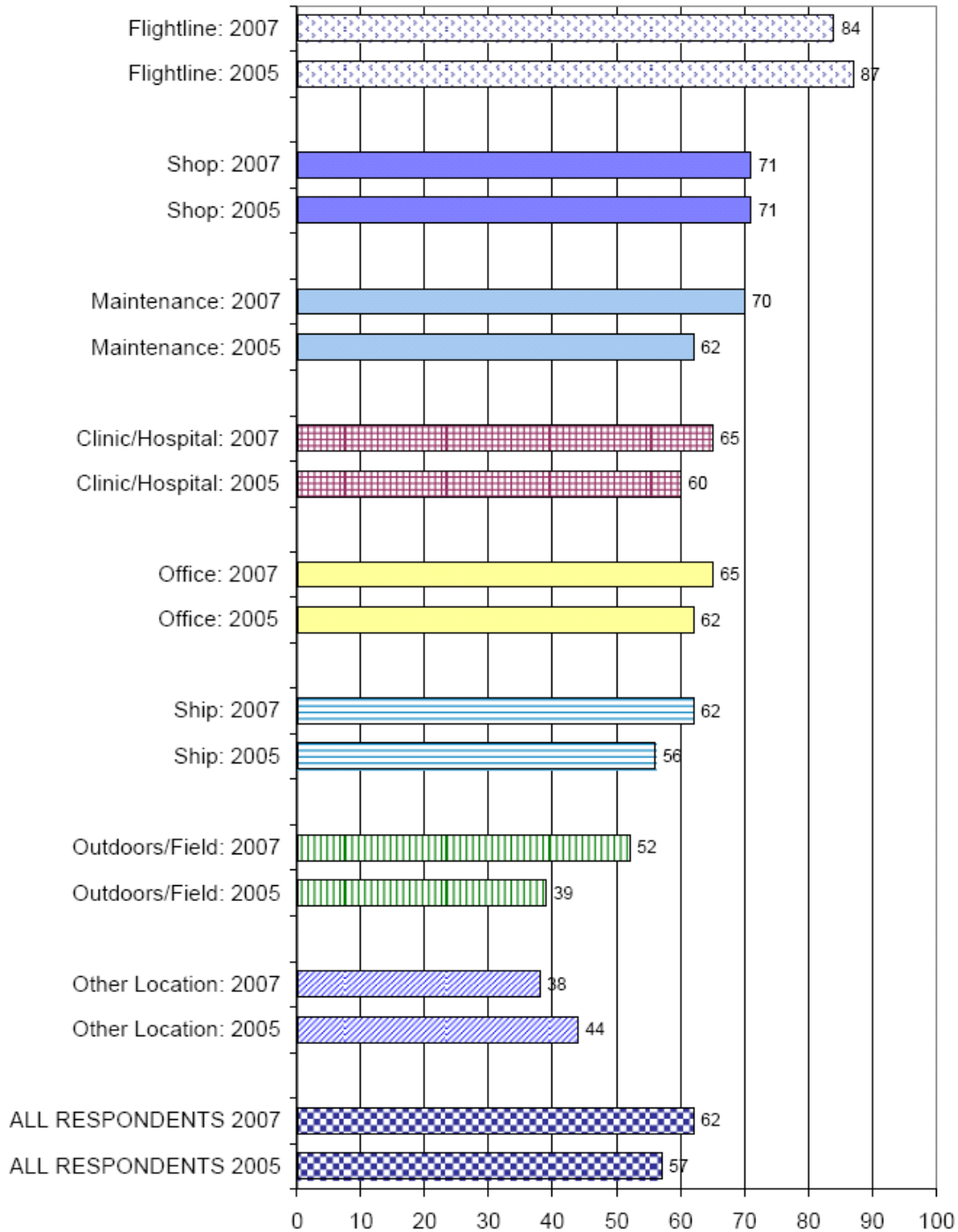
Among DoD Guard/Reserve personnel, Flightline staff report the most positive safety program perceptions. Shop, Maintenance, Clinic/Hospital, Office, and Ship staff tended to generate positive perceptions quite similar to each other. More moderate perceptions are demonstrated by Outdoors/Field staff. Other Location personnel consistently produced the least positive responses, with moderate or below average perceptions. Relative similarity across work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program. As with grades, all work locations had relatively similar, high perceptions regarding Organizational Climate.

Figure 6 compares the 2007 and 2005 overall percentile scores for each work location. While most work locations generated similar or improved scores compared with 2005, Flightline and Other Location personnel saw decreases in their percentile scores. Outdoors/Field demonstrated the greatest improvement, increasing 13 percentile points from a moderately low score of 39 in 2005 to a moderate score of 52 in 2007.

Figure 5
Program Category Percentile Scores by Work Location – 2007



Figure 6
Overall Percentile Scores by Work Location



3.7.3 Comparison by Branch of Service

The DoD Guard/Reserve survey was administered to Guard/Reserve personnel in all Reserve Items. Of the total respondents, the number of personnel representing each Component is as follows:

<i>Branch of Service</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army	459,841	35.3%
Navy	336,201	25.8%
Marine Corps	170,916	13.1%
Air Force	329,477	25.3%
Not Indicated	7,972	0.6%

The weighted⁵ response distributions for each survey item by Reserve Component are presented in Appendix F. Personnel responses within each Reserve Component were also compared with organizations in the NSC database to generate percentile scores for the 50 standard survey items. Each Reserve Component will be addressed in greater detail in their respective results section.

3.7.3.1 Standardized Items

Safety item percentile scores for each Reserve Component are presented in Table 4. For each Reserve Component, those items that were identified as scoring above the 75th percentile are shaded green; those identified as below average priority items (percentile scores <50) are shaded red. In the Reserve Component-specific results sections of this report, approximately ten of the highest scoring items will be identified to determine strengths at each Reserve Component. Items with percentiles below 50 will be identified as priority items. Table 4 can be used to determine particular strengths or weaknesses regarding each of the survey items.

Four program items were distinguished as better performing by all six Reserve Components. These are the significance of job stress as a problem for personnel (Q47), condition of unit teamwork (Q9), perception that good environmental conditions are kept (Q45), and condition of personnel morale (Q16). Two additional program items were identified as better performing by four or more Reserve Components, namely frequency of personnel/ leadership interactions (Q2) and leadership setting a positive safety example (Q31). Four below average items were identified as priority items across all Reserve Components; frequency of safety meeting occurrence (Q8), unit personnel assignment stability (Q42), personnel believing that their actions can protect other personnel (Q11), and personnel following lockout/tagout procedures (Q25). Ten additional program items were identified as priority items by four or more Reserve

⁵ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to nonresponse, and 3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Components. Although there appears to be some commonality in the areas needing improvement, the personnel in each Reserve Component demonstrate a unique perspective on the Guard/Reserve safety program. Further analysis of each Reserve Component is provided in Sections 3.8 - 3.13 of this report.

Table 4
Program Item Percentile Scores by Reserve Component – 2007

Statement Number and Component	Percentile Score ¹						
	ALL RESPONDENTS	Army-Guard	Army-Reserve	Navy-Reserve	Marine Corps-Reserve	Air Force-Guard	Air Force-Reserve
47 Significance of job stress as a problem for personnel	100	99	99	100	99	100	100
9 Condition of unit teamwork	96	97	92	99	97	99	97
45 Perception that good environmental conditions are kept	86	84	84	88	77	91	89
2 Frequency of personnel/leadership interactions	82	82	74	91	72	86	83
31 Leadership setting a positive safety example	82	76	74	88	73	92	90
16 Condition of personnel morale	82	80	78	93	80	85	83
3 Priority of safety issues relative to performing duties	77	67	72	89	59	90	90
44 Supervisors investigating safety incidents	74	72	65	77	60	90	87
40 Leadership including safety in job promotion reviews	74	58	73	84	59	91	92
33 Quality of preventative maintenance system operation	74	65	66	75	71	92	84
36 Belief that hazards not fixed right away will still be addressed	73	60	69	83	68	93	90
10 Belief that leadership shows it cares about personnel safety	70	66	59	79	61	82	78
21 Leadership providing adequate safety staff	70	65	54	76	69	91	89
20 Personnel using standardized precautions for hazardous materials	69	67	48	63	59	89	82
32 Supervisors integrating safety into the performance of duties	69	66	57	67	56	90	88
38 Supervisors providing helpful safety training	69	66	54	65	59	90	87
1 Personnel identifying and eliminating hazards	68	71	56	73	37	78	75
19 Supervisors enforcing safe job procedures	67	62	54	65	59	88	83
5 Supervisors maintaining a high safety performance standard	65	64	53	70	50	82	77
37 Personnel take part when accident or incident investigations occur	65	65	58	65	56	72	70
15 Thoroughness of near miss accident/incident investigation	63	60	57	69	59	79	73
48 Belief that leadership insists supervisors think safety	61	57	51	60	50	80	78
13 Presence of personnel well-trained in emergency response	57	56	47	58	53	83	76
23 Safety standard level relative to standard duty performance level	57	47	55	64	53	71	71
46 Personnel using necessary personal protective equipment	56	45	55	69	54	81	82
24 Supervisors understanding personnel's job safety problems	55	53	29	49	34	89	82
29 Occurrence of emergency response procedures testing	54	45	44	59	43	74	70
12 Supervisors behaving in accord with safety procedures	53	36	44	69	37	80	81
35 Perception that the safety officer has high status	53	46	43	54	43	77	68
4 Personnel being involved in safety practices	52	52	50	55	38	66	52
39 Perception that medical facilities are sufficient	51	58	56	68	56	22	41
22 Effectiveness of recognition programs in promoting safe behavior	51	32	52	68	49	63	67
17 Belief that leadership does more than law requires	50	44	45	59	48	69	66
27 Belief that leadership is sincere in safety efforts	48	40	37	59	37	75	72
6 Frequency of detailed and regularly scheduled inspections	46	39	27	45	35	72	65
50 Personnel taking part in the development of safety requirements	44	30	41	55	37	75	68
43 Supervisors reducing personnel's fear of reporting safety problems	42	26	34	64	21	81	71
18 Belief that personnel understand safety regulations	39	36	22	39	19	76	75
41 Availability of safety officer to provide assistance	38	34	32	38	35	73	68
28 Supervisors acting on personnel safety suggestions	37	25	29	48	22	73	63
34 Leadership participating in safety activities on a regular basis	33	27	20	37	19	59	57
49 Leadership setting annual safety goals	33	29	27	36	25	52	50
7 Leadership stressing the importance of safety in communications	33	19	30	39	23	53	58
8 Frequency of safety meeting occurrence	30	25	25	30	33	41	48
26 Presence of safety training in new personnel orientation	27	18	15	30	16	58	56
42 Unit personnel assignment stability	27	27	22	30	27	43	31
14 Leadership publishing a policy on the value of personnel safety	26	23	20	20	12	56	47
11 Personnel believing that their actions can protect other personnel	25	27	16	32	11	41	40
30 Effectiveness of command safety officer in improving safety conditions	25	18	16	31	19	56	50
25 Personnel following lockout/tagout procedures	19	15	12	27	14	41	30

¹ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is 0 to 100.

For each Reserve Component, better performing items with percentile scores above 75 are shaded green. Below average items (<50) are shaded red.

3.7.3.2 Program Categories

The percentile scores for program categories by Reserve Component are presented in Figure 7 and highlight the differences and similarities among the Reserve Components. Overall Guard/Reserve respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 7, the Air Force-Guard and Air Force-Reserve generated the highest percentile scores for most program categories and overall (86 and 83, respectively), followed by the Navy-Reserve with an overall score of 71. Army-Guard, Army-Reserve, and Marine Corps-Reserve generated mostly moderate percentiles, with overall scores of 54, 50, and 49, respectively. Relative similarity across Reserve Components would indicate that the DoD safety program is uniformly administered across Reserve Components, whereas dissimilarity may indicate disparity in the administration of the safety program. Although there is notable disparity between the Air Force and Navy Components compared to the Army and Marine Corps Components, all Reserve Components had relatively similar, high perceptions regarding Organizational Climate.

Figure 7
Program Category Percentile Scores by Reserve Component – 2007

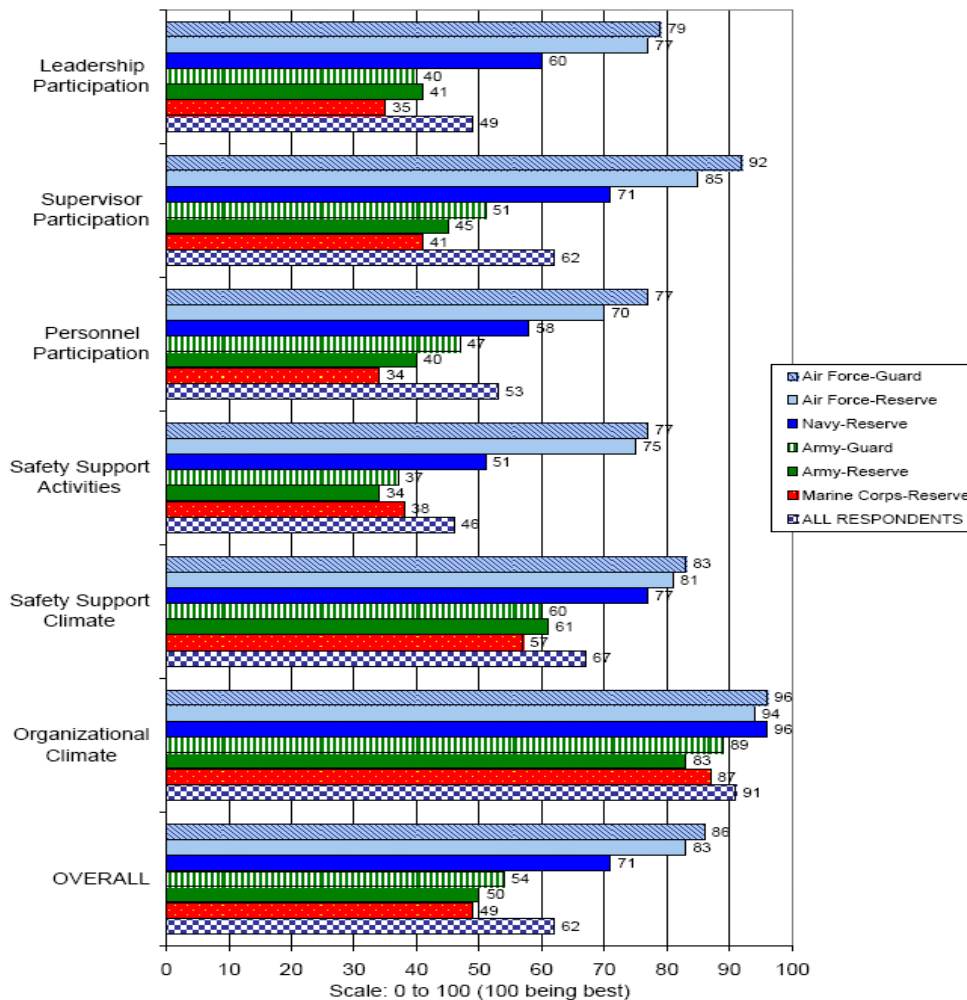
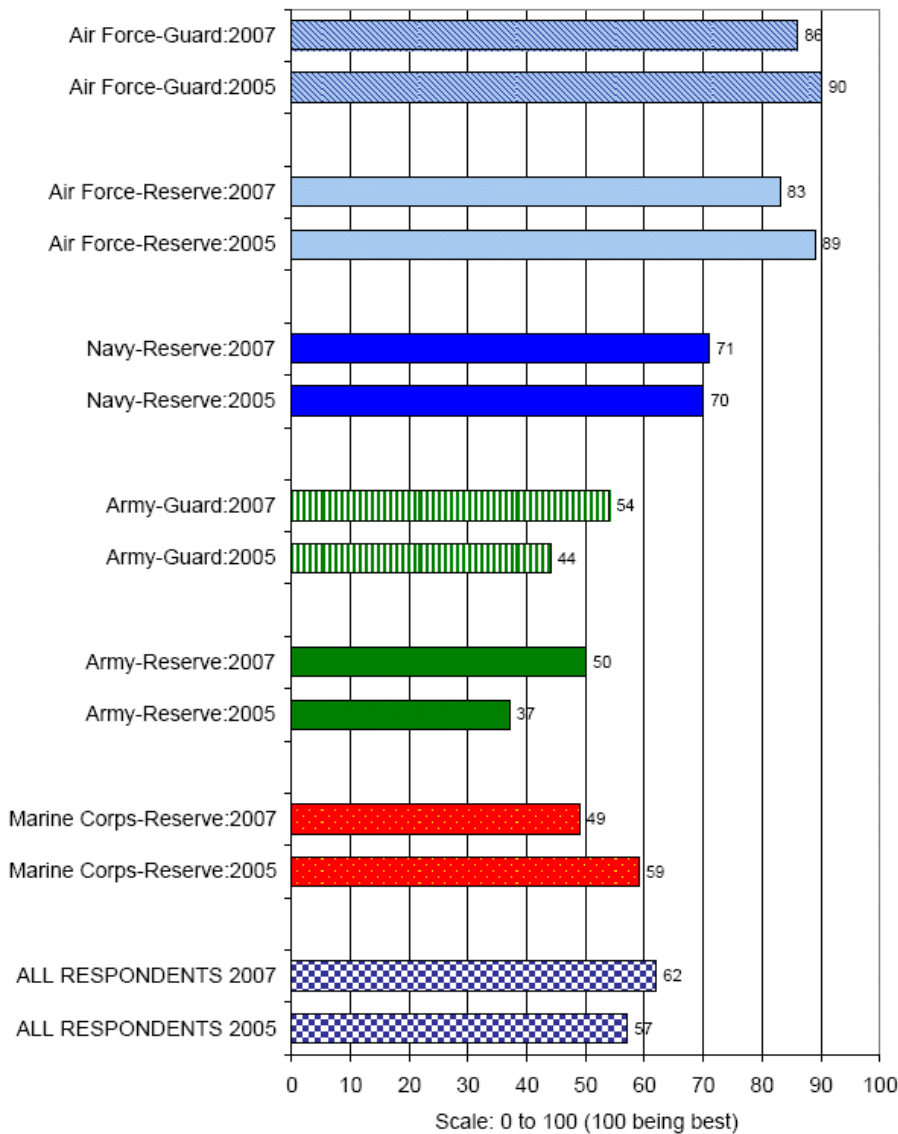


Figure 8 compares the 2007 and 2005 overall percentile scores for each Reserve Component. Both Navy and Army improved their Safety Barometer performance, while Air Force and Marine Corps saw decreases in their survey results. Among DoD Guard/Reserve personnel, both Army Components show notable improvements, increasing 10 percentile points or more from below average scores in 2005 to above average, moderate scores in the 50s in 2007.

Figure 8
Overall Percentile Score by Reserve Component



3.7.3.3 Work Locations

Figures 9A and 9B graphically compare the overall safety perceptions of Reserve Components within each Guard/Reserve work location. Due to small sample sizes for the Ship location, Army-Guard, Marine Corps-Reserve, Air Force-Guard, and Air Force-Reserve are not included in the Ship location analysis. As found in the program category analysis, the Air Force and Navy Components tended to generate the highest percentile scores for each work location, with Army and Marine Corps Components tending to generate the lowest scores.

Because of the disparities in survey results across Reserve Components, summary results for each Reserve Component will be presented individually.

Figure 9A
Overall Work Location Percentile Scores by Reserve Component – 2007

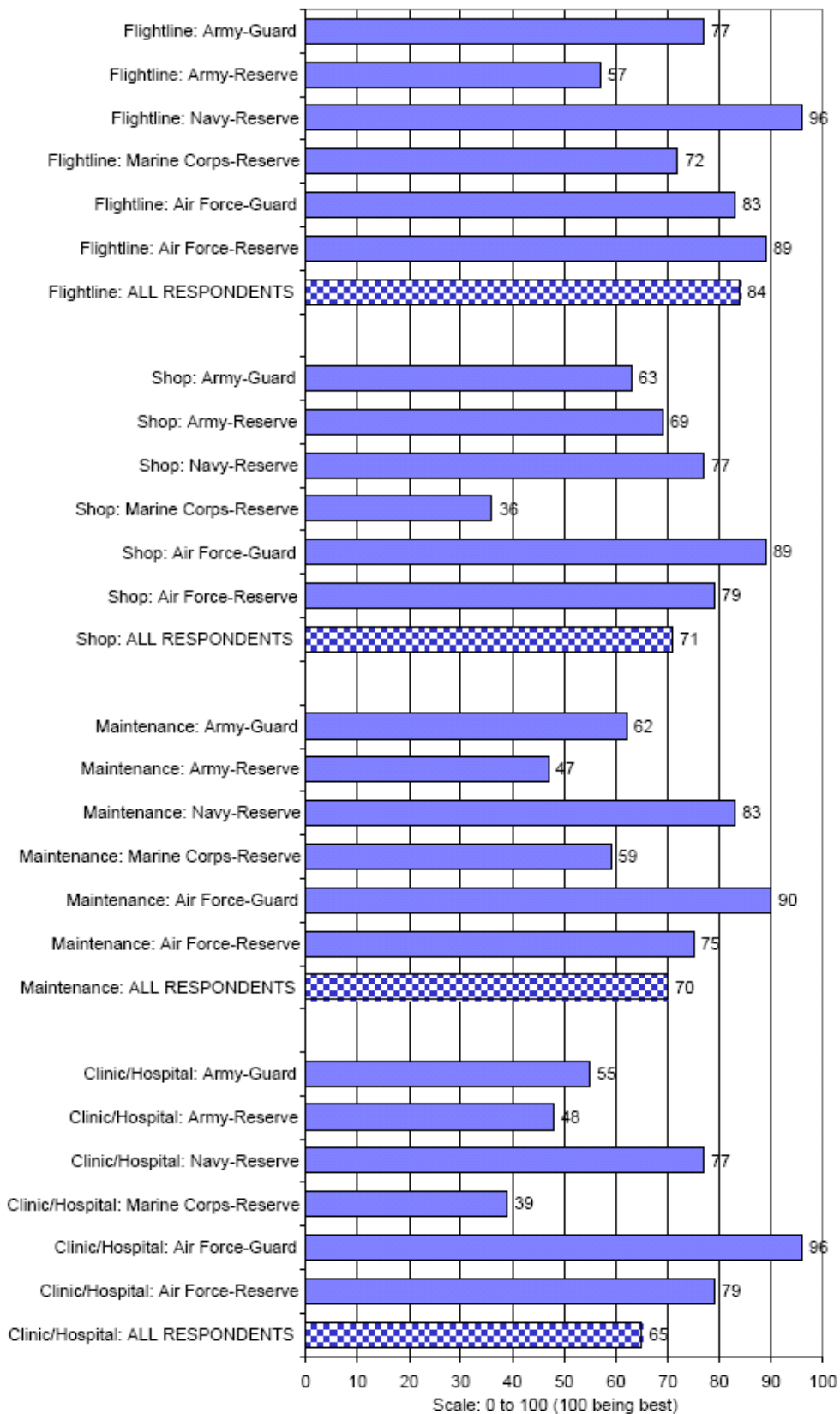
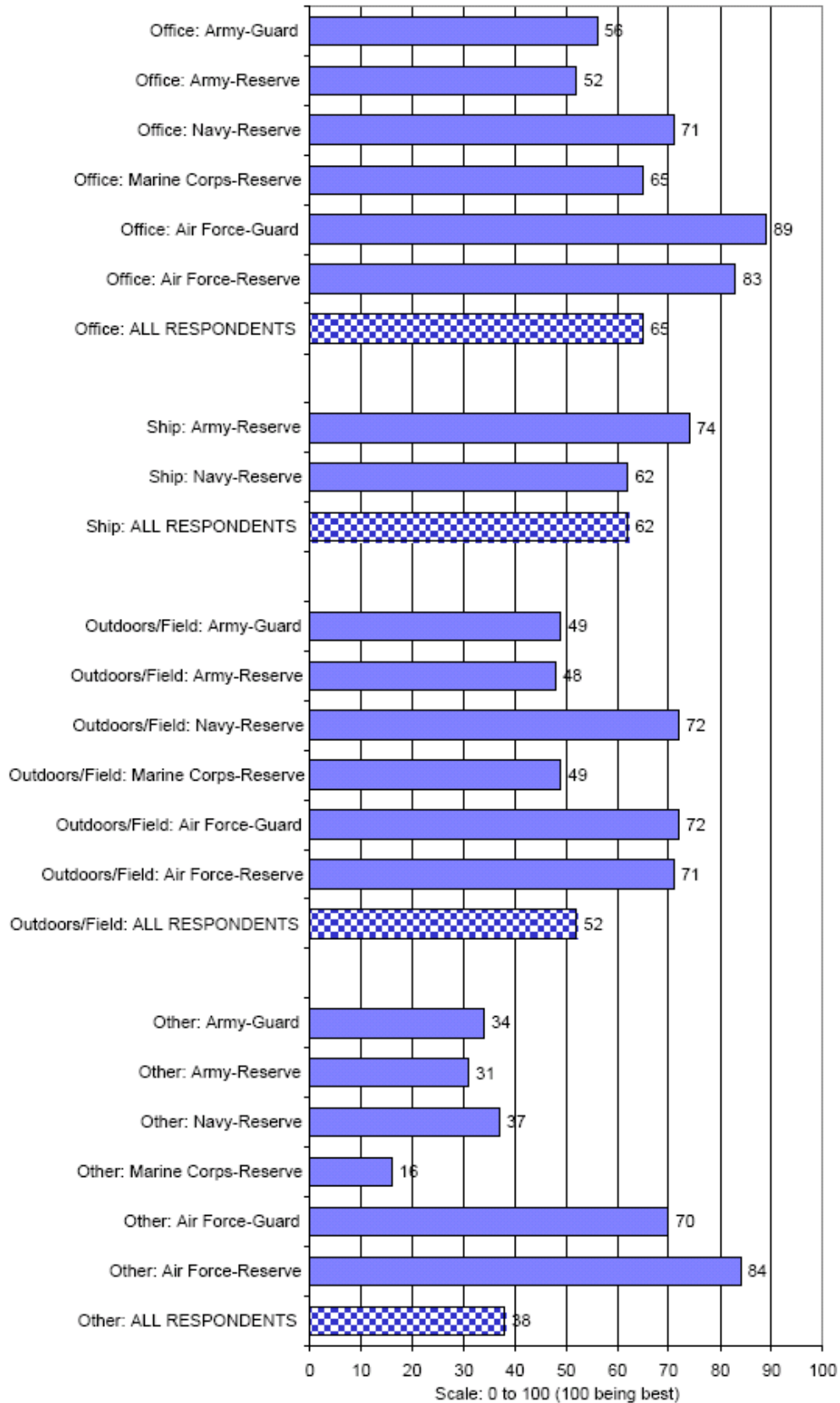


Figure 9B
Overall Work Location Percentile Scores by Reserve Component – 2007



*...they aren't statistics, their
Parents, Spouses,
Brothers and Sisters,
Sons and Daughters."*

Honorable
Gordon England

Combat Power

*Lagging
Indicators*

*Leading
Indicators*

Begins with Safety

Injury Type	Frequency	Ratio
Death	489	1
Hospitalization	16,137	33
Ambulatory/Outpatient	1,858,200	3,800
Minor or No Injury	≈ 40,000	
Unsafe Acts, Near Misses	≈ 400,000	

DoD Injury Pyramid - 2004 Frequency

Cover design by the U.S. Army Combat Readiness Center

3.8 Army-Guard

Figure 10 graphically presents the Army-Guard's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 10, 26 program items meet or surpass the 50th percentile mark, an improvement from 14 above average items in 2005. Five elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Army-Guard had percentile scores at or above 67 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)*
- Q9 Condition of unit teamwork (97) - 2005*
- Q45 Perception that good environmental conditions are kept (84) - 2005*
- Q2 Frequency of personnel/leadership interactions (82)*
- Q16 Condition of personnel morale (80)*
- Q31 Leadership setting a positive safety example (76) - 2005*
- Q44 Supervisors investigating safety incidents (72) - 2005*
- Q1 Personnel identifying and eliminating hazards (71)*
- Q20 Personnel using standardized precautions for hazardous materials (67)*
- Q3 Priority of safety issues relative to performing duties (67) - 2005*

As indicated by the red shading, the Army-Guard generated 24 program items with scores below the 50th percentile (representing below average performance), compared to 32 such items in 2005. Among these elements, 19 items have moderately low scores of 40 or below, four of which have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (15) - 2005*
- Q30 Effectiveness of command safety officer in improving safety conditions (18) - 2005*
- Q26 Presence of safety training in new personnel orientation (18) - 2005*
- Q7 Leadership stressing the importance of safety in communications (19) - 2005*
- Q14 Leadership publishing a policy on the value of personnel safety (23) - 2005*
- Q8 Frequency of safety meeting occurrence (25) - 2005*
- Q28 Supervisors acting on personnel safety suggestions (25) - 2005*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (26) - 2005*
- Q42 Unit personnel assignment stability (27)*

- Q34 Leadership participating in safety activities on a regular basis (27) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (27) - 2005***
- Q49 Leadership setting annual safety goals (29) - 2005***
- Q50 Personnel taking part in the development of safety requirements (30) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (32) - 2005***
- Q41 Availability of safety officer to provide assistance (34) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (36) - 2005***
- Q18 Belief that personnel understand safety regulations (36) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (39) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (40) - 2005***
- Q17 Belief that leadership does more than law requires (44) - 2005***
- Q29 Occurrence of emergency response procedures testing (45) - 2005***
- Q46 Personnel using necessary personal protective equipment (45) - 2005***
- Q35 Perception that the safety officer has high status (46) - 2005***
- Q23 Safety standard level relative to standard duty performance level (47)***

Figure 10
Percentile Scores of Safety Program Items - Army-Guard – 2007

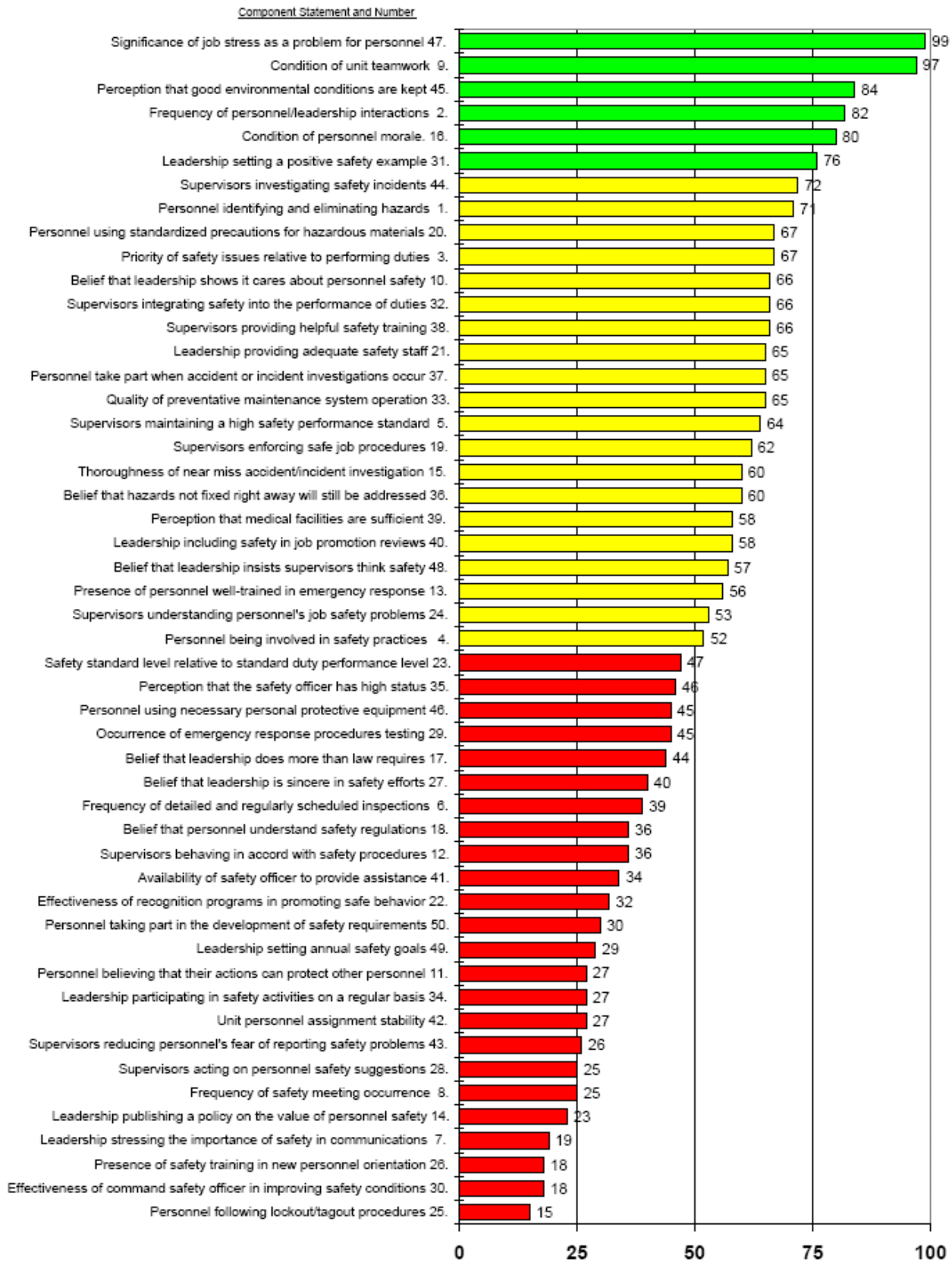


Figure 11 compares the 2007 Army-Guard results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Army-Guard are lower than the All Respondents results. Current Army-Guard percentile scores range from a moderately low score of 37 for Safety Support Activities to a high score of 89 for Organizational Climate. The overall Army-Guard percentile score is a moderate 54, indicating that 46 percent of the database organizations achieved a higher overall score than did the Army-Guard. This is an increase of 10 percentile points from Army-Guard's below average score of 44 in 2005. All program categories with comparable 2005 scores show increases in 2007.

Figure 11
Program Category Percentile Scores – Army-Guard – 2007

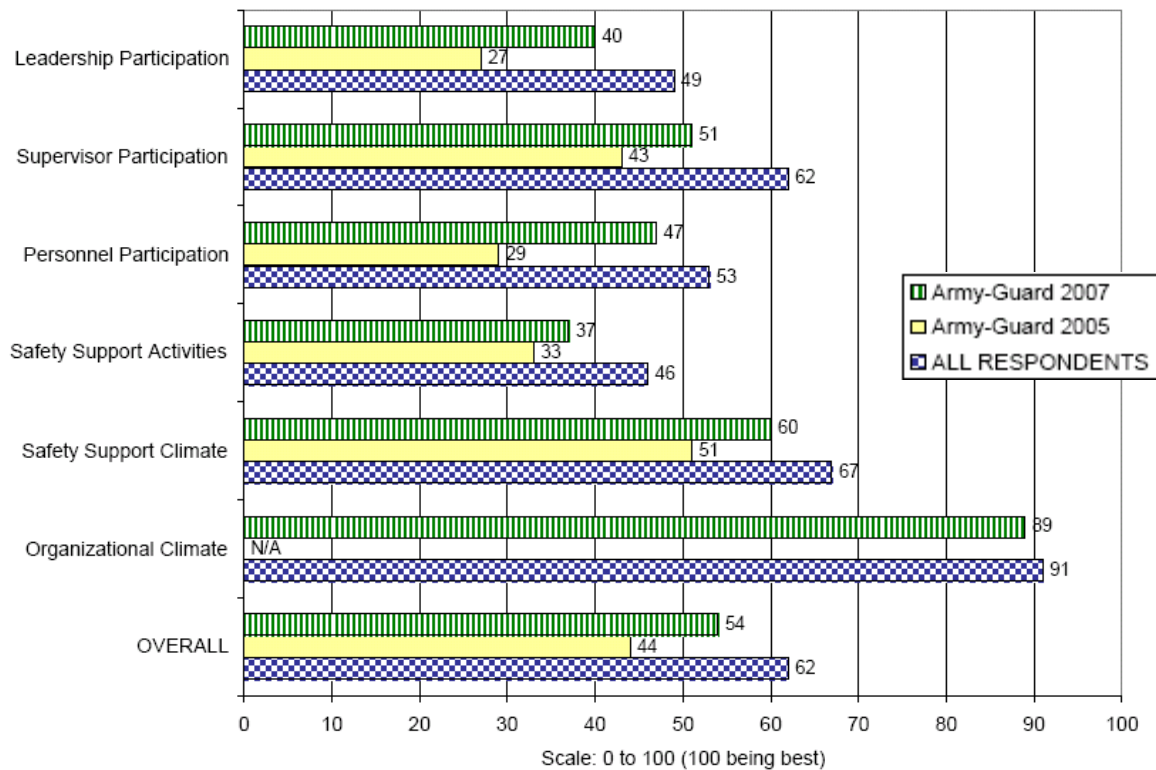


Figure 12 compares the safety perceptions of the Army-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses. The O4-O6, O1-O3, and W1-W5 groups showed substantially more positive perceptions than the enlisted grade groups across all program categories and Overall. These latter grades generated more moderate overall perception scores. The Army-Guard E1-E4 group received the lowest percentile scores for five of the six program categories and Overall. Relative similarity among grade perceptions would indicate that the Army-Guard safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 12 shows a general pattern of increasingly positive safety perceptions with higher grades.

Figure 12
Program Category Percentile Scores by Grade – Army-Guard – 2007

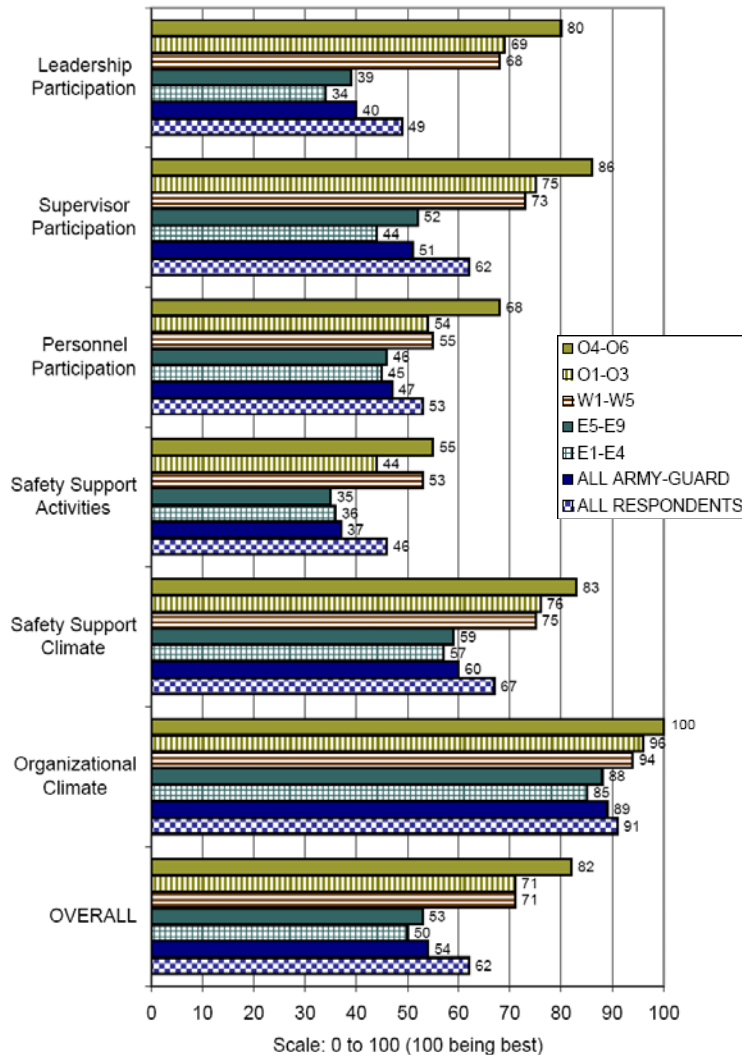
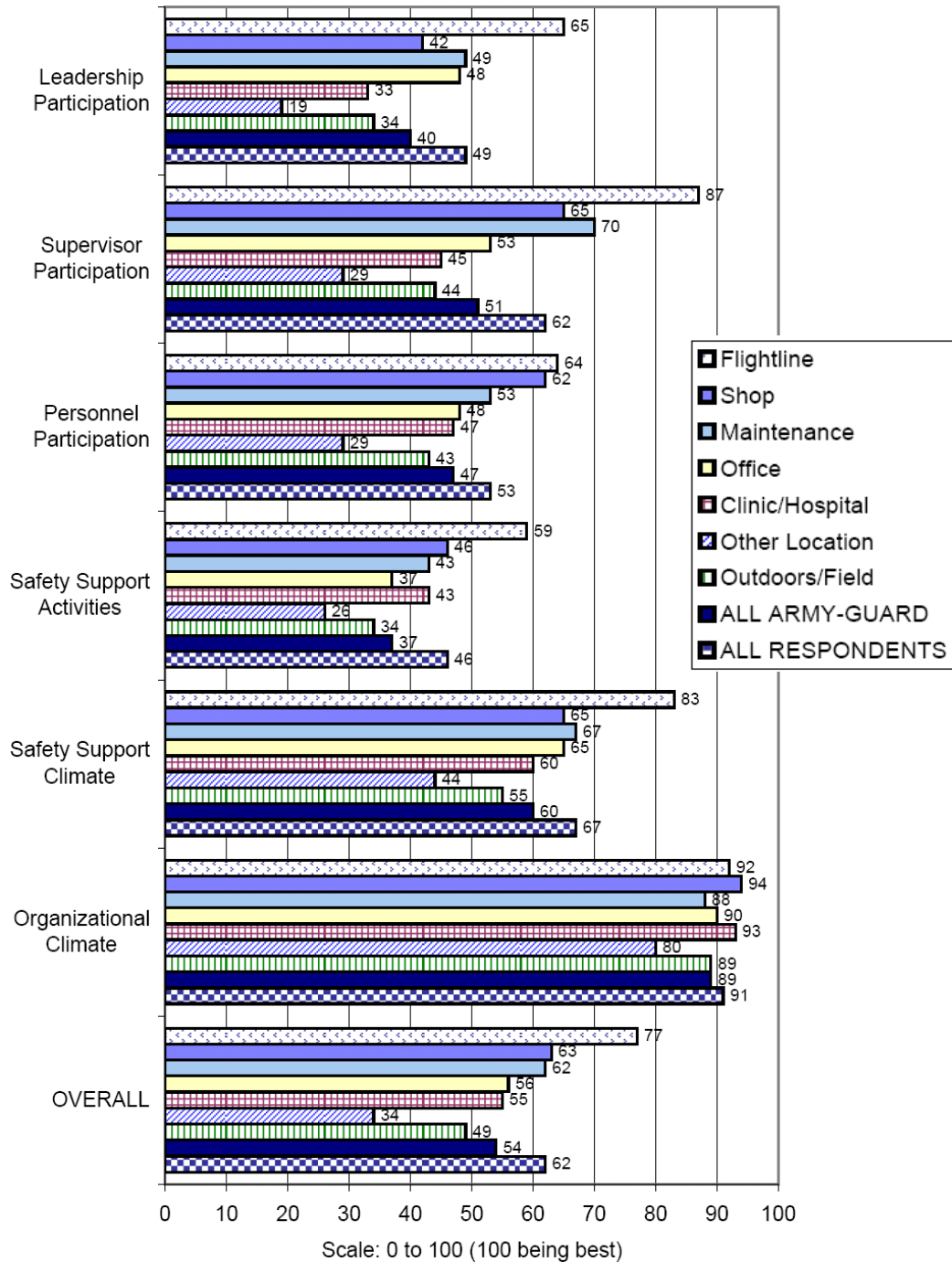


Figure 13 compares the safety perceptions of seven Army-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship location is not included in the Army-Guard analysis.

Figure 13
Program Category Percentile Scores by Work Location – Army-Guard



Flightline personnel tend to report the most positive safety program perceptions for the Army-Guard. This location generated notably higher percentile scores than other locations for most program categories and generated an overall percentile score of 77. Shop and Maintenance staff follow with overall scores of 63 and 62, respectively. Moderate overall scores in the 40s and 50s were generated for Office, Clinic/Hospital, and Outdoors/Field personnel. Other Location staff generated the lowest perceptions, with well below average perceptions for most program categories, resulting in a moderately low overall score of 34. Relative similarity among work location perceptions would indicate that the Army-Guard safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

3.9 Army-Reserve

Figure 14 graphically presents the Army-Reserve's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 14, 26 items meet or surpass the 50th percentile mark, an improvement from 13 above average items in 2005. Three elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Army-Reserve had percentile scores at or above 66 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)*
- Q9 Condition of unit teamwork (92) - 2005*
- Q45 Perception that good environmental conditions are kept (84) - 2005*
- Q16 Condition of personnel morale (78)*
- Q2 Frequency of personnel/leadership interactions (74)*
- Q31 Leadership setting a positive safety example (74) - 2005*
- Q40 Leadership including safety in job promotion reviews (73) - 2005*
- Q3 Priority of safety issues relative to performing duties (72) - 2005*
- Q36 Belief that hazards not fixed right away will still be addressed (69) - 2005*
- Q33 Quality of preventative maintenance system operation (66) - 2005*

As indicated by the red shading, the Army-Reserve generated 24 items with scores below the 50th percentile (representing below average performance), compared to 33 such items in 2005. Among these elements, 17 items have moderately low scores of 40 or below, six of which have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (12) - 2005*
- Q26 Presence of safety training in new personnel orientation (15) - 2005*
- Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005*
- Q11 Personnel believing that their actions can protect other personnel (16) - 2005*
- Q34 Leadership participating in safety activities on a regular basis (20) - 2005*
- Q14 Leadership publishing a policy on the value of personnel safety (20) - 2005*
- Q42 Unit personnel assignment stability (22)*
- Q18 Belief that personnel understand safety regulations (22) - 2005*
- Q8 Frequency of safety meeting occurrence (25) - 2005*

- Q49 Leadership setting annual safety goals (27) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (27) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (29) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (29) - 2005***
- Q7 Leadership stressing the importance of safety in communications (30) - 2005***
- Q41 Availability of safety officer to provide assistance (32) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (34) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (37) - 2005***
- Q50 Personnel taking part in the development of safety requirements (41) - 2005***
- Q35 Perception that the safety officer has high status (43) - 2005***
- Q29 Occurrence of emergency response procedures testing (44) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (44) - 2005***
- Q17 Belief that leadership does more than law requires (45) - 2005***
- Q13 Presence of personnel well-trained in emergency response (47) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (48) - 2005***

Figure 15 compares the 2007 Army-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Army-Reserve are lower than the All Respondents results. Current Army-Reserve percentile scores range from a moderately low score of 34 for Safety Support Activities to a high score of 83 for Organizational Climate. The overall Army-Reserve percentile score is a moderate 50, indicating that 50 percent of the database organizations achieved a higher overall score than did the Army-Reserve. This is an increase of 13 percentile points from Army-Reserve's moderately low score of 37 in 2005. All program categories with comparable 2005 scores show increases in 2007.

Figure 16 compares the safety perceptions of the Army-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the less positive responses. The O4-O6 group showed notably more positive perceptions than the other grade groups across program categories and Overall. The O1-O3 and W1-W5 groups follow with more moderate scores. The Army-Reserve enlisted groups consistently received the lowest percentile score. Relative similarity among grade perceptions would indicate that the Army-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 16 shows a general pattern of increasingly positive safety perceptions with higher grades.

Figure 17 compares the safety perceptions of eight Army-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, Ship and Other.

Unlike 2005 results, currently Ship and Shop personnel report the most positive safety program perceptions for the Army-Reserve. More moderate overall perceptions are held by Flightline, Office, Clinic/Hospital, Outdoors/Field, and Maintenance staff. Other Location personnel consistently demonstrated the least positive perceptions with well below average perceptions for all program categories and Overall. Relative similarity among work location perceptions would indicate that the Army-Reserve safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 14
Percentile Scores of Safety Program Items – Army Reserve – 2007

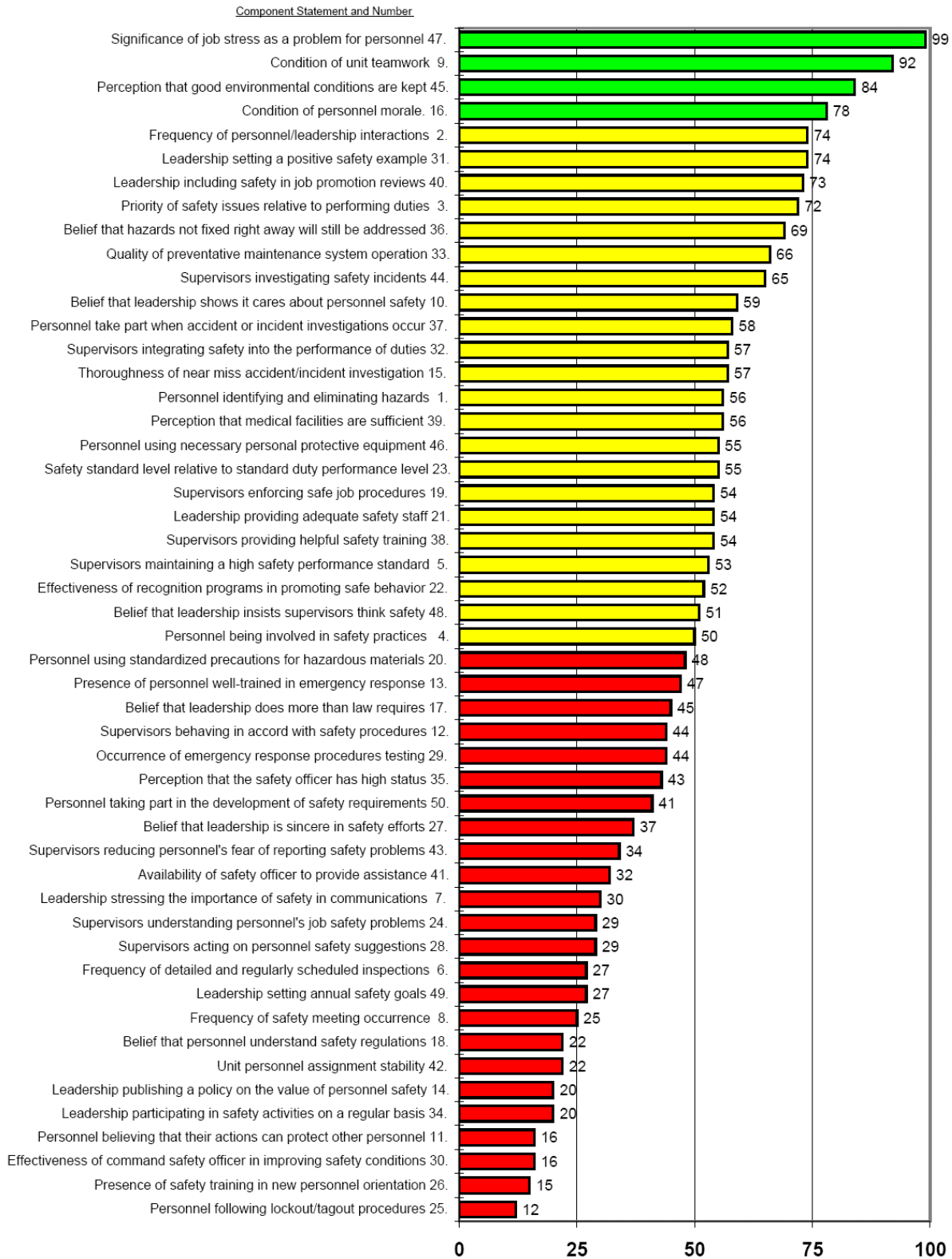


Figure 15
Program Category Percentile Scores – Army Reserve

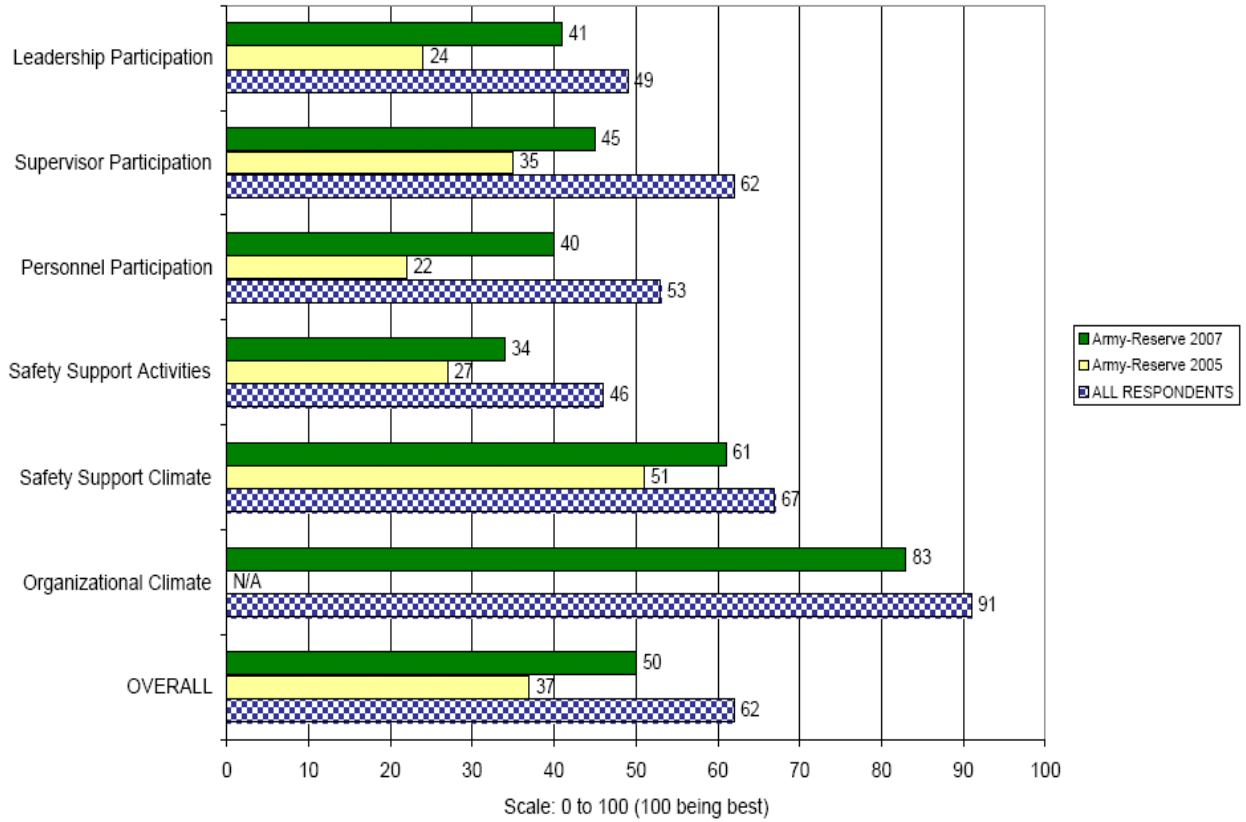


Figure 16
Program Category Percentile Scores by Grade – Army Reserve – 2007

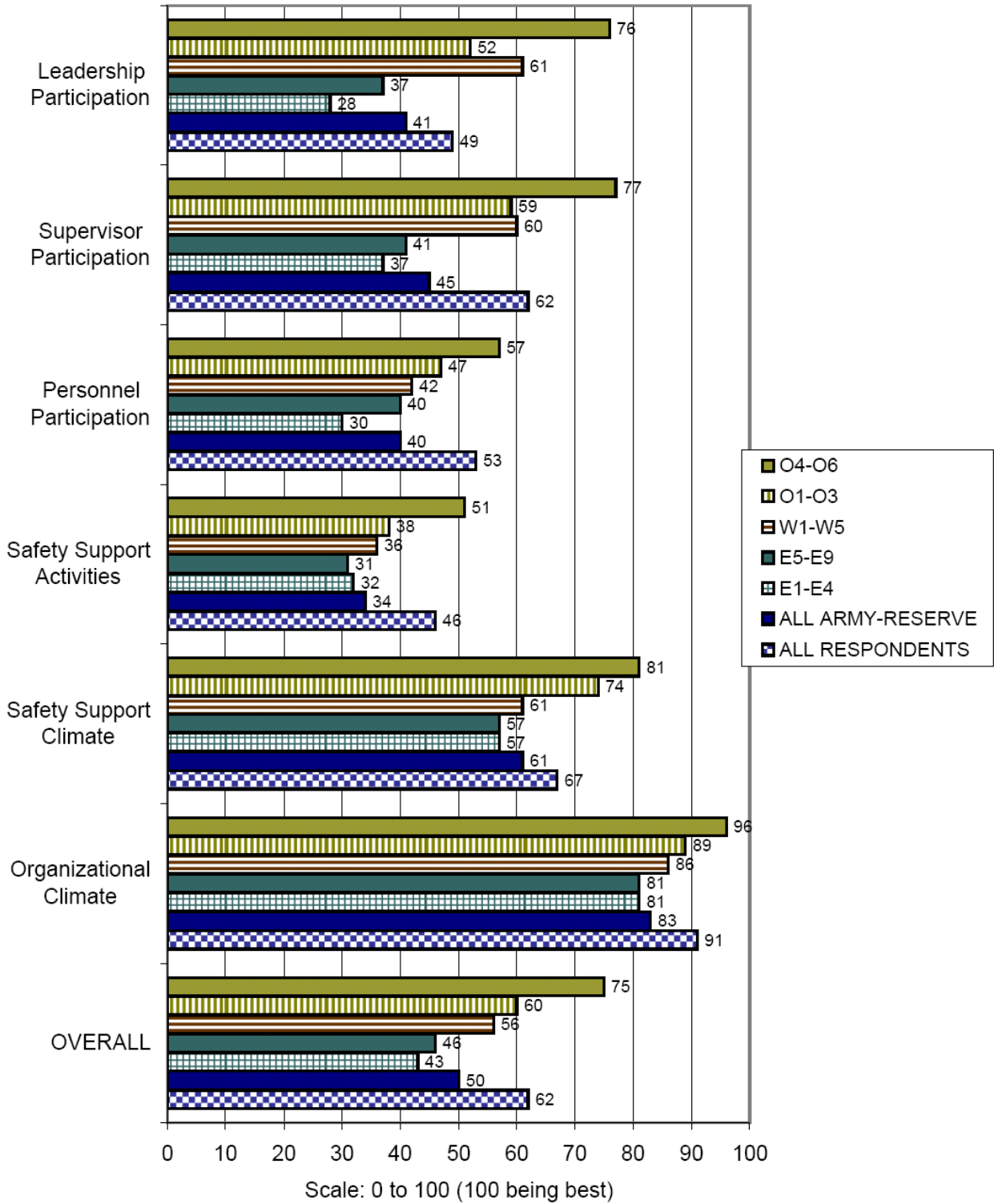
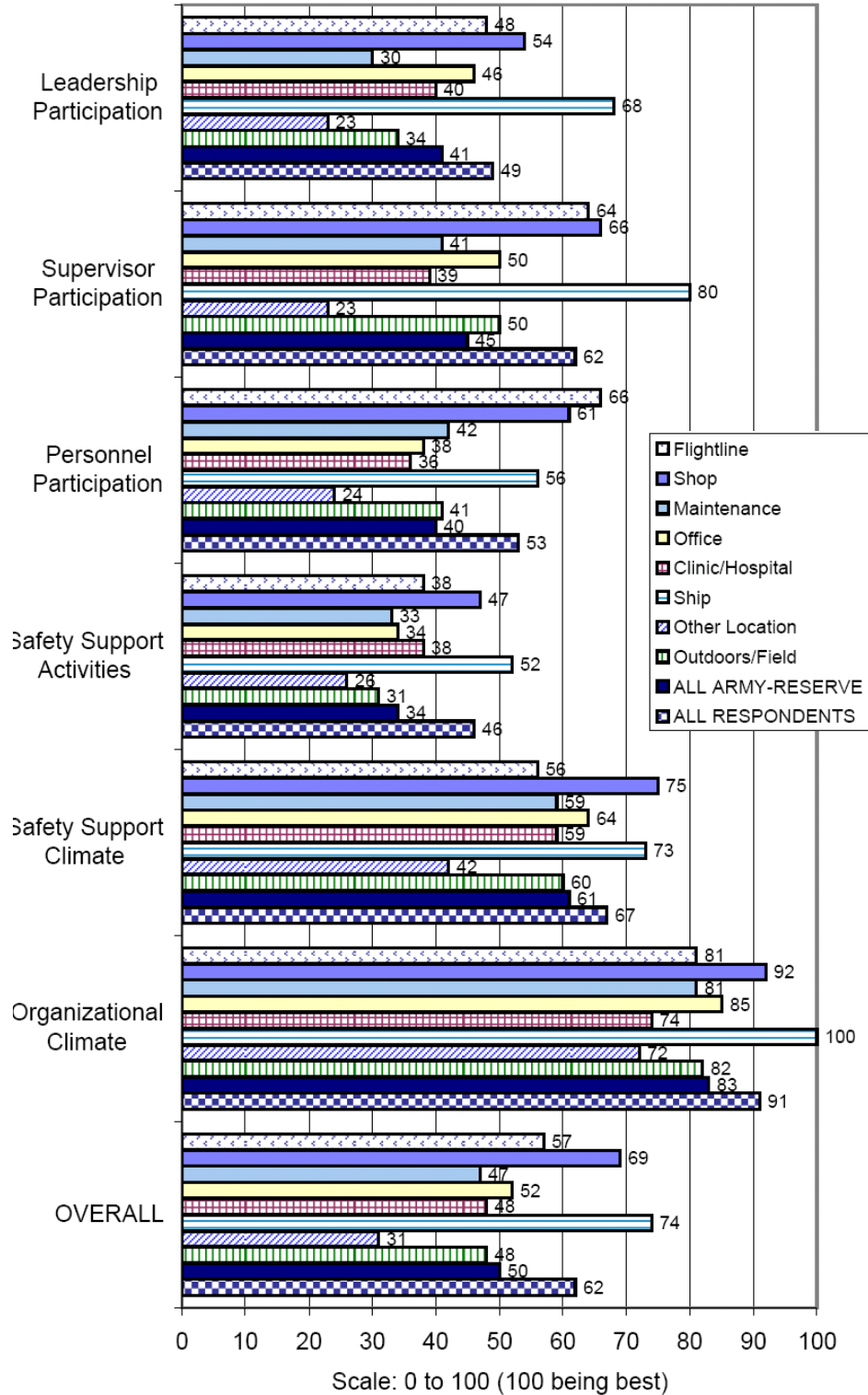
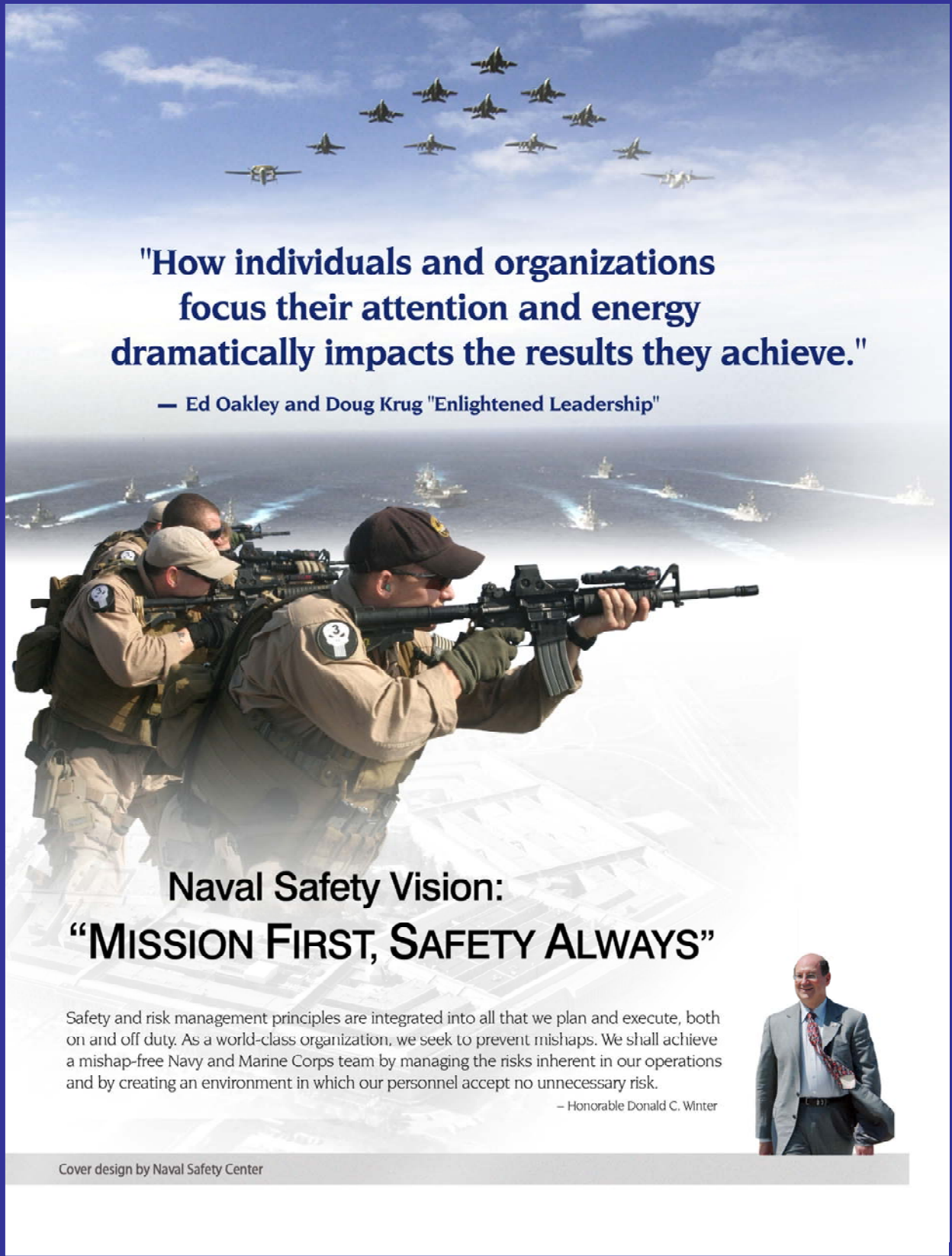


Figure 17
Program Category Percentile Scores by Work Location – Army Reserve – 2007



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**"How individuals and organizations
focus their attention and energy
dramatically impacts the results they achieve."**

— Ed Oakley and Doug Krug "Enlightened Leadership"

**Naval Safety Vision:
"MISSION FIRST, SAFETY ALWAYS"**

Safety and risk management principles are integrated into all that we plan and execute, both on and off duty. As a world-class organization, we seek to prevent mishaps. We shall achieve a mishap-free Navy and Marine Corps team by managing the risks inherent in our operations and by creating an environment in which our personnel accept no unnecessary risk.

— Honorable Donald C. Winter



Cover design by Naval Safety Center

3.10 Navy – Reserve

Figure 18 graphically presents the Navy-Reserve percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 18, 35 program items meet or surpass the 50th percentile mark, an improvement from 29 above average items in 2005. Nine elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Navy-Reserve had percentile scores at or above 79 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)*
- Q9 Condition of unit teamwork (99) - 2005*
- Q16 Condition of personnel morale (93)*
- Q2 Frequency of personnel/leadership interactions (91) - 2005*
- Q3 Priority of safety issues relative to performing duties (89) - 2005*
- Q45 Perception that good environmental conditions are kept (88) - 2005*
- Q31 Leadership setting a positive safety example (88) - 2005*
- Q40 Leadership including safety in job promotion reviews (84) - 2005*
- Q36 Belief that hazards not fixed right away will still be addressed (83) - 2005*
- Q10 Belief that leadership shows it cares about personnel safety (79) - 2005*

As indicated by the red shading, the Navy-Reserve generated 15 program items with scores below the 50th percentile (representing below average performance), compared to 17 such items in 2005. Among these elements, 12 items have moderately low scores of 40 or below, and one element has a low score of 20. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q14 Leadership publishing a policy on the value of personnel safety (20) - 2005*
- Q25 Personnel following lockout/tagout procedures (27) - 2005*
- Q26 Presence of safety training in new personnel orientation (30) - 2005*
- Q42 Unit personnel assignment stability (30)*
- Q8 Frequency of safety meeting occurrence (30) - 2005*
- Q30 Effectiveness of command safety officer in improving safety condition (31) - 2005*
- Q11 Personnel believing that their actions can protect other personnel (32) - 2005*
- Q49 Leadership setting annual safety goals (36) - 2005*
- Q34 Leadership participating in safety activities on a regular basis (37) - 2005*

- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q18 Belief that personnel understand safety regulations (39) - 2005***
- Q7 Leadership stressing the importance of safety in communications (39) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (45) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (48) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (49) - 2005***

Flightline personnel reported the most positive safety program perceptions with scores above 80 for each program category, resulting in a very high overall score of 96. Maintenance, Shop, Clinic/Hospital, Outdoors/Field, and Office staff had scores that were fairly similar to each other, with overall scores in the 70s and 80s. Ship followed, while the Other Location group had the lowest percentiles scores, generating a moderately low overall score of 37. Relative similarity among work locations would indicate that the Navy-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 18
Percentile Scores of Safety Program Items – Navy-Reserve – 2007

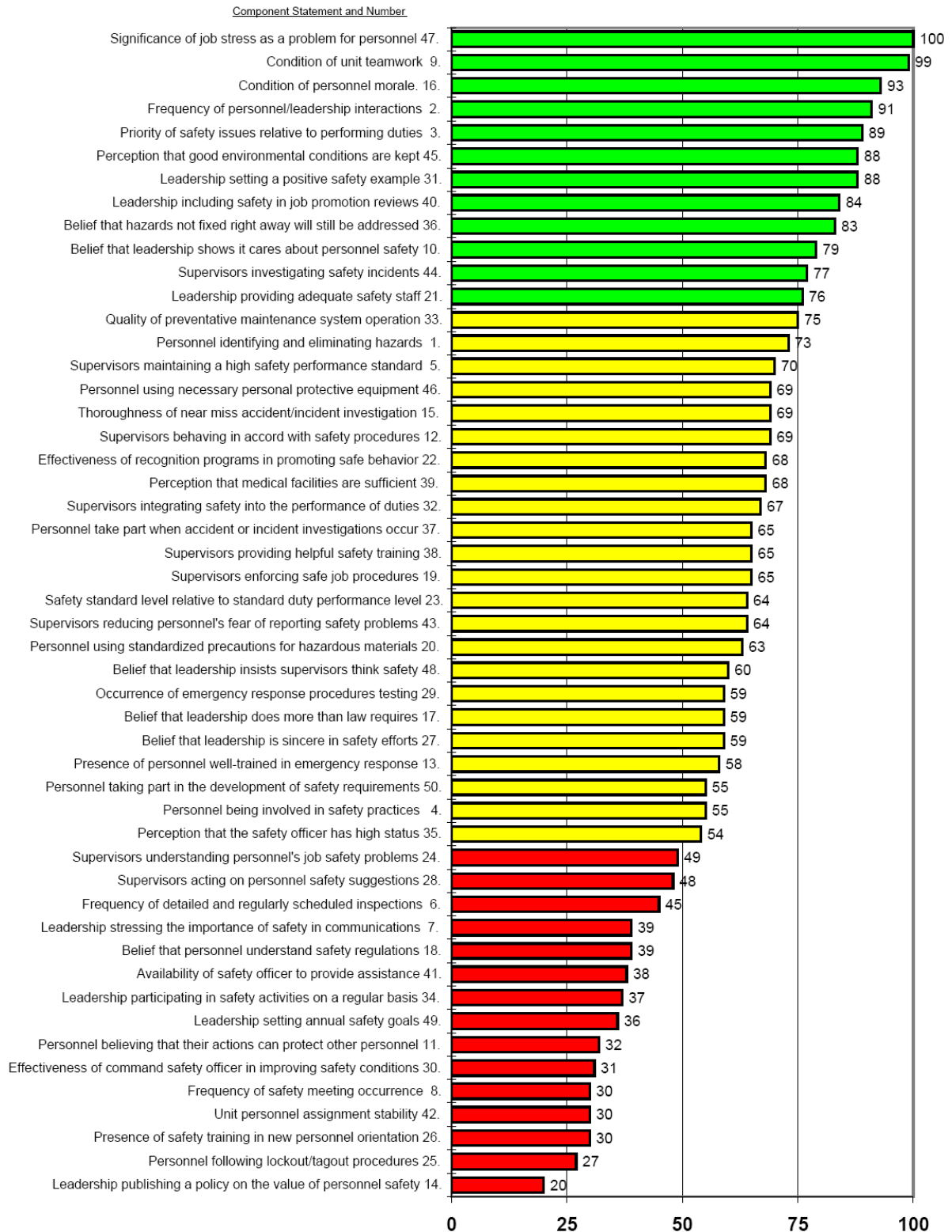


Figure 19 compares the 2007 Navy-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Navy-Reserve are higher than the All Respondents results. Current Navy-Reserve percentile scores range from a moderate 51 for Safety Support Activities to a very high score of 96 for Organizational Climate. The overall Navy-Reserve percentile score is a moderately high 71, indicating that 29 percent of the database organizations achieved a higher overall score than did the Navy-Reserve. This is an increase of 1 percentile point from Navy-Reserve's score of 70 in 2005. All program categories with comparable 2005 scores show increases or no change in 2007.

Figure 19
Program Category Percentile Scores – Navy-Reserve

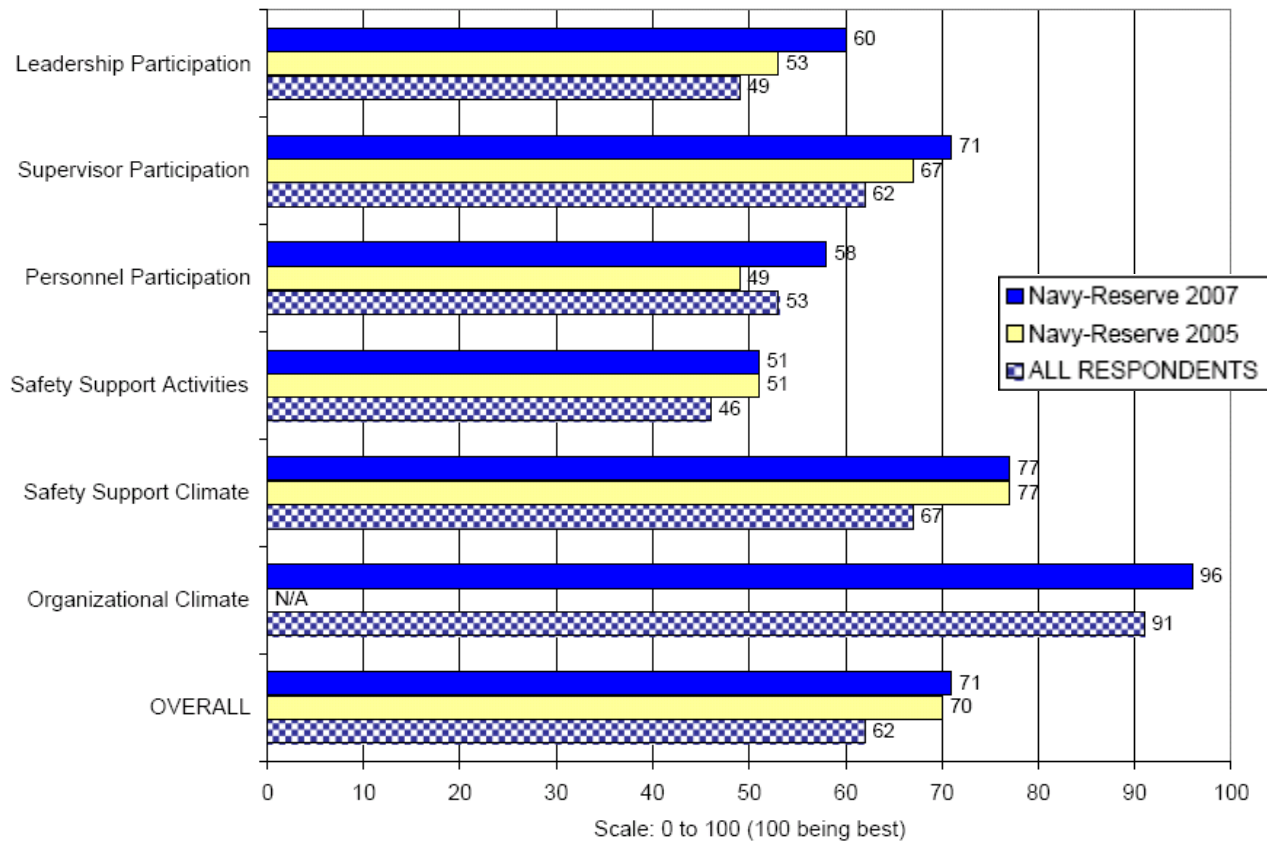


Figure 20 compares the safety perceptions of the Navy-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel tended to report more positive safety program perceptions, while lower-ranking personnel generally have less positive responses. Currently the highest perceptions were found for the O4-O6 grade, compared to the considerably more positive perceptions held by W1-W5 in 2005. The O4-O6 group showed higher percentiles scores across program categories and

overall than the remaining grade groups. The remaining groups had relatively similar perceptions overall, with Officer and Warrant Officer groups generating higher percentile scores. The E1-E4 group had lowest percentiles scores for all program categories and overall. Relative similarity among grade perceptions would indicate that the Navy-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 20
Program Category Percentile Scores by Grade – Navy-Reserve – 2007

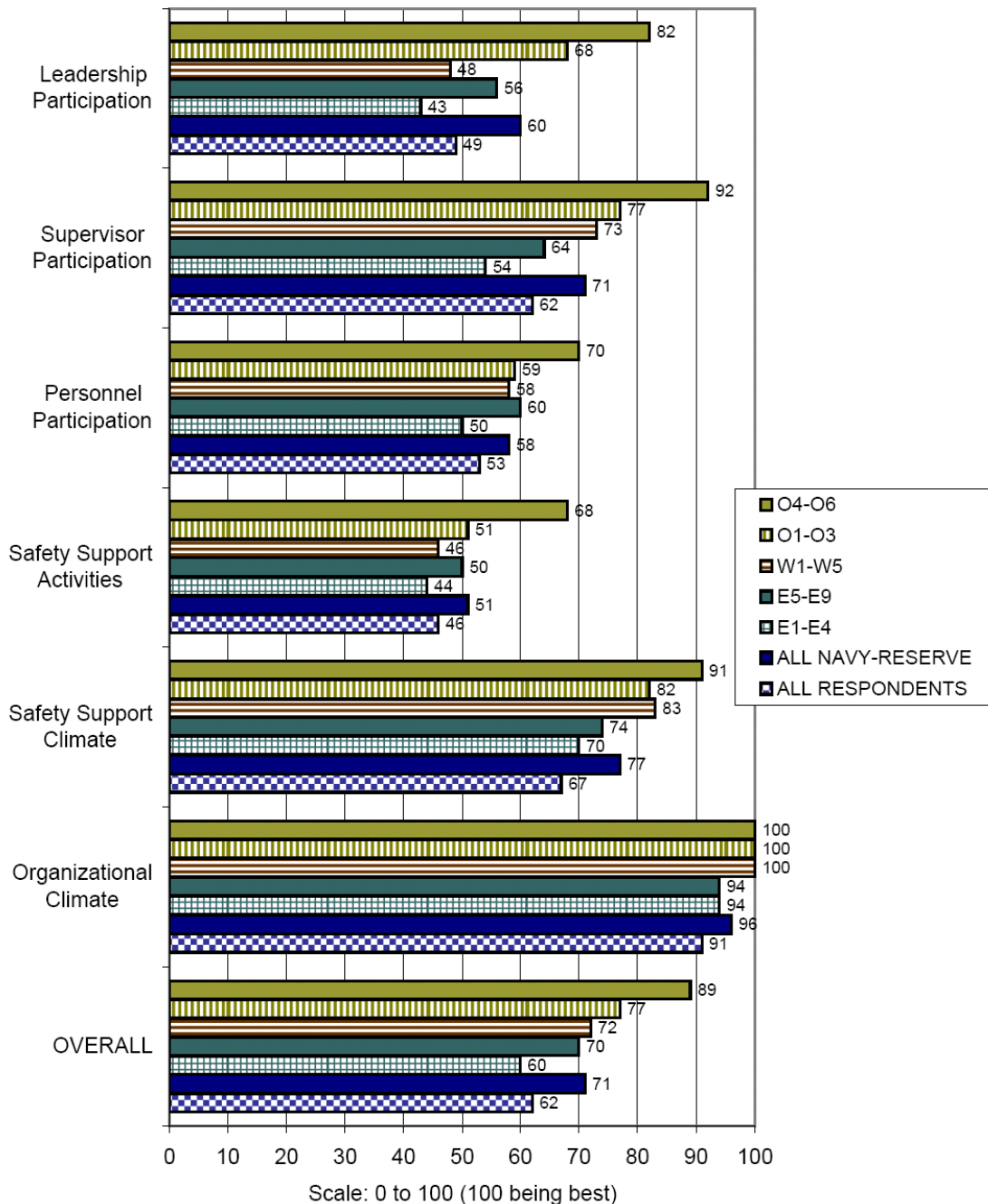
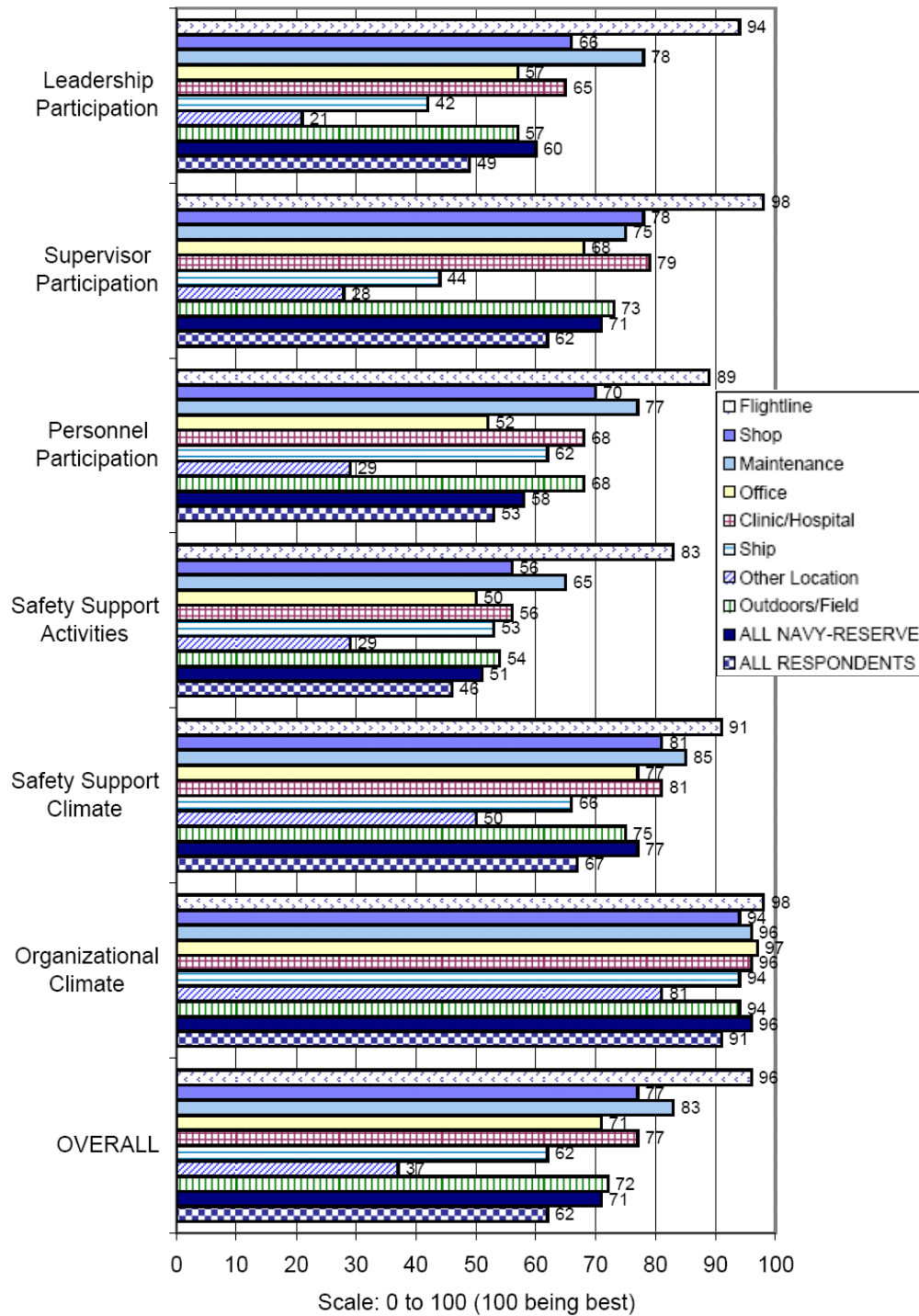


Figure 21 compares the safety perceptions of eight Navy-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, Ship and Other.

Figure 21
Program Category Percentile Scores by Work Location – Navy-Reserve



Flightline personnel reported the most positive safety program perceptions with scores above 80 for each program category, resulting in a very high overall score of 96. Maintenance, Shop, Clinic/Hospital, Outdoors/Field, and Office staff had scores that were fairly similar to each other, with overall scores in the 70s and 80s. Ship followed, while the Other Location group had the lowest percentiles scores, generating a moderately low overall score of 37. Relative similarity among work locations would indicate that the Navy-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

3.11 Marine Corps - Reserve

Figure 22 graphically presents the Marine Corps-Reserve's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 22, 25 program items meet or surpass the 50th percentile mark, similar to 26 above average items in 2005. Three elements had a high percentile score at or above 80. The ten highest scoring elements for the Marine Corps-Reserve had percentile scores at or above 61 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (97) - 2005***
- Q16 Condition of personnel morale (80)***
- Q45 Perception that good environmental conditions are kept (77) - 2005***
- Q31 Leadership setting a positive safety example (73) - 2005***
- Q2 Frequency of personnel/leadership interactions (72)***
- Q33 Quality of preventative maintenance system operation (71) - 2005***
- Q21 Leadership providing adequate safety staff (69) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (68) - 2005***
- Q10 Belief that leadership shows it cares about personnel safety (61)***

As indicated by the red shading, the Marine Corps-Reserve generated 25 program items with scores below the 50th percentile (representing below average performance), compared to 20 such items in 2005. Among these elements, 21 items have moderately low scores of 40 or below, seven of which

have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (11) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (12) - 2005***
- Q25 Personnel following lockout/tagout procedures (14) - 2005***
- Q26 Presence of safety training in new personnel orientation (16) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (19) - 2005***
- Q30 Effectiveness of command safety officer in improving safety condition (19) - 2005***
- Q18 Belief that personnel understand safety regulations (19) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (21) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (22) - 2005***
- Q7 Leadership stressing the importance of safety in communications (23) - 2005***
- Q49 Leadership setting annual safety goals (25) - 2005***
- Q42 Unit personnel assignment stability (27)***
- Q8 Frequency of safety meeting occurrence (33) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (34) - 2005***
- Q41 Availability of safety officer to provide assistance (35) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (35) - 2005***
- Q50 Personnel taking part in the development of safety requirements (37) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (37)***
- Q27 Belief that leadership is sincere in safety efforts (37)***
- Q1 Personnel identifying and eliminating hazards (37) - 2005***
- Q4 Personnel being involved in safety practices (38) - 2005***
- Q29 Occurrence of emergency response procedures testing (43)***
- Q35 Perception that the safety officer has high status (43) - 2005***
- Q17 Belief that leadership does more than law requires (48) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (49)***

Figure 22
Percentile Scores of Safety Program Items – Marine Corps – Reserve – 2007

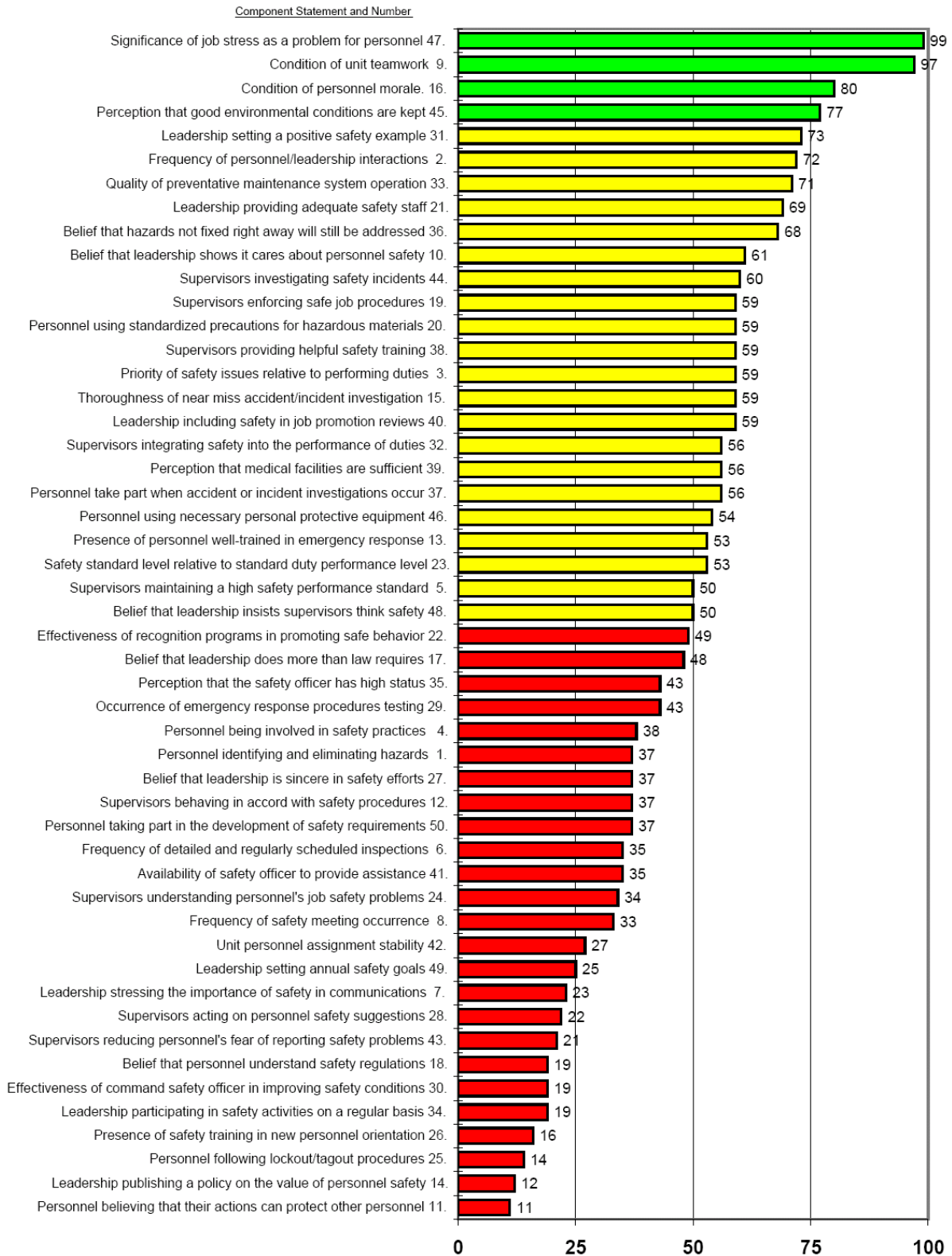


Figure 23 compares the 2007 Marine Corps-Reserve results against its 2005 results and current all Guard/Reserve respondents. Having decreased from their 2005 levels, all of the program categories and the overall score for the Marine Corps-Reserve are currently lower than the All Respondents results. Marine Corps-Reserve percentile scores range from a moderately low score of 34 for Personnel Participation to a high score of 87 for Organizational Climate. The overall Marine Corps-Reserve percentile score is 49, indicating that 51% of the database organizations achieved a higher overall score than did the Marine Corps-Reserve. This is a decrease of -10 percentile points from Marine Corps-Reserve's moderate score of 59 in 2005. All program categories with comparable 2005 scores show decreases in 2007.

Figure 23
Program Category Percentile Scores – Marine Corps-Reserve

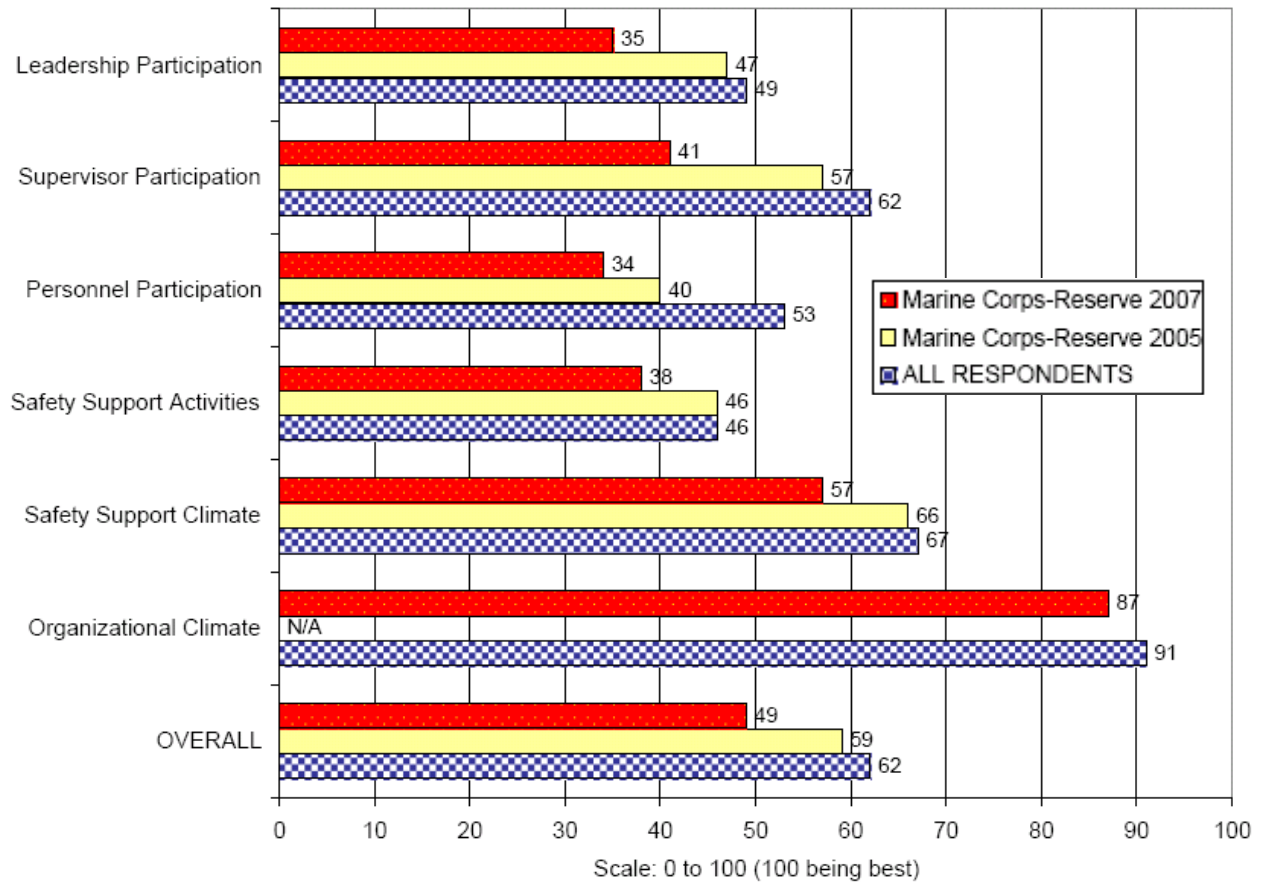


Figure 24 compares the safety perceptions of the Marine Corps-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and with their own 2005 results, the highest-ranking personnel report more positive safety program perceptions overall and for all program categories. The W1-W5, O4-O6, and O1-O3 groups showed substantially more positive perceptions than the enlisted grade groups, with Warrant Officers generating a very high overall score of 93. The Marine Corps-Reserve E5-E9 personnel generated mostly moderate scores and the E1-E4 group received the lowest percentile scores, generating a moderately low overall score of 42. Relative similarity among grade perceptions would indicate that the Marine Corps-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 24
Program Category Percentile Scores by Grade – Marine Corps-Reserve – 2007

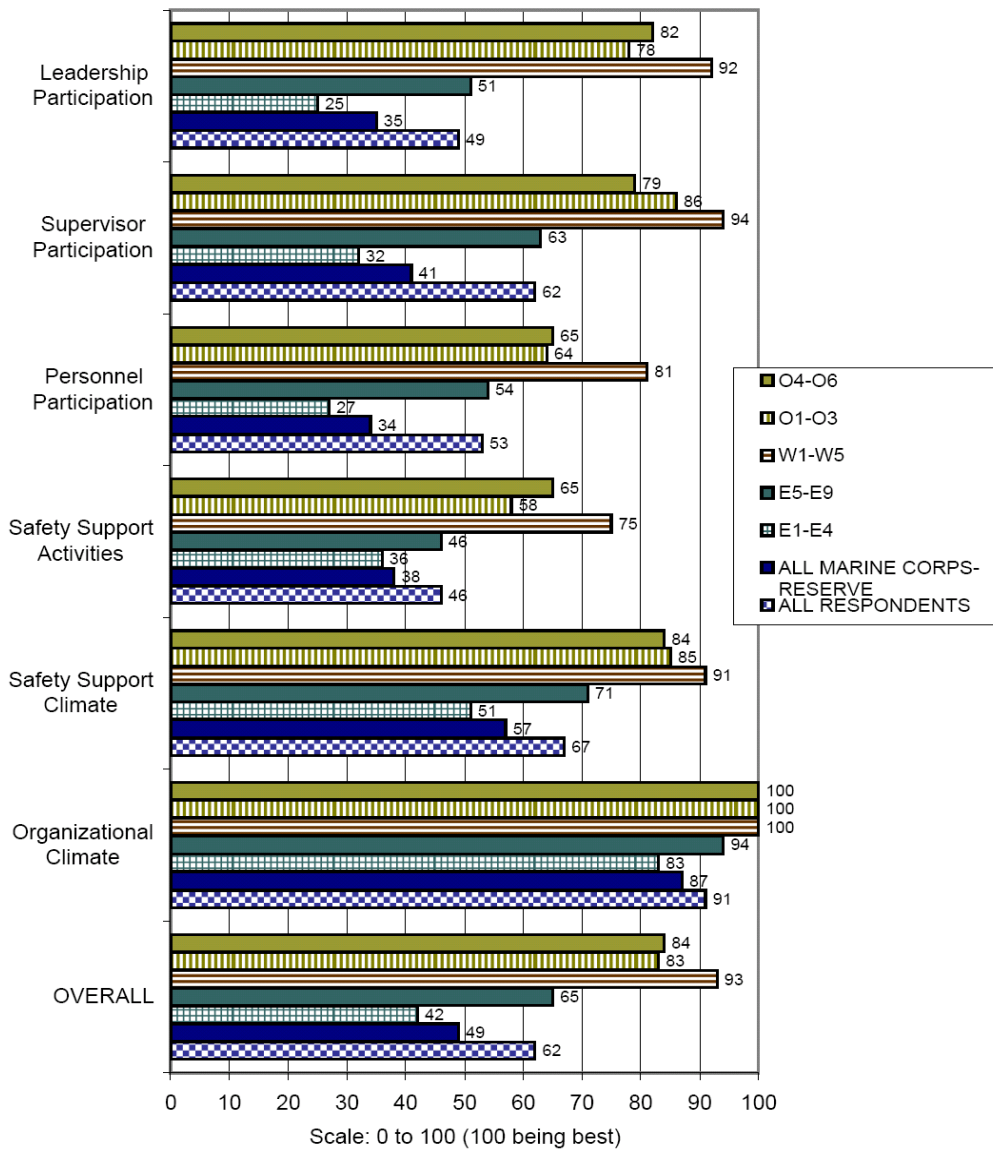
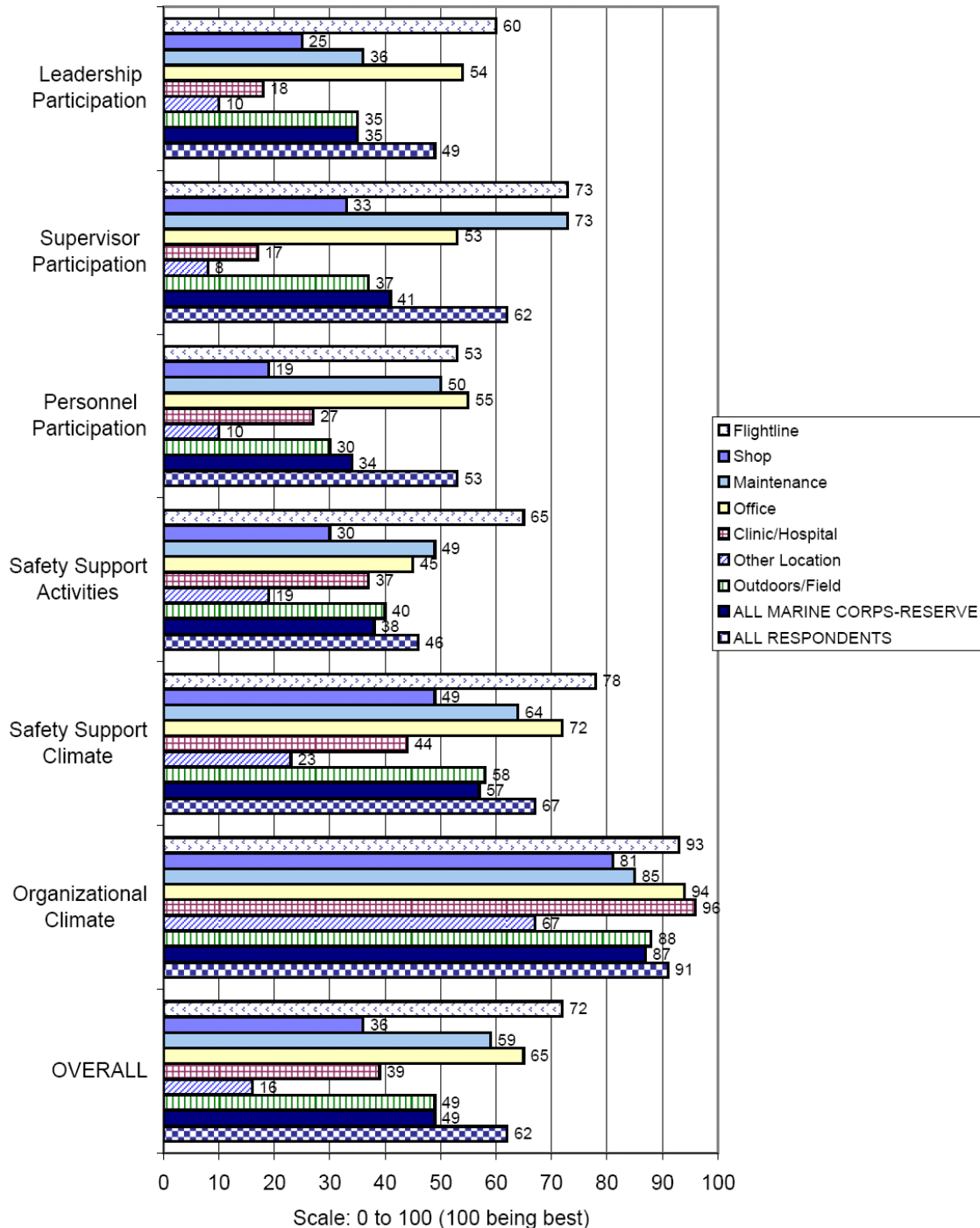


Figure 25 compares the safety perceptions of seven Marine Corps-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship work location is not included in the Marine Corps-Reserve analysis.

Figure 25
Program Category Percentile Scores by Work Location – Marine Corps-Reserve – 2007



Flightline personnel report the most positive safety program perceptions for the Marine Corps-Reserve. This location generated above average program category scores, resulting in a moderately high overall score of 72. Office and Maintenance staff generated more moderate scores. Outdoors/Field, Clinic/Hospital, Shop and Other Location staff generated below average overall perceptions. Of these, Other Location personnel generated the lowest perceptions, with well below average perceptions for each program category and a low overall score of 16. Relative similarity among work location perceptions would indicate that the Marine Corps-Reserve safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.


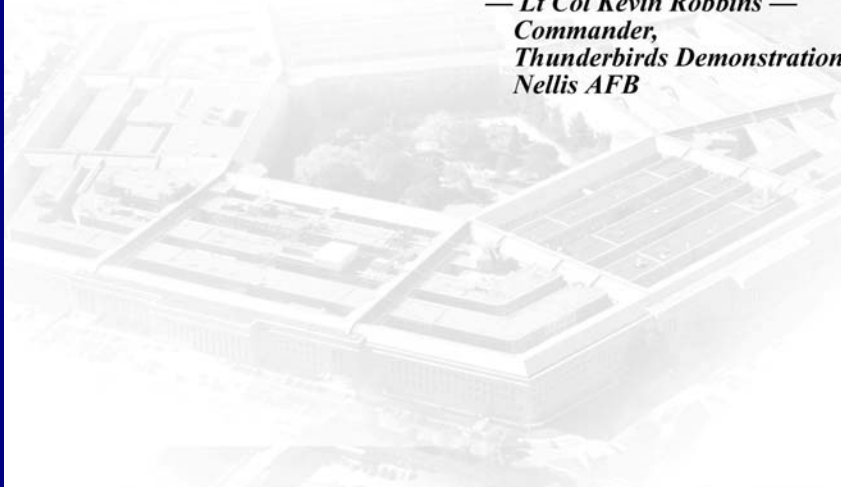
World Class Organizations ...



**Understand Mission
Clear Vision
Enabling/Growing Leaders
Ongoing Dialogue
Developing Skill Set
Combined with Proper Tools**

“The best leaders clearly communicate their vision and objectives, empower their people, mentor along the way and take time to debrief performance in relation to those objectives.”

*— Lt Col Kevin Robbins —
Commander,
Thunderbirds Demonstration Team
Nellis AFB*



Cover design by Felicia M. Moreland of the HQ Air Force Safety Center

3.12 Air Force – Guard

Figure 26 graphically presents the Air Force-Guard percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As in 2005, fully 45 program items meet or surpass the 50th percentile mark. Twenty-four items achieved a high percentile score at or above 80. The 12 highest scoring items for the Air Force-Guard had percentile scores at or above 90 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)*
- Q9 Condition of unit teamwork (99) - 2005*
- Q36 Belief that hazards not fixed right away will still be addressed (93) - 2005*
- Q31 Leadership setting a positive safety example (92) - 2005*
- Q33 Quality of preventative maintenance system operation (92) - 2005*
- Q21 Leadership providing adequate safety staff (91) - 2005*
- Q45 Perception that good environmental conditions are kept (91) - 2005*
- Q40 Leadership including safety in job promotion reviews (91) - 2005*
- Q3 Priority of safety issues relative to performing duties (90) - 2005*
- Q32 Supervisors integrating safety into the performance of duties (90) - 2005*
- Q38 Supervisors providing helpful safety training (90)*
- Q44 Supervisors investigating safety incidents (90) - 2005*

As indicated by the red shading, the Air Force-Guard generated five program items with scores below the 50th percentile (representing below average performance). These below average priority items are listed below from lowest to highest percentile score.

- Q39 Perception that medical facilities are sufficient (22)*
- Q8 Frequency of safety meeting occurrence (41)*
- Q25 Personnel following lockout/tagout procedures (41) - 2005*
- Q11 Personnel believing that their actions can protect other personnel (41)*
- Q42 Unit personnel assignment stability (43)*

Figure 26
Percentile Scores of Safety Program Items – Air Force – Guard – 2007

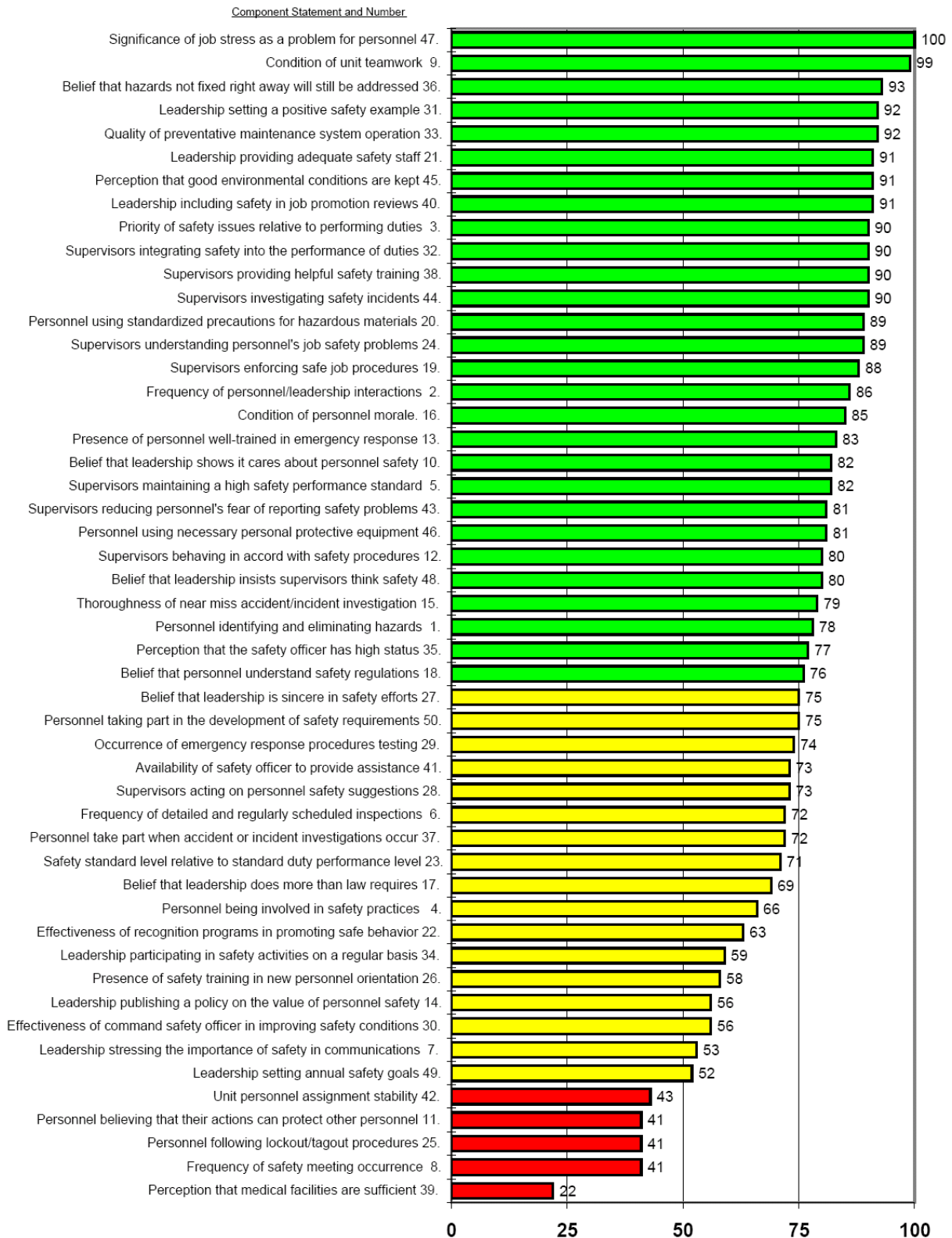


Figure 27 compares the 2007 Air Force-Guard results against its 2005 results and current all Guard/Reserve respondents. For all program categories and the overall score, the Air Force-Guard results are substantially higher than the All Respondents results. Air Force-Guard percentile scores range from a moderately high score of 77 for Personnel Participation and Safety Support Activities to a very high score of 96 for Organizational Climate. The overall Air Force-Guard percentile score is a high 86, indicating that only 14 percent of the database organizations achieved a higher overall score than did the Air Force-Guard. However, this is a decrease of 4 percentile point from Air Force-Guard's very high score of 90 in 2005. All program categories with comparable 2005 scores show no change or decreases in 2007.

Figure 27
Program Category Percentile Scores – Air Force – Guard

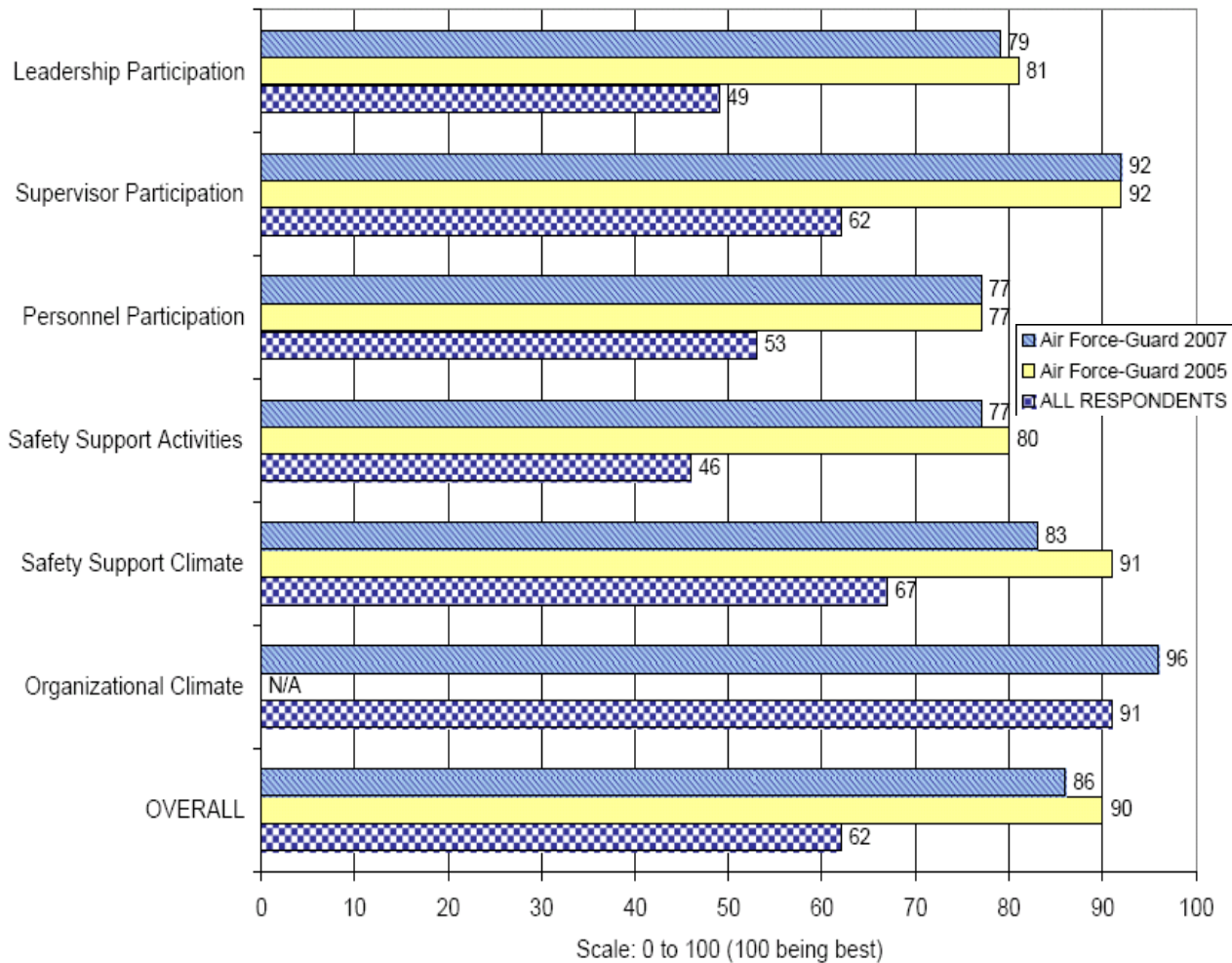


Figure 28 compares the safety perceptions of the Air Force-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate less positive

responses. The O4-O6 group shows notably more positive perceptions than the remaining groups. Although O1-O3 personnel also generated more positive scores than enlisted staff, their perceptions are generally more similar to the enlisted staff than to the O4-O6 group. The Air Force-Guard E5-E9 group received the lowest percentile scores for all program categories and Overall. Relative similarity among grade perceptions would indicate that the Air Force-Guard safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 28 shows a general pattern of more positive safety perceptions with higher grades.

Figure 28
Program Category Percentile Scores by Grade – Air Force – Guard

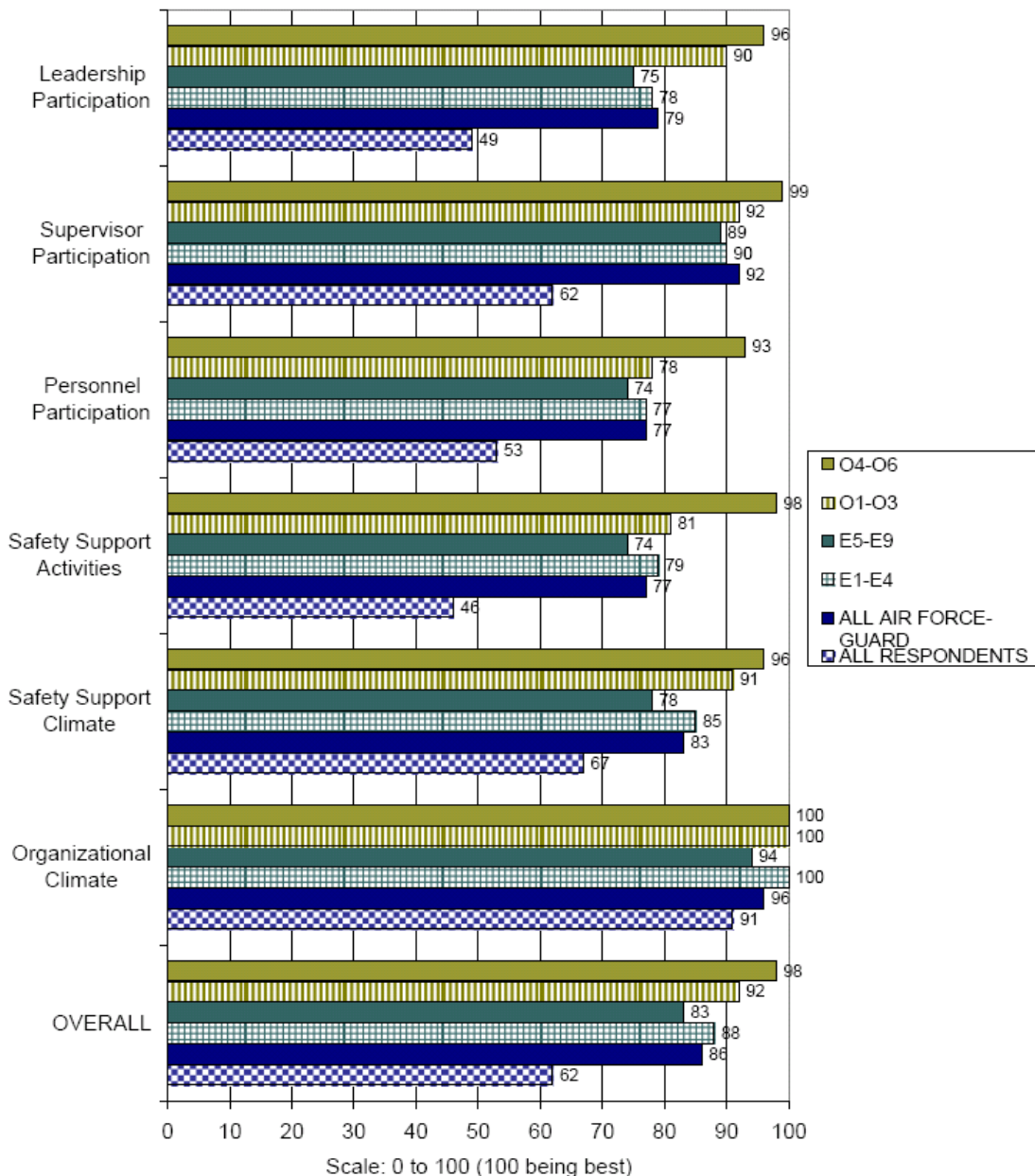
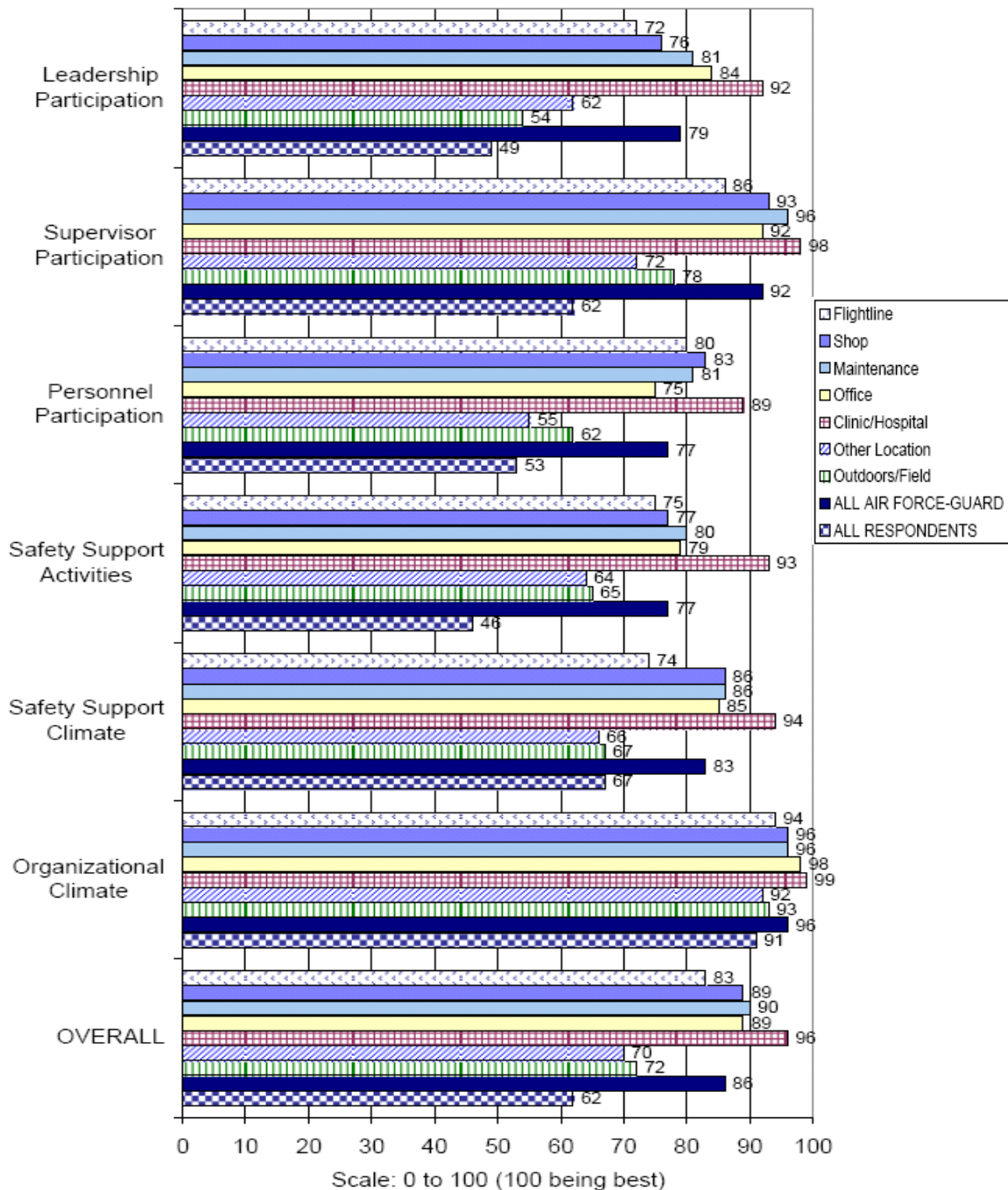


Figure 29 compares the safety perceptions of seven Air Force-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included in the Air Force-Guard analysis.

Figure 29
Percentile Scores of Safety Program Items by Work Location – Air Force – Guard



While Clinic/Hospital reported the most positive safety program perceptions with a very high overall score of 96, Maintenance, Shop, Office, and Flightline locations also generated strong results with overall scores ranging from 83 to 90. Outdoors/Field and Other Location staff had moderately high scores in the 70s. The Other Location group tended to generate the lowest percentiles scores. Relative similarity among work locations would indicate that the Air Force-Guard safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

3.13 Air Force – Reserve

Figure 30 graphically presents the Air Force-Reserve percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 30, fully 44 program items meet or surpass the 50th percentile mark, similar to 43 above average items in 2005. Nineteen elements achieved a high percentile score at or above 80, six of which achieved very high scores at or above 90. The 11 highest scoring items for the Air Force-Reserve had percentile scores at or above 87 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q9 Condition of unit teamwork (97) - 2005***
- Q40 Leadership including safety in job promotion reviews (92) - 2005***
- Q3 Priority of safety issues relative to performing duties (90) - 2005***
- Q31 Leadership setting a positive safety example (90) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (90) - 2005***
- Q21 Leadership providing adequate safety staff (89) - 2005***
- Q45 Perception that good environmental conditions are kept (89) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (88) - 2005***
- Q38 Supervisors providing helpful safety training (87) - 2005***
- Q44 Supervisors investigating safety incidents (87) - 2005***

As indicated by the red shading, the Air Force-Reserve generated six items with scores below the 50th percentile (representing below average performance). Among these items, three have moderately low scores of 40 or below, with no low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. These below average priority elements, listed from lowest to highest percentile score,

are:

- Q25 Personnel following lockout/tagout procedures (30) - 2005***
- Q42 Unit personnel assignment stability (31)***
- Q11 Personnel believing that their actions can protect other personnel (40) - 2005***
- Q39 Perception that medical facilities are sufficient (41)***
- Q14 Leadership publishing a policy on the value of personnel safety (47)***
- Q8 Frequency of safety meeting occurrence (48)***

Figure 30
Percentile Scores of Safety Program Items – Air Force-Reserve – 2007

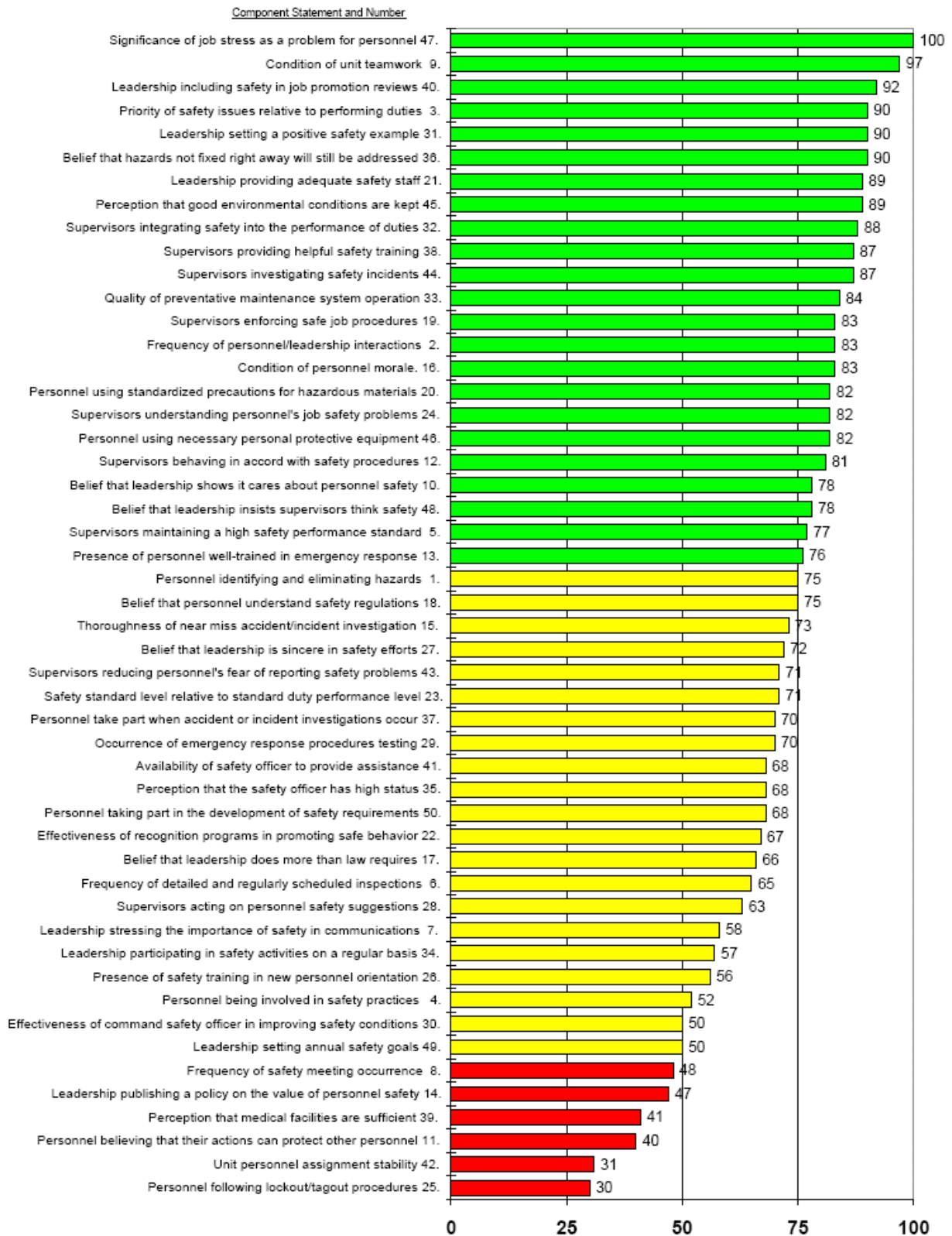


Figure 31 compares the 2007 Air Force-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Air Force-Reserve are higher than the All Respondents results. Current Air Force-Reserve percentile scores range from a moderately high score of 70 for Personnel Participation to a very high score of 94 for Organizational Climate. The overall Air Force-Reserve percentile score is a high 83, indicating that 17 percent of the database organizations achieved a higher overall score than did the Air Force-Reserve. However, this is a decrease of 6 percentile points from Air Force-Reserve's high score of 89 in 2005. All program categories with comparable 2005 scores show no change or decreases in 2007.

Figure 31
Program Category Percentile Scores – Air Force –Reserve

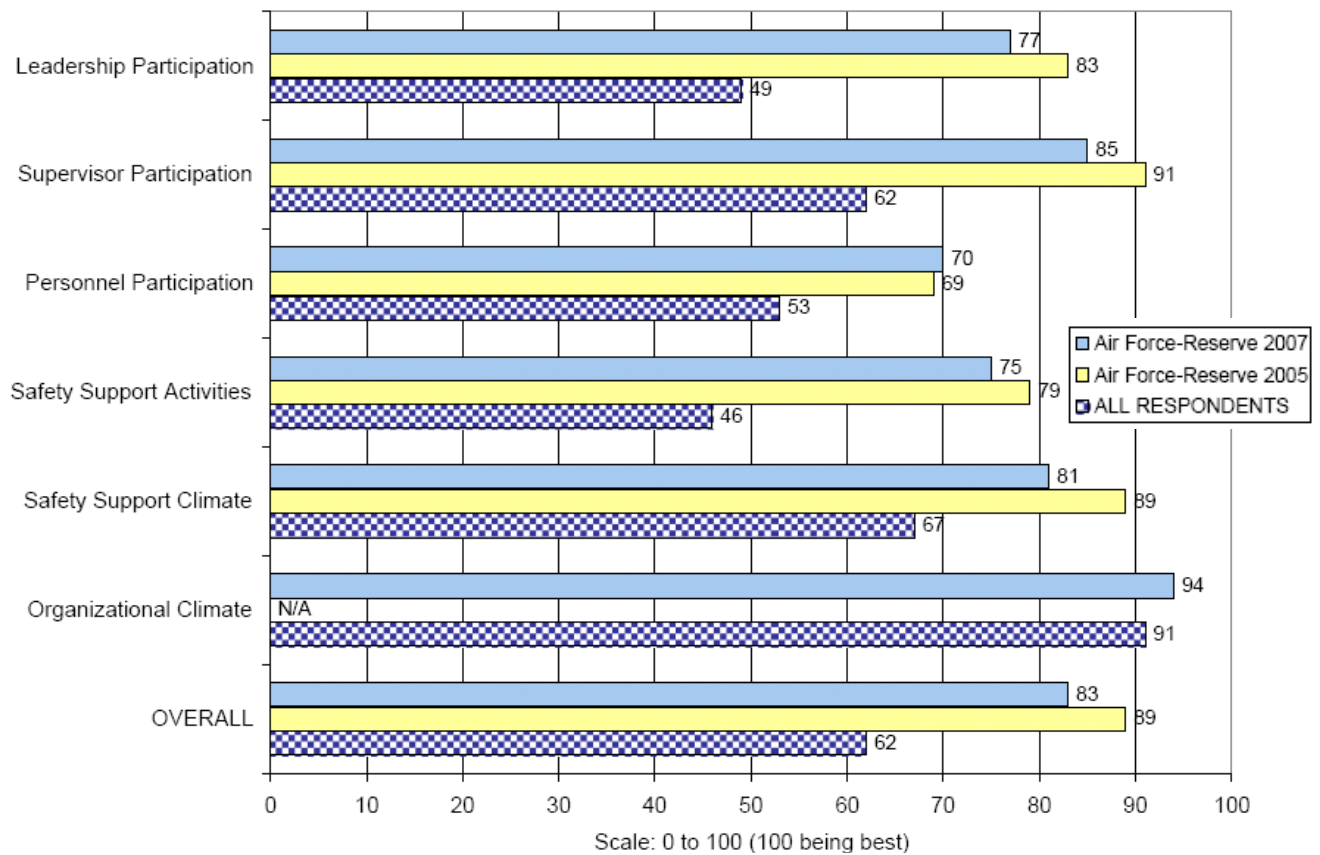


Figure 32 compares the safety perceptions of the Air Force-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking staff tend to report more positive safety program perceptions, while lower-ranking personnel generate less positive responses. The O4-O6 group generally shows more positive perceptions than the remaining groups. Although O1-O3 personnel also generated more positive scores than enlisted staff, in some instances, their perceptions are quite similar to the enlisted staff. The Air Force-Reserve E5-E9 group received the lowest percentile scores for most program categories and Overall. Relative similarity among grade perceptions would indicate that the Air Force-Reserve safety program is uniformly administered across grades. Figure 32 shows a general pattern of slightly more positive safety perceptions with higher grades.

Figure 32
Program Category Percentile Scores by Grade – Air Force –Reserve – 2007

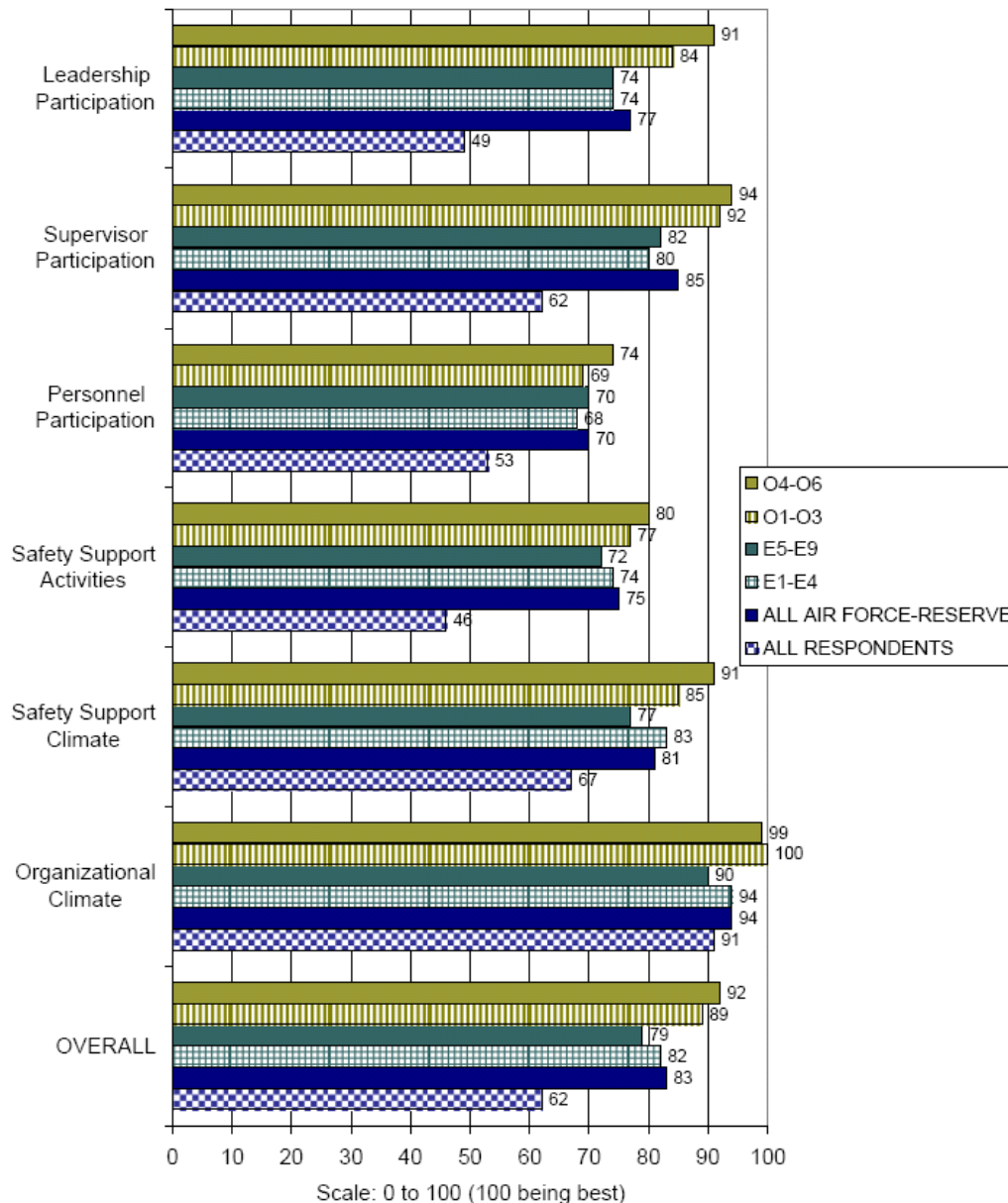
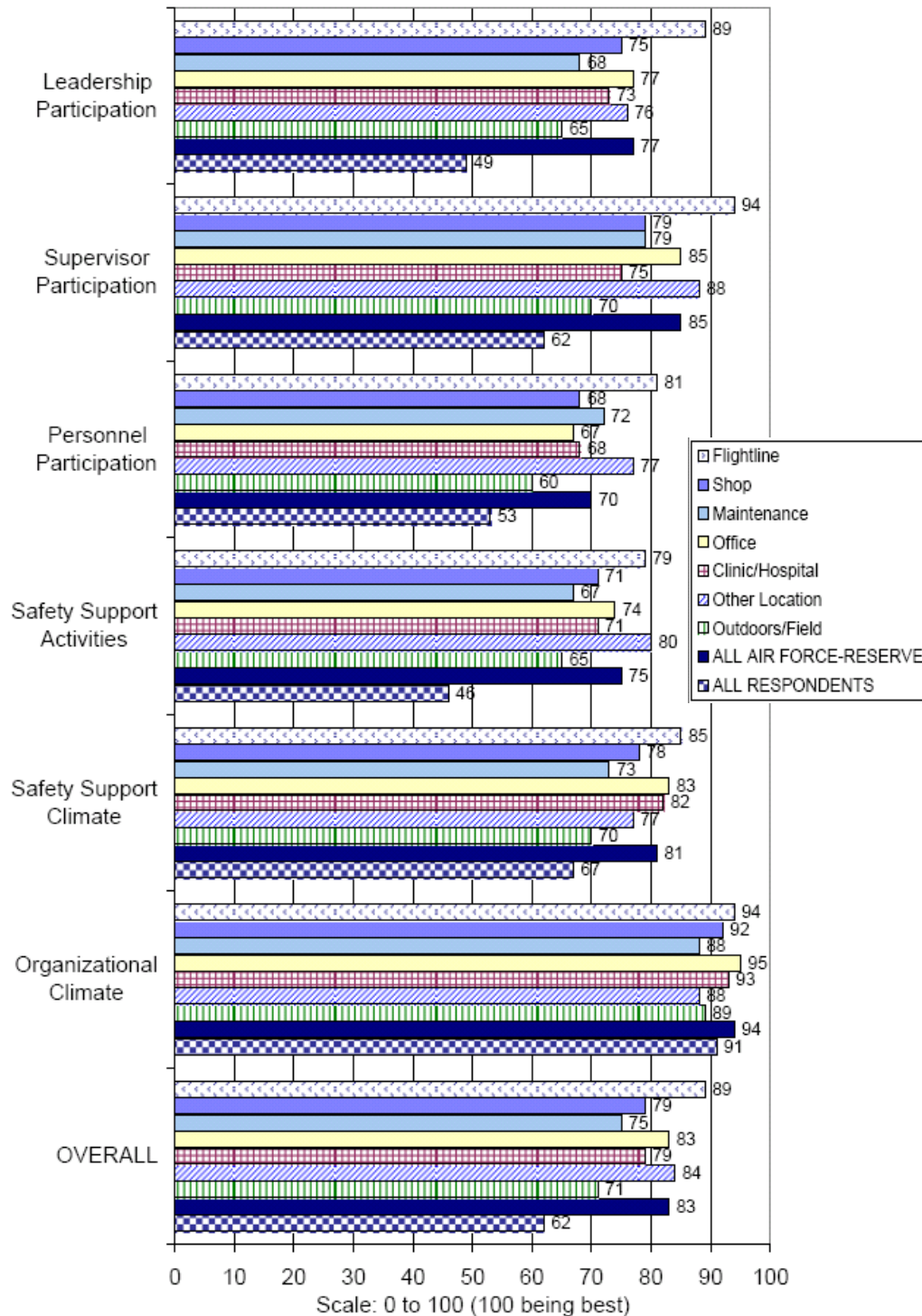


Figure 33 compares the safety perceptions of seven Air Force-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included in the Air Force-Reserve analysis.

Figure 33
Program Category Percentile Scores by Work Location – Air Force –Reserve – 2007



Maintenance personnel reported the most positive safety program perceptions with a strong overall score of 89. High overall scores in the 80s were also generated by Other Location and Office staff. The remaining four locations had moderately high overall scores in the 70s, with Outdoors/Field generating the lowest score. Although somewhat similar results are seen across work locations in Air Force-Reserve, there was greater similarity in 2005. Relative similarity among work locations would indicate that the Air Force-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

4 Conclusions

4.1 Overview

This report provides results of a survey of Guard/Reserve personnel conducted in 2007, with comparisons to 2005 results. These results can be used to assess perceptions of Guard/Reserve personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, Reserve Component, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an on-going basis, the survey becomes a motivation to encourage safety related action and serves as an evaluation and planning tool.

4.2 Path Forward

DoD Components should use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority items and problem areas for the organization as a whole and for various subgroups of personnel. Safety managers should examine the results and should use the following three-step process to:

- Investigate, discuss, and understand why the areas might have been identified as lower-scoring priorities by survey respondents;
- Decide whether attention to each candidate priority item aligns with broader cultural and strategic initiatives of the organization; and
- Select and implement specific action-oriented strategies as countermeasures within the organization.

In addition, in order to maximize use of survey results:

- A team or teams of personnel further understand survey results and implement the three-

step results interpretation process described above.

- Results interpretation team(s) should include personnel from all appropriate branches of Service, grades, and other demographic groups.
- Proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by high-level DoD leadership and implemented with clear support.
- Results of the action plans should be measured using appropriate indicators and re-implementation of the survey instrument.
- Feedback of survey results should be communicated to those identified in the survey population and to a wider distribution within DoD as appropriate

4.3 List of Report Conclusions

The safety program for Guard/Reserve received generally moderately high ratings on the Safety Barometer survey, with one-third of the program items scoring below average. Compared with responses from the 232 locations in the NSC database, Guard/Reserve percentile scores for safety program categories ranged from a below average 46 Safety Support Activities to a very high 91 for Organizational Climate. The overall Safety Barometer percentile score was a moderately high 62 out of 100, indicating that 38 percent of the database organizations achieved a higher overall score than did Guard/Reserve personnel. This is an improvement of 5 percentile points from the moderate score of 57 for DoD Guard/Reserve in 2005.

Closer examination shows that Guard/Reserve personnel scored at or above the 50th percentile for 33 of 50 standard program items, an increase from 24 above average items in 2005. Six items generated high scores above 80. It is generally recommended that safety program items with percentiles less than 50 receive attention. These lowest scoring elements may be used to establish improvement priorities. The 17 Safety Barometer items that generated below average percentile scores (<50) for Guard/Reserve personnel are presented below from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (19) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (25) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (25) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (26) - 2005***
- Q42 Unit personnel assignment stability (27)***
- Q26 Presence of safety training in new personnel orientation (27) - 2005***
- Q8 Frequency of safety meeting occurrence (30) - 2005***
- Q7 Leadership stressing the importance of safety in communications (33) - 2005***
- Q49 Leadership setting annual safety goals (33) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (33) - 2005***

- Q28 Supervisors acting on personnel safety suggestions (37) - 2005***
- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q18 Belief that personnel understand safety regulations (39) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005***
- Q50 Personnel taking part in the development of safety requirements (44) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (48) - 2005***

For all six program categories and overall, higher-ranking grades continue to generate the most positive perceptions among Guard/Reserve personnel, with a strong pattern of increasingly positive safety perceptions with higher grades. Currently, the O4-O6 category has a high overall percentile score of 87 out of 100, improved from its high score of 84 in 2005. Similar to their moderate, but slightly below average score of 49 in 2005, those in the E1-E4 category have a moderate overall percentile score of 55 in 2007.

Dissimilarities in perceptions among work locations were found, with those in Flightline continuing to have the most positive perceptions with a high overall score of 84. Shop and Maintenance personnel were somewhat less positive with moderately high overall scores in the 70s. Other Location personnel continue to generate the least positive responses with a low overall score of 38, which reflects a percentile score decrease since 2005.

Reserve Component analyses show that the Air Force-Guard and Air Force-Reserve again generated the most positive safety program perceptions, with high overall percentile scores in the 80s. Nearly identical to their 2005 results, Navy-Reserve generated a moderately high score of 71. With improvements of 10 percentile points and more since 2005, Army-Guard and Army-Reserve currently generate above average, moderate scores in the 50s. Decreasing 10 points since 2005, Marine Corps-Reserve currently has the least positive perceptions among DoD Reserve Components with a below average, moderate score of 49.

The results in this report are a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to continue measuring future progress. Communicating results of the survey and involving personnel in the decision-making process are fundamental aspects of any successful safety program.

Appendix A – SECDEF Memo – Zero Preventable Accidents



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAY 30 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Zero Preventable Accidents

I am committed to reducing preventable accidents as one of the cornerstones of the Department of Defense's Safety Program. Consistent with the President's Safety, Health, and Return-To-Employment (SHARE) initiative, I have set some very specific mishap reduction goals for the Department. We are focused on closely monitoring our most pressing mishap areas: civilian and military injuries, aviation accidents, and the number one non-combat killer of our military, private motor vehicle accidents.

We can no longer tolerate the injuries, costs, and capability losses from preventable accidents. Accidents cost the Department about \$3 billion per year, with indirect costs up to four times that amount. We have made progress in reducing aviation accidents and civilian lost work days, but have much more to do to address military injuries and private motor vehicle fatalities. Our goal is zero preventable accidents, and I remain fully committed to achieving the 75% accident reduction target in 2008.

The current focus of our Safety Council is on increasing the accountability of individuals and leaders, as well as pursuing safety technologies. Accountability and leadership are key to an effective safety program. I urge you to continue to emphasize safety in the workplace and hold leaders accountable for their safety programs. Your efforts will make the Department a safer place to work, and more capable of defending the Nation and her interests. We have no greater responsibility than to take care of those who volunteer to serve.



Appendix B – Scope and Methodology

Scope. This is part of the biennial report by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the Guard/Reserve members' perception of safety, and compare to 2005 survey results. The survey was designed and administered with the support of the National Safety Council (NSC).

Work Performed. The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on 5/24/2007. DMDC mailed notification letters to over 65,292 Guard/Reserve Personnel. The letter explained how and why the survey was being conducted, how information would be used, and why participation was important. Additional reminders were sent to encourage participation. DMDC collected data via the Web between 6/04/2007 and 7/12/2007.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 65,292 individuals from their Guard/Reserve Data File. Respondents were disqualified if they left the Guard/Reserve due to separation, transfer, retirement, termination, death, or promotion within the preceding six months. Completed surveys (50 percent or more items answered) were received from 20,439 eligible respondents. The weighted response rate was 32.8 percent.

The DoD OIG, with assistance from the NSC, analyzed the results and produced charts, tables, and this report. Also, the DoD OIG has provided a series of results briefings to senior leaders within the Office of the Secretary of Defense, Service staff offices, Service Secretariats, Service Safety Centers, and others. These briefings were part of the OIG's constructive engagement process to provide DoD leaders with timely safety information as it was identified.

All survey questions were reviewed by DoD OIG Inspections & Evaluations and vetted through:

- The National Safety Council
- The Defense Manpower Data Center
- The DoD OIG Quality Management Division

This report is intended to provide the Office of the Secretary of Defense a general program analysis. Detailed analysis of Service, Defense Agencies, or other DoD subordinate organization safety programs is beyond the scope and intent of this report.

The OIG evaluation team performed the evaluation in accordance with the *Quality Standards for Inspections*, the President's Council on Integrity and Efficiency, January 2005.

Appendix C – Safety Barometer Survey Form

June 2007 Status of Forces Survey of Reserve Component Members

SAFETY

168. How much do you agree or disagree with each of the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. It is common for personnel to take part in identifying and eliminating worksite hazards.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. There is frequent contact and communication between personnel and leadership.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Safety takes a back seat to performing duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Personnel often get involved in developing or revising safety practices.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. My supervisor maintains a high job safety standard.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Detailed inspections of the base and facilities are made at regular, frequent intervals.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Safety meetings are held less often than they should be.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Good teamwork exists within our unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. Leadership shows that it cares about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. I can protect myself and other personnel through my actions while on duty.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. My supervisor's behavior often goes against safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
n. Leadership has published a written policy that expresses their attitude about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
o. Near miss accidents/incidents are thoroughly investigated.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
p. Morale among personnel in my unit is poor.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
q. Leadership does no more than the law requires to keep personnel safe.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
r. I understand the safety regulations relating to my duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
s. My supervisor enforces safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
t. Standardized precautions are used by personnel who deal with hazardous materials.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
u. Leadership has provided adequate personnel to manage and support its safety program.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
v. Awards and recognition programs used in this unit are not good at promoting safe behavior.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
w. Job performance standards are higher for professional duties than for safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
x. My supervisor understands the safety problems I face.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
y. Personnel follow a regular lockout/tagout procedure.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
z. Safety training is part of every new personnel orientation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aa. I believe leadership is sincere in its efforts to ensure personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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DMDC

June 2007 Status of Forces Survey of Reserve Component Members

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
ab. My supervisor seldom acts on personnel safety suggestions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ac. Emergency response-related procedures are almost never tested to make sure they are working	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ad. The work of the command safety officer improves safety conditions in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ae. Leadership sets a positive safety example through their words and actions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
af. My supervisor has successfully fit safety into performance of duties	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ag. The system of preventive maintenance for facilities, tools, and machinery operates poorly	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ah. Leadership regularly participates in safety programs and committee activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ai. The safety officer(s) has/have high status in this unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aj. Hazards that are not fixed right away by supervisors are often ignored.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ak. Personnel take part when accident or incident investigations occur	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
al. The training provided through my supervisor helps me do my duties safely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
am. Medical facilities are sufficient for treating the injuries that occur in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
an. It is well known that leadership ignores a person's safety performance when determining promotions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ao. The safety officer is readily available to provide advice and assistance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ap. The assignment of personnel to my unit is stable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
aq. Personnel are afraid to report safety problems to their supervisor.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ar. My supervisor always investigates safety incidents	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
as. Ventilation, lighting, noise, and other environmental conditions are kept at good levels	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
at. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
au. The stress of performing my armed service duties is a significant problem for me and other personnel in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
av. Leadership insists that supervisors think about safety when doing their jobs.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aw. Leadership annually sets safety goals for which all personnel are held accountable.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ax. Personnel rarely take part in the development of safety requirements for their jobs.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

169. Which of the following best describes your work location? *Mark only one answer to best describe your work environment.*

- Office
- Shop
- Maintenance
- Outdoors/Field
- Flightline
- Ship
- Clinic/Hospital
- Other

Appendix D – Safety Barometer Question Number Key

In the 2005 SAFETY BAROMETER, DoD substituted 4 standard survey items with customized items. The standard NSCs SAFETY BAROMETER items previously removed were then included in 2007, while no custom items were included. Because of these changes, each statement may not be assigned the same question letter across survey years. In order to compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key below provides a crossreference between the NSC numbers used in the Results Report and the question lettering in two SAFETY BAROMETER surveys.

4.7.1 Question Number Key for DoD SAFETY BAROMETER Forms

Category	Statement (short form, as found in Results Report tables and figures)	NSC Question Number	Question Letter on DoD Form	
		Report & Appendices	2005 Survey	2007 Survey
PP	Personnel identifying and eliminating hazards	1	A	A
OC	Frequency of personnel/leadership interactions	2	B	B
SSC	Priority of safety issues relative to performing duties	3	C	C
PP	Personnel being involved in safety practices	4	D	D
SP	Supervisors maintaining a high safety performance standard	5	E	E
SSA	Frequency of detailed and regularly scheduled inspections	6	F	F
LP	Leadership stressing the importance of safety in communications	7	G	G
SSA	Frequency of safety meeting occurrence	8	H	H
OC	Condition of unit teamwork	9	I	I
SSC	Belief that leadership shows it cares about personnel safety	10	J	J
PP	Personnel believing that their actions can protect other personnel	11	K	K
SP	Supervisors behaving in accord with safety procedures	12	L	L
SSA	Presence of personnel well-trained in emergency response	13	M	M
LP	Leadership publishing a policy on the value of personnel safety	14	N	N
SSA	Thoroughness of near miss accident/incident investigation	15	O	O
OC	Condition of personnel morale.	16	n/a	P
SSC	Belief that leadership does more than law requires	17	P	Q
PP	Belief that personnel understand safety regulations	18	Q	R

SP	Supervisors enforcing safe job procedures	19	R	S
PP	Personnel using standardized precautions for hazardous materials	20	S	T
LP	Leadership providing adequate safety staff	21	T	U
SSA	Effectiveness of recognition programs in promoting safe behavior	22	U	V
SSC	Safety standard level relative to standard duty performance level	23	V	W
SP	Supervisors understanding personnel's job safety problems	24	W	X
PP	Personnel following lockout/tagout procedures	25	X	Y
SSA	Presence of safety training in new personnel orientation	26	Y	Z
SSC	Belief that leadership is sincere in safety efforts	27	Z	AA
SP	Supervisors acting on personnel safety suggestions	28	AA	AB
SSA	Occurrence of emergency response procedures testing	29	AB	AC
SSA	Effectiveness of command safety officer in improving safety conditions	30	AC	AD
LP	Leadership setting a positive safety example	31	AD	AE
SP	Supervisors integrating safety into the performance of duties	32	AE	AF
SSA	Quality of preventative maintenance system operation	33	AF	AG
LP	Leadership participating in safety activities on a regular basis	34	AG	AH
SSC	Perception that the safety officer has high status	35	AH	AI
SSC	Belief that hazards not fixed right away will still be addressed	36	AI	AJ
PP	Personnel take part when accident or incident investigations occur	37	AJ	AK
SP	Supervisors providing helpful safety training	38	AK	AL
SSC	Perception that medical facilities are sufficient	39	n/a	AM
LP	Leadership including safety in job promotion reviews	40	AL	AN
SSA	Availability of safety officer to provide assistance	41	AM	AO
OC	Unit personnel assignment stability	42	n/a	AP
SP	Supervisors reducing personnel's fear of reporting safety problems	43	AN	AQ
SP	Supervisors investigating safety incidents	44	AO	AR
SSC	Perception that good environmental conditions are kept	45	AP	AS
PP	Personnel using necessary personal protective equipment	46	AQ	AT

OC	Significance of job stress as a problem for personnel	47	n/a	AU
SSC	Belief that leadership insists supervisors think safety	48	AR	AV
LP	Leadership setting annual safety goals	49	AS	AW
PP	Personnel taking part in the development of safety requirements	50	AT	AX
CUS	Stress level/operations tempo increasing accidents off-duty	n/a	AU	n/a
CUS	Off-duty vehicular accidents due to bad decisions, not safety training	n/a	AV	n/a
CUS	DoD's responsibility concerning off-duty safety	n/a	AW	n/a
CUS	Supervisor concern for personnel safety off-duty	n/a	AX	n/a

Categories: LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate, CUS=Customized Items.

n/a: Does not apply.

Appendix E – NSC Methods and Data Analysis

The NSC Safety Barometer elicits personnel opinions about a broad spectrum of items or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel participation, safety support procedures, processes, the safety climate, and the overall organizational climate.

***SAFETY BAROMETER* Background**

The content of the Safety Barometer survey form (Appendix C) itself was distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, review of research comparing safety program items of organizations with high versus low injury rates, analysis of the best National Safety Council member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 establishments throughout the United States.

Results Interpretation

The Safety Barometer results in this part reflect the views of Department of Defense active duty personnel. The results represent the perceptual context within which the safety program and those who manage it are viewed by its personnel. Accordingly, where the Safety Barometer indicates problems, we suggest that each problem be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

Administration Process

Active duty personnel participated in the Safety Barometer survey in spring 2007. The Safety Barometer was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center. Data collected through this process were forwarded to the National Safety Council for initial analysis.

Safety Barometer Content

The Safety Barometer survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and job-related topics. These statements described activities or conditions related to the operation of DoD's safety program. The majority of statements presented either a positive or negative description, as follows:

- ◆ **Positive:** Describes a condition, attitude or practice that can be considered conducive to safety
- ◆ **Negative:** Describes a condition, attitude or practice that can be considered detrimental to safety

Respondent agreement with a positive statement or disagreement with a negative statement has a positive safety implication for the DoD program. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the table below, Safety Barometer statements that address related program items are grouped

into six standard program categories (see Appendix D for cross-reference of numbering schemes). Together, they present a comprehensive overview of the DoD's safety program.

SAFETY BAROMETER

Statement Groupings by Program Category

Program Category	Survey Statements: NSC Number (DoD 2007 Letter)
Leadership Participation	7(G), 14(N), 21(U), 31(AE), 34(AH), 40(AN), 49(AW)
Supervisor Participation	5(E), 12(L), 19(S), 24(X), 28(AB), 32(AF), 38(AL), 43(AQ), 44(AR)
Personnel Participation	1(A), 4(D), 11(K), 18(R), 20(T), 25(Y), 37(AK), 46(AT), 50(AX)
Safety Support Activities	6(F), 8(H), 13(M), 15(O), 22(V), 26(Z), 29(AC), 30(AD), 33(AG), 41(AO)
Safety Support Climate	3(C), 10(J), 17(Q), 23(W), 27(AA), 35(AI), 36(AJ), 39(AM), 45(AS), 48(AV)
Organizational Climate	2(B), 9(I), 16(P), 42(AP), 47(AU)

The first three categories focus on the specific activities of the main personnel groups that must function effectively if programs are to be successful:

- ◆ **Leadership Participation** items describe ways in which top and middle leadership demonstrates their leadership and commitment to safety in the form of words, actions, organization, and control.
- ◆ **Supervisory Participation** items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for personnel.
- ◆ **Personnel Participation** items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal responsibility and compliance.

The fourth category concerns activities frequently found in successful programs:

- ◆ **Safety Support Activities** items probe the presence or quality of various safety program practices. These focus on communications, training, inspection, maintenance, and emergency response.

The remaining two categories consider personnel perceptions of the organizational climate and

values that govern leadership's mode of operation:

- ◆ **Safety Support Climate** items ask personnel for general beliefs and impressions about leadership's commitment and underlying philosophy with regard to safety.
- ◆ **Organizational Climate** items probe general conditions that affect the ultimate success of the safety program. These include such factors as teamwork and communication.

National Safety Council Database

The DoD-Active Duty Safety Barometer survey results were compared with those of respondents within the National Safety Council (NSC) Database. The NSC database used for this analysis has been compiled from over 230 establishments that have completed the Safety Barometer. NSC database comparisons enable an organization to evaluate its personnel assessments in relation to those of other Safety Barometer users. The NSC database does not represent a random sample of organizations nor does it reflect only the top performers in safety. Even so, Safety Barometer results from organizations with a similar need and/or desire to involve personnel directly in the examination of their safety programs offer an external gauge against which to judge DoD's perceived performance.

Data Analyses

Responses to the active duty survey items with positive descriptions were scored as follows:

- +2 = Strongly Agree
- +1 = Agree
- 0 = No Opinion
- 1 = Disagree
- 2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

- ◆ An **average response score** was produced for each statement by computing the average score for all respondents in the group.
- ◆ Each **program category average response score** was computed by averaging the average response scores for the statements which comprise each of the six standard and one Customized program categories as shown in the previous table.

Average response and program category average response scores were compared with scores from the NSC database. Comparative percentile scores for each Safety Barometer statement were computed by calculating the percentage of establishments in the NSC database with lower average response scores. Percentiles range from 0 to 100, with 100 representing the highest score in the database and 0 representing the lowest.

Appendix F – Response Distributions by Grade

Q1 Personnel identify hazards by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q1							
Strongly agree	1	108756 39.2	123006 37.6	2872 34.1	12341 32.8	18887 34.1	265862 37.7
Agree	2	107305 38.7	147083 45.0	3885 46.1	18256 48.5	27626 49.8	304155 43.1
No opinion	3	50701 18.3	45638 14.0	1102 13.1	5852 15.5	6948 12.5	110241 15.6
Disagree	4	8985 3.2	9373 2.9	492 5.8	1086 2.9	1708 3.1	21645 3.1
Strongly disagree	5	1642 .6	1851 .6	71 .8	132 .4	268 .5	3964 .6
	Column Total	277390 39.3	326951 46.3	8422 1.2	37666 5.3	55438 7.9	705867 100.0

Number of Missing Observations: 61663

Q2 Frequent contact between personnel and 1 by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q2							
Strongly agree	1	77349 28.0	78013 24.0	1834 21.8	9056 24.1	15479 27.9	181731 25.8
Agree	2	109855 39.7	152965 47.0	4561 54.2	20499 54.5	30099 54.3	317978 45.2
No opinion	3	54086 19.5	57882 17.8	1149 13.7	5579 14.8	6601 11.9	125297 17.8
Disagree	4	26734 9.7	28325 8.7	666 7.9	2155 5.7	2780 5.0	60660 8.6
Strongly disagree	5	8700 3.1	8301 2.6	199 2.4	322 .9	473 .9	17995 2.6
	Column Total	276724 39.3	325486 46.3	8408 1.2	37611 5.3	55433 7.9	703661 100.0

Number of Missing Observations: 63869

Q3 Safety takes a back seat to production by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q3							
Strongly agree	1	19686 7.1	14131 4.4	208 2.5	1058 2.8	1038 1.9	36120 5.2
Agree	2	31828 11.5	31052 9.6	870 10.4	3159 8.4	3281 5.9	70191 10.0
No opinion	3	69891 25.4	65954 20.3	1554 18.6	6796 18.1	8106 14.6	152301 21.7
Disagree	4	97821 35.5	135297 41.7	3644 43.7	18208 48.6	27665 50.0	282634 40.3
	5	56370 20.3	77890 23.2	2068 25.1	8263 22.5	15248 27.1	159839 22.8
	Column Total	277390 39.3	326951 46.3	8422 1.2	37666 5.3	55438 7.9	705867 100.0

	20.5	24.0	24.8	22.0	27.6	22.8
Column Total	275596 39.3	324324 46.3	8345 1.2	37484 5.3	55337 7.9	701085 100.0

Number of Missing Observations: 66445

Q4 Personnel revise safety & health practic by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q4							
Strongly agree	1	45431 16.7	40477 12.5	933 11.4	4384 11.8	6678 12.2	97904 14.1
Agree	2	90066 33.2	134246 41.6	3410 41.5	15661 42.2	26121 47.8	269504 38.8
No opinion	3	102194 37.7	105197 32.6	2532 30.8	12328 33.2	16957 31.0	239209 34.5
Disagree	4	25560 9.4	34684 10.7	1197 14.6	4121 11.1	4405 8.1	69966 10.1
Strongly disagree	5	8016 3.0	8143 2.5	137 1.7	641 1.7	489 .9	17426 2.5
	Column Total	271267 39.1	322747 46.5	8209 1.2	37136 5.4	54650 7.9	694009 100.0

Number of Missing Observations: 73521

Q5 Supervisor maintain high safety standard by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q5							
Strongly agree	1	74721 27.2	73678 22.7	1925 23.1	8437 22.4	15464 28.0	174226 24.9
Agree	2	116847 42.5	153664 47.4	3884 46.6	19268 51.2	27063 49.0	320726 45.8
No opinion	3	66878 24.3	78853 24.3	2054 24.6	8485 22.6	10957 19.9	167227 23.9
Disagree	4	11258 4.1	11855 3.7	434 5.2	904 2.4	1193 2.2	25643 3.7
Strongly disagree	5	5492 2.0	6454 2.0	46 .6	520 1.4	510 .9	13022 1.9
	Column Total	275195 39.3	324504 46.3	8343 1.2	37614 5.4	55188 7.9	700844 100.0

Number of Missing Observations: 66686

Q6 Inspections made at regular intervals by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q6							
Strongly agree	1	45813 16.7	45692 14.1	1190 14.3	4923 13.1	8514 15.4	106132 15.2

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		86073	121613	3289	14152	22725	247852
Agree	2	31.4	37.5	39.5	37.6	41.2	35.4
No opinion	3	116001	119474	3009	14500	19669	272652
		42.3	36.9	36.2	38.6	35.7	39.0
Disagree	4	20845	27550	612	3197	3596	55800
		7.6	8.5	7.4	8.5	6.5	8.0
Strongly disagree	5	5676	9816	218	824	613	17147
		2.1	3.0	2.6	2.2	1.1	2.5
Column Total		274408	324144	8318	37597	55116	699583
		39.2	46.3	1.2	5.4	7.9	100.0

Number of Missing Observations: 67947

Q7 Leadership safety views seldom communicate by XCPAY2 Recode 5 level paygrade

Q7		Count Col Pct	by XCPAY2 Recode 5 level paygrade					Row Total
			E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
	1	29570	21563	488	1948	2358	55928	
Strongly agree		10.8	6.6	5.8	5.2	4.3	8.0	
Agree	2	50401	55272	1299	5057	7210	119239	
		18.4	17.0	15.6	13.4	13.1	17.1	
No opinion	3	88786	82815	1880	7074	10163	190718	
		32.4	25.5	22.5	18.8	18.4	27.3	
Disagree	4	74995	118260	3295	16681	23282	236514	
		27.4	36.5	39.4	44.3	42.2	33.8	
Strongly disagree	5	29909	46358	1393	6864	12130	96654	
		10.9	14.3	16.7	18.2	22.0	13.8	
Column Total		273661	324268	8355	37625	55144	699053	
		39.1	46.4	1.2	5.4	7.9	100.0	

Number of Missing Observations: 68477

Q8 Safety meetings held less often than necessary by XCPAY2 Recode 5 level paygrade

Q8		Count Col Pct	by XCPAY2 Recode 5 level paygrade					Row Total
			E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	19298	18861	456	1441	1476	41532	
		7.1	5.8	5.5	3.8	2.7	6.0	
Agree	2	46405	70768	1668	7329	8371	134541	
		17.1	21.9	19.9	19.6	15.2	19.3	
No opinion	3	114895	120579	3026	16221	21839	276560	
		42.5	37.2	36.2	43.3	39.6	39.8	
Disagree	4	74729	92015	2516	10126	18607	197992	
		27.6	28.4	30.1	27.0	33.7	28.5	
Strongly disagree	5	15286	21534	695	2335	4882	44731	
		5.6	6.7	8.3	6.2	8.8	6.4	
Column Total		270612	323758	8360	37452	55175	695357	
		38.9	46.6	1.2	5.4	7.9	100.0	

Number of Missing Observations: 72173

Q9 Good teamwork exists within unit by XCPAY2 Recode 5 level paygrade

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
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Q9		1	2	3	4	5	Total
Strongly agree	1	70599	67410	1499	8361	13548	161416
		26.2	20.9	18.1	22.3	24.7	23.3
Agree	2	115523	162688	4627	21468	32075	336381
		42.8	50.5	56.0	57.3	58.5	48.6
No opinion	3	59219	58819	1525	5065	6688	131316
		21.9	18.3	18.5	13.5	12.2	19.0
Disagree	4	17199	22879	459	1920	1911	44368
		6.4	7.1	5.6	5.1	3.5	6.4
Strongly disagree	5	7398	10063	157	623	625	18866
		2.7	3.1	1.9	1.7	1.1	2.7
Column Total		269937	321860	8266	37438	54847	692347
		39.0	46.5	1.2	5.4	7.9	100.0

Number of Missing Observations: 75183

Q10 Leadership shows that it cares about safety by XCPAY2 Recode 5 level paygrade

Q10		Count Col Pct	by XCPAY2 Recode 5 level paygrade					Row Total
			E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	71436	69359	1845	8781	15739	167160	
		26.5	21.5	22.1	23.5	28.8	24.2	
Agree	2	116371	159380	4429	21230	29527	330936	
		43.2	49.5	53.1	56.8	54.0	47.8	
No opinion	3	63550	68288	1590	6037	7733	147197	
		23.6	21.2	19.0	16.2	14.1	21.3	
Disagree	4	11338	16843	372	838	1217	30608	
		4.2	5.2	4.5	2.2	2.2	4.4	
Strongly disagree	5	6954	8131	112	472	507	16177	
		2.6	2.5	1.3	1.3	.9	2.3	
Column Total		269649	322001	8347	37358	54723	692078	
		39.0	46.5	1.2	5.4	7.9	100.0	

Number of Missing Observations: 75452

Q11 My actions can protect other personnel by XCPAY2 Recode 5 level paygrade

Q11		Count Col Pct	by XCPAY2 Recode 5 level paygrade					Row Total
			E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	92734	109222	2656	11919	19102	235634	
		34.3	33.8	31.9	31.9	34.6	33.9	
Agree	2	125518	176007	4851	21497	31145	359018	
		46.4	54.4	58.3	57.5	56.5	51.7	
No opinion	3	47486	33980	667	3538	4406	90077	
		17.6	10.5	8.0	9.5	8.0	13.0	
Disagree	4	2396	2913	124	300	358	6091	
		.9	.9	1.5	.8	.6	.9	
Strongly disagree	5	2244	1160	28	130	149	3711	
		.8	.4	.3	.3	.3	.5	
Column Total		270378	323283	8325	37384	55160	694530	
		38.9	46.5	1.2	5.4	7.9	100.0	

Number of Missing Observations: 73000

Q12 My supervisors behavior is unsafe by XCPAY2 Recode 5 level paygrade

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	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q12		1	2	3	4	5	
Strongly agree	1	12535 4.6	8521 2.6	126 1.5	645 1.7	626 1.1	22453 3.2
Agree	2	19761 7.3	19785 6.1	499 6.0	1858 5.0	1746 3.2	43650 6.3
No opinion	3	68955 25.6	72460 22.4	1672 20.0	5561 14.9	7423 13.5	156071 22.5
Disagree	4	108414 40.2	141816 43.8	3813 45.6	17894 47.8	23918 43.4	295856 42.6
Strongly disagree	5	60016 22.3	80890 25.0	2251 26.9	11454 30.6	21407 38.8	176018 25.4
Column Total		269681 38.9	323473 46.6	8360 1.2	37412 5.4	55121 7.9	694047 100.0

Number of Missing Observations: 73483

Q13 Des. personnel trained in emergency prac by XCPAY2 Recode 5 Level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q13		1	2	3	4	5	
Strongly agree	1	48881 18.1	44900 13.9	1086 13.1	5136 13.7	8222 14.9	108225 15.6
Agree	2	96175 35.7	132239 41.1	3179 38.3	14851 39.7	25984 47.2	272427 39.4
No opinion	3	99261 36.8	109411 34.0	3039 36.6	13662 36.5	16826 30.5	242198 35.0
Disagree	4	19101 7.1	27281 8.5	841 10.1	3247 8.7	3636 6.6	54107 7.8
Strongly disagree	5	6104 2.3	8091 2.5	164 2.0	523 1.4	433 .8	15315 2.2
Column Total		269521 38.9	321923 46.5	8308 1.2	37420 5.4	55100 8.0	692273 100.0

Number of Missing Observations: 75257

Q14 Leadership published a written safety po by XCPAY2 Recode 5 Level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q14		1	2	3	4	5	
Strongly agree	1	44814 16.9	50131 15.6	1713 20.9	6343 17.1	12535 22.9	115536 16.8
Agree	2	81761 30.7	138023 43.1	4343 52.9	16484 44.4	25263 46.1	265874 38.7
No opinion	3	113122 42.5	101648 31.7	1534 18.7	11059 29.8	13176 24.0	240541 35.0
Disagree	4	18570 7.0	22563 7.0	501 6.1	2773 7.5	3091 5.6	47498 6.9
Strongly disagree	5	7674 2.9	8101 2.5	119 1.4	496 1.3	735 1.3	17125 2.5
Column Total		265941 38.7	320466 46.7	8210 1.2	37157 5.4	54801 8.0	686574 100.0

Number of Missing Observations: 80956

Q15 Near miss accidents are investigated by XCPAY2 Recode 5 Level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q15		1	2	3	4	5	
Strongly agree	1	39180 14.6	40417 12.6	1069 13.0	4844 13.2	8800 16.0	94310 13.7
Agree	2	74597 27.8	119397 37.3	3320 40.4	14139 38.5	22492 41.0	233945 34.0
No opinion	3	130729 48.8	128387 40.1	2805 34.1	14974 40.8	20235 36.9	297131 43.2
Disagree	4	17757 6.6	27015 8.4	809 9.8	2314 6.3	2828 5.2	50722 7.4
Strongly disagree	5	5843 2.2	5291 1.7	221 2.7	423 1.2	539 1.0	12318 1.8
Column Total		268106 38.9	320506 46.6	8225 1.2	36694 5.3	54894 8.0	688425 100.0

Number of Missing Observations: 79105

Q16 Personnel morale is poor by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q16		1	2	3	4	5	
Strongly agree	1	27358 10.3	25646 8.1	399 4.9	1640 4.5	2030 3.7	57072 8.4
Agree	2	39615 14.9	54482 17.2	1079 13.2	4547 12.4	5108 9.4	104831 15.3
No opinion	3	79988 30.0	88394 27.8	2015 24.6	7760 21.1	9201 17.0	187358 27.4
Disagree	4	84325 31.6	113270 35.7	3689 45.0	17281 47.0	25530 47.0	244095 35.7
Strongly disagree	5	35205 13.2	35750 11.3	1019 12.4	5564 15.1	12407 22.9	89944 13.2
Column Total		266492 39.0	317542 46.5	8201 1.2	36792 5.4	54275 7.9	683300 100.0

Number of Missing Observations: 84230

Q17 Leadership does only what the law requir by XCPAY2 Recode 5 Level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q17		1	2	3	4	5	
Strongly agree	1	16458 6.1	13842 4.3	421 5.1	904 2.5	1987 3.6	33612 4.9
Agree	2	39150 14.6	51114 16.0	1480 18.0	4694 12.9	6184 11.4	102622 14.9
No opinion	3	106725 39.8	115510 36.2	2180 26.6	11631 31.8	14174 26.0	250220 36.5
Disagree	4	81399 30.4	109121 34.2	3000 36.5	14710 40.3	22224 40.8	230454 33.6
Strongly disagree	5	24325 9.1	29595 9.3	1129 13.8	4589 12.6	9901 18.2	69538 10.1

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Column Total	268057	319182	8209	36528	54471	686447
	39.0	46.5	1.2	5.3	7.9	100.0

Number of Missing Observations: 81083

Q18 Understand safety & health regulations by XCPAY2 Recode 5 level paygrade

Q18	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	68425 25.5	77989 24.3	1979 24.1	7366 20.0	14822 27.1	170581 24.8
Agree	2	126212 47.1	189630 59.1	4955 60.2	23428 63.6	31974 58.5	376199 54.7
No opinion	3	64540 24.1	47218 14.7	1128 13.7	5239 14.2	7048 12.9	125173 18.2
Disagree	4	5436 2.0	4802 1.5	126 1.5	710 1.9	635 1.2	11709 1.7
Strongly disagree	5	3213 1.2	1112 .3	41 .5	85 .2	194 .4	4645 .7
Column Total		267825 38.9	320751 46.6	8228 1.2	36828 5.4	54673 7.9	688306 100.0

Number of Missing Observations: 79224

Q19 Supervisors enforce safe job procedures by XCPAY2 Recode 5 level paygrade

Q19	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	58951 21.9	65922 20.6	1633 19.9	7144 19.4	14077 25.7	147726 21.4
Agree	2	125787 46.8	166243 51.9	4349 53.0	21335 58.0	30187 55.1	347901 50.5
No opinion	3	74048 27.6	76257 23.8	1852 22.6	7350 20.0	9471 17.3	168979 24.5
Disagree	4	7575 2.8	8994 2.8	305 3.7	811 2.2	655 1.2	18340 2.7
Strongly disagree	5	2336 .9	2980 .9	74 .9	174 .5	403 .7	5966 .9
Column Total		268697 39.0	320397 46.5	8212 1.2	36814 5.3	54792 8.0	688913 100.0

Number of Missing Observations: 78617

Q20 Precautions used for hazardous mat. by XCPAY2 Recode 5 level paygrade

Q20	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	63064 23.5	64234 20.1	1480 18.0	7430 20.2	12314 22.5	148522 21.6
Agree	2	105415 39.3	155595 48.6	4013 48.9	17992 48.8	26735 48.9	309750 45.0
No opinion	3	93074 34.7	91393 28.6	2471 30.1	10728 29.1	15007 27.4	212673 30.9
	4	4325	6410	141	528	538	11943

Disagree	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly disagree	5	2041 .8	2273 .7	106 1.3	153 .4	132 .2	4706 .7
Column Total		267920 39.0	319904 46.5	8212 1.2	36832 5.4	54726 8.0	687593 100.0

Number of Missing Observations: 79937

Q21 Adequate personnel to manage safety prog by XCPAY2 Recode 5 level paygrade

Q21	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	48650 18.3	50780 15.9	1112 13.5	5954 16.2	10631 19.5	117126 17.1
Agree	2	97376 36.5	140873 44.2	3840 46.8	17726 48.1	27403 50.3	287218 41.9
No opinion	3	105000 39.4	103216 32.4	2439 29.7	10947 29.7	13894 25.5	235496 34.4
Disagree	4	11789 4.4	18766 5.9	572 7.0	1769 4.8	2052 3.8	34949 5.1
Strongly disagree	5	3706 1.4	5297 1.7	249 3.0	438 1.2	536 1.0	10226 1.5
Column Total		266521 38.9	318932 46.6	8211 1.2	36834 5.4	54517 8.0	685015 100.0

Number of Missing Observations: 82515

Q22 Award program does not promote safety by XCPAY2 Recode 5 level paygrade

Q22	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	20181 7.6	18607 5.8	448 5.4	1100 3.0	1480 2.7	41815 6.1
Agree	2	41511 15.6	56827 17.8	1520 18.4	5614 15.2	7542 13.8	113014 16.5
No opinion	3	136892 51.3	149187 46.7	3749 45.4	17170 46.6	24153 44.2	331151 48.3
Disagree	4	54635 20.5	76036 23.8	2047 24.8	10375 28.2	17132 31.4	160225 23.4
Strongly disagree	5	13434 5.0	18733 5.9	497 6.0	2558 6.9	4322 7.9	39543 5.8
Column Total		266652 38.9	319390 46.6	8261 1.2	36817 5.4	54629 8.0	685748 100.0

Number of Missing Observations: 81782

Q23 Performance standards higher than safety by XCPAY2 Recode 5 level paygrade

Q23	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Strongly agree	1	16722 6.3	14664 4.6	330 4.0	1156 3.1	1458 2.7	34330 5.0
Agree	2	47373 17.7	58048 18.2	1449 17.6	6668 18.1	9047 16.6	122584 17.9

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	3	4	5	Column Total
No opinion	144842 54.3	153784 48.2	3965 48.0	17796 48.2
Disagree	47489 17.8	76243 23.9	2124 25.7	9345 25.3
Strongly disagree	10524 3.9	16262 5.1	387 4.7	1943 5.3
	24366 44.6	16206 49.7	54575 8.0	685688 100.0

Number of Missing Observations: 81842

Q24 Super. understand job safety problems by XCPAY2 Recode 5 level paygrade

Q24	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	42379 15.9	46347 14.5	1295 15.8	4927 13.4	8422 15.4	103369 15.1
Agree	2	111867 42.0	155738 48.8	4106 50.1	18159 49.2	28687 52.5	318557 46.5
No opinion	3	101717 38.2	103199 32.3	2454 29.9	12970 35.2	16136 29.5	236477 34.5
Disagree	4	7263 2.7	10545 3.3	267 3.3	528 1.4	1109 2.0	19713 2.9
Strongly disagree	5	3375 1.3	3473 1.1	77 .9	296 .8	309 .6	7531 1.1
	Column Total	266601 38.9	319303 46.6	8200 1.2	36880 5.4	54663 8.0	685647 100.0

Number of Missing Observations: 81883

Q25 Personnel follow lock./tagout procedures by XCPAY2 Recode 5 level paygrade

Q25	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	29795 11.2	33518 10.6	698 8.5	2792 7.6	5026 9.3	71831 10.5
Agree	2	66429 25.0	90374 28.5	2384 28.9	8753 23.9	14466 26.7	182407 26.7
No opinion	3	154948 58.4	168503 53.0	4294 52.0	22740 62.2	32153 59.3	382639 56.1
Disagree	4	9191 3.5	18932 6.0	667 8.1	1590 4.3	2003 3.7	32383 4.7
Strongly disagree	5	5022 1.9	6327 2.0	210 2.5	694 1.9	560 1.0	12813 1.9
	Column Total	265386 38.9	317654 46.6	8254 1.2	36570 5.4	54208 7.9	682071 100.0

Number of Missing Observations: 85459

Q26 Safety training is part of orientation by XCPAY2 Recode 5 level paygrade

Q26	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	

Q27	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	47844 18.0	51655 16.3	1078 13.2	4281 11.7	8682 16.0	113539 16.6
Agree	2	85463 32.2	126430 39.9	3294 40.4	13949 38.1	23399 43.1	252535 37.0
No opinion	3	105691 39.8	104684 33.0	2654 32.5	14397 39.3	17713 32.7	245138 35.9
Disagree	4	19372 7.3	27412 8.6	952 11.7	3374 9.2	4040 7.4	55150 8.1
Strongly disagree	5	7361 2.8	6989 2.2	184 2.3	645 1.8	409 .8	15588 2.3
	Column Total	265730 39.0	317170 46.5	8163 1.2	36644 5.4	54243 8.0	681951 100.0

Number of Missing Observations: 85579

Q27 Leadership is sincere about personnel sa by XCPAY2 Recode 5 level paygrade

Q27	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	58372 22.0	61759 19.4	1663 20.3	7563 20.6	14732 27.1	144089 21.1
Agree	2	107212 40.3	156820 49.3	4020 49.0	20257 55.1	28782 52.9	317091 46.4
No opinion	3	85640 32.2	83236 26.2	2033 24.8	7857 21.4	9596 17.6	188361 27.6
Disagree	4	10370 3.9	11769 3.7	371 4.5	905 2.5	991 1.8	24406 3.6
Strongly disagree	5	4288 1.6	4472 1.4	112 1.4	205 .6	312 .6	9390 1.4
	Column Total	265881 38.9	318056 46.5	8199 1.2	36787 5.4	54414 8.0	683337 100.0

Number of Missing Observations: 84193

Q28 Supervisors seldom act on worker sugg. by XCPAY2 Recode 5 level paygrade

Q28	Count Col Pct	XCPAY2 Recode 5 level paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Strongly agree	1	14909 5.7	8776 2.8	197 2.4	550 1.5	815 1.5	25247 3.7
Agree	2	25187 9.6	24329 7.7	629 7.7	2588 7.1	2296 4.2	55029 8.1
No opinion	3	124284 47.4	122415 38.8	2926 35.6	13303 36.3	17724 32.6	280653 41.4
Disagree	4	71662 27.4	122485 38.8	3315 40.4	15144 41.3	22636 41.6	235242 34.7
Strongly disagree	5	25939 9.9	37811 12.0	1149 14.0	5110 13.9	10943 20.1	80951 12.0
	Column Total	261981 38.7	315817 46.6	8214 1.2	36695 5.4	54414 8.0	677122 100.0

Number of Missing Observations: 90408

Q29 Emergency procedures rarely tested by XCPAY2 Recode 5 level paygrade

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	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q29							
Strongly agree	1	17235 6.5	12858 4.1	359 4.4	940 2.6	1045 1.9	32437 4.8
Agree	2	37450 14.2	50212 15.9	1456 17.7	5434 14.9	5490 10.1	100042 14.8
No opinion	3	133804 50.7	130376 41.3	3147 38.3	15054 41.3	18657 34.3	301038 44.4
Disagree	4	59373 22.5	97176 30.8	2804 34.1	11970 32.9	22429 41.3	193752 28.6
Strongly disagree	5	15855 6.0	24696 7.8	459 5.6	3036 8.3	6705 12.3	50751 7.5
Column Total		263717 38.9	315318 46.5	8226 1.2	36434 5.4	54324 8.0	678020 100.0

Number of Missing Observations: 89510

Q30 Safety officer improves safety by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q30							
Strongly agree	1	31070 11.8	29361 9.3	976 11.9	3422 9.4	6600 12.2	71430 10.5
Agree	2	79190 30.0	112930 35.8	3309 40.4	13579 37.4	23305 43.1	232312 34.3
No opinion	3	138082 52.4	150440 47.6	3361 41.0	17261 47.5	21688 40.1	330832 48.8
Disagree	4	11555 4.4	18612 5.9	474 5.8	1715 4.7	2102 3.9	34458 5.1
Strongly disagree	5	3683 1.4	4418 1.4	69 .8	353 1.0	436 .8	8960 1.3
Column Total		263579 38.9	315761 46.6	8189 1.2	36330 5.4	54132 8.0	677992 100.0

Number of Missing Observations: 89538

Q31 Leadership sets fine safety example by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q31							
Strongly agree	1	44339 16.8	41477 13.2	1239 15.2	4888 13.4	10399 19.2	102342 15.1
Agree	2	98402 37.4	147689 46.8	3987 48.8	19361 53.3	30115 55.5	299553 44.2
No opinion	3	103463 39.3	104364 33.1	2443 29.9	10823 29.8	11786 21.7	232879 34.4
Disagree	4	12432 4.7	16161 5.1	391 4.8	905 2.5	1479 2.7	31368 4.6
Strongly disagree	5	4609 1.8	5549 1.8	104 1.3	380 1.0	481 .9	11123 1.6
Column Total		263244 38.9	315240 46.5	8163 1.2	36358 5.4	54260 8.0	677265 100.0

Number of Missing Observations: 90265

Q32 Supervisors fits safety into performance by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q32							
Strongly agree	1	45029 17.2	41901 13.3	1246 15.2	4757 13.1	9278 17.2	102210 15.1
Agree	2	98415 37.5	146058 46.3	3749 45.9	17593 48.5	27422 50.8	293238 43.4
No opinion	3	106085 40.5	110674 35.1	2832 34.7	12392 34.2	15319 28.4	247302 36.6
Disagree	4	9184 3.5	12900 4.1	275 3.4	1244 3.4	1542 2.9	25143 3.7
Strongly disagree	5	3465 1.3	3604 1.1	69 .8	262 .7	430 .8	7831 1.2
Column Total		262178 38.8	315138 46.6	8172 1.2	36248 5.4	53989 8.0	675725 100.0

Number of Missing Observations: 91805

Q33 Preventive maintenance operates poorly by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q33							
Strongly agree	1	12156 4.6	12628 4.0	261 3.2	843 2.3	863 1.6	26751 4.0
Agree	2	33360 12.7	39242 12.5	1086 13.3	4195 11.6	4911 9.1	82794 12.3
No opinion	3	123585 47.1	129662 41.2	3123 38.2	15521 42.9	21052 38.9	292943 43.4
Disagree	4	72130 27.5	104397 33.2	2836 34.7	12572 34.7	20456 37.8	212391 31.4
Strongly disagree	5	21341 8.1	28582 9.1	864 10.6	3066 8.5	6776 12.5	60629 9.0
Column Total		262572 38.9	314512 46.6	8170 1.2	36197 5.4	54058 8.0	675509 100.0

Number of Missing Observations: 92021

Q34 Leadership participates in safety activities by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Response					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	
Q34							
Strongly agree	1	32229 12.3	31951 10.2	1004 12.4	3482 9.6	8166 15.1	76832 11.4
Agree	2	69590 26.6	110334 35.1	3355 41.4	14214 39.3	24332 45.0	221824 32.9
No opinion	3	140273 53.7	141903 45.2	2976 36.7	16191 44.7	18719 34.6	320062 47.5
Disagree	4	14854 5.7	23692 7.5	629 7.8	1728 4.8	2367 4.4	43271 6.4
Strongly disagree	5	4309 1.6	6396 2.0	146 1.8	590 1.6	489 .9	11930 1.8
Column Total		261255 38.8	314276 46.6	8110 1.2	36205 5.4	54073 8.0	673919 100.0

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Number of Missing Observations: 93611

Q35 Safety officer has high status by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	28767 11.1	30530 9.7	1089 3.5	2923 8.0	6081 11.3	69390 10.3	
2	61214 23.5	90533 28.9	2733 33.8	9887 27.2	17974 33.4	182342 27.1	
3	145926 56.1	157939 50.4	3462 42.8	19336 53.1	24610 45.7	351274 52.3	
4	17552 6.7	24947 8.0	545 6.7	3450 9.5	4446 8.3	50940 7.6	
5	6660 2.6	9352 3.0	260 3.2	803 2.2	765 1.4	17841 2.7	
Column Total	260120 38.7	313301 46.6	8091 1.2	36399 5.4	53876 8.0	671786 100.0	

Number of Missing Observations: 95744

Q36 Hazards not fixed quickly are ignored by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	12676 4.8	7432 2.4	237 2.9	469 1.3	454 .8	21267 3.1	
2	28549 10.9	33516 10.6	1092 13.3	3082 8.5	4770 8.9	71009 10.5	
3	121027 46.3	126122 39.9	2917 35.5	13471 37.0	18541 34.4	282077 41.7	
4	75659 28.9	120320 38.1	3181 38.7	15743 43.2	23357 43.3	238259 35.2	
5	23705 9.1	28706 9.1	785 9.6	3652 10.0	6775 12.6	63623 9.4	
Column Total	261616 38.7	316095 46.7	8212 1.2	36416 5.4	53897 8.0	676235 100.0	

Number of Missing Observations: 91295

Q37 Personnel take part in accident invest. by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	27509 10.5	24453 7.8	647 7.9	3205 8.8	6008 11.1	61822 9.1	
2	86356 32.8	128407 40.7	3722 45.2	16282 44.8	26511 49.1	261277 38.6	
3	137716 52.4	143348 45.5	3370 40.9	15781 43.4	19952 37.0	320167 47.3	
4	8591 3.3	15246 4.8	430 5.2	961 2.6	1359 2.5	26586 3.9	
5	2879 1.1	3796 1.2	62 .8	139 .4	166 .3	7042 1.0	

Column Total	263050 38.9	315250 46.6	8230 1.2	36367 5.4	53996 8.0	676894 100.0
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Number of Missing Observations: 90636

Q38 Training by supervisor helps job safety by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	39315 15.1	36174 11.5	859 10.5	3835 10.5	6979 13.0	87162 12.9	
2	106909 41.0	145204 46.1	3762 45.8	17185 47.3	25577 47.6	298635 44.3	
3	103211 39.5	115949 36.8	3090 37.6	13825 38.0	19433 36.2	255507 37.9	
4	8810 3.4	14249 4.5	387 4.7	1398 3.8	1522 2.8	26366 3.9	
5	2776 1.1	3224 1.0	115 1.4	125 .3	187 .3	6428 1.0	
Column Total	261021 38.7	314799 46.7	8213 1.2	36366 5.4	53698 8.0	674098 100.0	

Number of Missing Observations: 93432

Q39 Medical facilities are sufficient by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	37906 14.5	32157 10.2	748 9.1	4510 12.4	7607 14.1	82928 12.3	
2	86308 32.9	113983 36.1	3299 40.4	15094 41.5	23746 44.1	242429 35.8	
3	111420 42.5	115033 36.4	2959 36.2	13006 35.8	16255 30.2	258673 38.3	
4	17636 6.7	34887 11.1	948 11.6	2814 7.7	4525 8.4	60810 9.0	
5	9006 3.4	19596 6.2	221 2.7	923 2.5	1654 3.1	31399 4.6	
Column Total	262277 38.8	315657 46.7	8174 1.2	36346 5.4	53787 8.0	676239 100.0	

Number of Missing Observations: 91291

Q40 Leadership ignores safety during promoti by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1	14045 5.3	10022 3.2	238 2.9	584 1.6	640 1.2	25529 3.8	
2	25282 9.6	30985 9.8	656 8.0	2001 5.5	2469 4.6	61392 9.1	
3	134611 51.3	141833 44.9	3325 40.7	14433 39.8	18457 34.2	312658 46.2	

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	4	64981	100861	3103	14668	22481	206096
Disagree		24.7	32.0	38.0	40.5	41.7	30.5
Strongly disagree	5	23698	31876	852	4564	9877	70866
		9.0	10.1	10.4	12.6	18.3	10.5
Column Total		262617	315577	8174	36250	53925	676542
		38.8	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 90988

Q41 Safety officer is readily available by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q41		1	2	3	4	5	
Strongly agree	1	32194	33169	1157	3686	8271	78477
		12.3	10.5	14.2	10.1	15.4	11.6
Agree	2	70106	112734	3513	13900	23434	223686
		26.8	35.7	43.0	38.2	43.5	33.1
No opinion	3	139581	138881	2843	16307	19252	316863
		53.3	44.0	34.8	44.8	35.8	46.9
Disagree	4	14919	23022	562	2126	2371	43000
		5.7	7.3	6.9	5.8	4.4	6.4
Strongly disagree	5	4876	7969	92	352	481	13769
		1.9	2.5	1.1	1.0	.9	2.0
Column Total		261675	315774	8168	36370	53808	675796
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 91734

Q42 This unit has a stable workforce by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q42		1	2	3	4	5	
Strongly agree	1	26026	24815	603	2724	5364	59533
		10.0	8.0	7.5	7.6	10.1	8.9
Agree	2	77845	112636	3007	13813	23080	230381
		30.0	36.1	37.4	38.5	43.3	34.5
No opinion	3	128115	130147	3081	13592	16797	291731
		49.4	41.7	38.3	37.9	31.5	43.6
Disagree	4	20056	30349	1074	4610	6094	62182
		7.7	9.7	13.4	12.8	11.4	9.3
Strongly disagree	5	7119	14108	276	1142	2017	24662
		2.7	4.5	3.4	3.2	3.8	3.7
Column Total		259162	312055	8042	35881	53351	668490
		38.8	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 99040

Q43 Personnel afraid to report problems by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q43		1	2	3	4	5	
Strongly agree	1	13091	6485	135	353	436	20501
		5.0	2.1	1.6	1.0	.8	3.0
	2	19285	18612	496	1022	1305	40720

	7.4	5.9	6.1	2.8	2.4	6.0	
Agree	3	107628	103117	2419	10506	12097	235768
		41.1	32.7	29.5	29.0	22.3	34.9
No opinion	4	89993	143676	3675	18382	27343	283069
		34.4	45.6	44.8	50.7	50.5	41.9
Disagree	5	31747	43294	1472	6025	12968	95506
		12.1	13.7	18.0	16.6	23.9	14.1
Strongly disagree	Column Total	261743	315184	8199	36288	54149	675563
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 91967

Q44 Supervisors always investigate accidents by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q44		1	2	3	4	5	
Strongly agree	1	30414	32641	1067	3916	8396	76435
		11.6	10.4	13.2	10.8	15.7	11.3
Agree	2	89252	129412	3417	15988	25320	263388
		34.0	41.3	42.3	43.9	47.3	39.1
No opinion	3	129969	132242	3157	15442	17793	298602
		49.5	42.2	39.1	42.4	33.2	44.3
Disagree	4	9845	15281	316	713	1560	27715
		3.8	4.9	3.9	2.0	2.9	4.1
Strongly disagree	5	2921	3538	119	347	454	7379
		1.1	1.1	1.5	1.0	.8	1.1
Column Total		262401	313114	8077	36405	53522	673519
		39.0	46.5	1.2	5.4	7.9	100.0

Number of Missing Observations: 94011

Q45 Environmental cond. kept at good levels by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q45		1	2	3	4	5	
Strongly agree	1	37204	31882	711	3883	7010	80690
		14.2	10.1	8.7	10.6	12.9	11.9
Agree	2	106687	150347	4266	19271	30420	310991
		40.7	47.6	52.2	52.8	56.0	45.9
No opinion	3	101917	103884	2348	10769	13185	232103
		38.8	32.9	28.7	29.5	24.3	34.3
Disagree	4	13254	22503	652	2093	3001	41502
		5.0	7.1	8.0	5.7	5.5	6.1
Strongly disagree	5	3386	7468	192	484	729	12260
		1.3	2.4	2.4	1.3	1.3	1.8
Column Total		262447	316085	8169	36500	54345	677546
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 89984

Q46 Personnel dont use necessary PPE by XCPAY2 Recode 5 level paygrade

	Count Col Pct	Paygrade					Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
Q46		1	2	3	4	5	
Strongly agree	1	13091	6485	135	353	436	20501
		5.0	2.1	1.6	1.0	.8	3.0
	2	19285	18612	496	1022	1305	40720

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		1	2	3	4	5	Total
Q46	Strongly agree	11590 4.4	7247 2.3	171 2.1	414 1.1	483 .9	19905 2.9
	Agree	33142 12.6	40682 12.9	1160 14.1	3004 8.2	3047 5.6	81034 11.9
No opinion	No opinion	117026 44.4	121286 38.4	2937 35.7	13676 37.3	18180 33.4	273106 40.2
	Disagree	76521 29.0	116014 36.7	3213 39.0	15849 43.3	24214 44.5	235811 34.7
Strongly disagree	Strongly disagree	25228 9.6	30923 9.8	747 9.1	3686 10.1	8450 15.5	69035 10.2
	Column Total	263507 38.8	316152 46.6	8229 1.2	36630 5.4	54374 8.0	678892 100.0

Number of Missing Observations: 88638

Q47 Job stress is significant problem for me by XCPAY2 Recode 5 Level paygrade

		1	2	3	4	5	Total
Q47	Strongly agree	13443 5.1	7350 2.3	91 1.1	519 1.4	681 1.3	22085 3.3
	Agree	20822 7.9	26145 8.3	712 8.7	2565 7.0	3535 6.5	53778 7.9
No opinion	No opinion	121762 46.2	127563 40.4	3118 38.3	13907 38.0	16793 31.0	283143 41.7
	Disagree	70717 26.8	117234 37.1	3459 42.5	15602 42.6	24580 45.4	231592 34.1
Strongly disagree	Strongly disagree	36878 14.0	37564 11.9	769 9.4	4047 11.0	8573 15.8	87832 12.9
	Column Total	263623 38.9	315856 46.6	8149 1.2	36639 5.4	54162 8.0	678430 100.0

Number of Missing Observations: 89100

Q48 Leadership insists supervisor think safe by XCPAY2 Recode 5 Level paygrade

		1	2	3	4	5	Total
Q48	Strongly agree	47710 18.1	50292 15.9	1330 16.3	5795 15.8	10780 19.9	115907 17.1
	Agree	101683 38.6	152355 48.1	4105 50.2	19428 53.1	28643 52.8	306214 45.1
No opinion	No opinion	105388 40.0	101455 32.1	2331 28.5	10601 29.0	13525 24.9	233301 34.4
	Disagree	6689 2.4	9271 29.1	328 4.0	522 1.4	1070 1.6	17879 26.3

		1	2	3	4	5	Total
Disagree	Disagree	2.5	2.9	4.0	1.4	2.0	2.6
	Strongly disagree	1991 .8	3150 1.0	77 .9	216 .6	273 .5	5707 .8
Column Total	Column Total	263461 38.8	316523 46.6	8170 1.2	36562 5.4	54291 8.0	679007 100.0

Number of Missing Observations: 88523

Q49 Leadership sets goals-hold all accountable by XCPAY2 Recode 5 Level paygrade

		1	2	3	4	5	Total
Q49	Strongly agree	31926 12.1	30221 9.6	803 9.8	3187 8.7	6699 12.4	72837 10.7
	Agree	68517 26.0	103613 32.8	2880 35.1	11787 32.3	19855 36.7	206653 30.5
No opinion	No opinion	144060 54.7	150862 47.7	3395 41.4	18363 50.4	23378 43.2	340059 50.1
	Disagree	13239 5.0	24349 7.7	992 12.1	2681 7.4	3563 6.6	44825 6.6
Strongly disagree	Strongly disagree	5648 2.1	6913 2.2	135 1.6	425 1.2	628 1.2	13748 2.0
	Column Total	263390 38.8	315959 46.6	8205 1.2	36444 5.4	54123 8.0	678121 100.0

Number of Missing Observations: 89409

Q50 Personnel rarely dev. safety requirement by XCPAY2 Recode 5 Level paygrade

		1	2	3	4	5	Total
Q50	Strongly agree	14965 5.7	10272 3.3	122 1.5	571 1.6	936 1.7	26866 4.0
	Agree	32509 12.4	40908 13.0	1231 15.1	4790 13.2	4955 9.1	84393 12.5
No opinion	No opinion	136268 51.9	149007 47.3	3354 41.1	17023 46.8	21954 40.5	327605 48.4
	Disagree	63281 24.1	94648 30.0	2882 35.3	11547 31.7	20961 38.6	193318 28.6
Strongly disagree	Strongly disagree	15735 6.0	20417 6.5	579 7.1	2478 6.8	5450 10.0	44659 6.6
	Column Total	262758 38.8	315252 46.6	8166 1.2	36410 5.4	54255 8.0	676841 100.0

Number of Missing Observations: 90689

Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by WORKLOC Location

Other	Count Col Pct	WORKLOC Location						
		Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
25865 258439 Strongly agree	36.8 37.6	99035 35.1	25996 42.7	28889 41.0	46480 36.8	18479 43.1	846 37.6	12849 38.8
24732 297126 Agree	35.2 43.2	128164 45.4	24474 40.2	30287 43.0	54915 43.5	19268 45.0	570 25.3	14716 44.5
16782 107214 No opinion	23.9 15.6	45968 16.3	8594 14.1	8234 11.7	18763 14.9	4074 9.5	760 33.8	4039 12.2
2202 21420 Disagree	3.1 3.1	7503 2.7	1666 2.7	2635 3.7	5268 4.2	804 1.9	72 3.2	1270 3.8
710 3958 Strongly disagree	1.0 .6	1412 .5	189 .3	383 .5	816 .6	223 .5		225 .7
Column Total	10.2 100.0	282083 41.0	60918 8.9	70428 10.2	126242 18.3	42848 6.2	2248 .3	33099 4.8

Number of Missing Observations: 79374

Q2 Frequent contact between personnel and 1 by WORKLOC Location

Other	Count Col Pct	WORKLOC Location						
		Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
18810 176764 Strongly agree	26.9 25.7	70415 25.0	17943 29.6	19924 28.5	29950 23.7	11175 26.1	674 30.0	7873 24.0
24034 310110 Agree	34.3 45.2	135115 47.9	25815 42.5	30700 43.9	58516 46.4	20332 47.6	668 29.7	14929 45.4
16492 122706 No opinion	23.6 17.9	48250 17.1	11823 19.5	11608 16.6	21031 16.7	6477 15.1	739 32.9	6286 19.1
8771 59327 Disagree	12.5 8.6	22572 8.0	4177 6.9	5395 7.7	12247 9.7	3315 7.8	98 4.4	2752 8.4

Other	Count Col Pct	WORKLOC Location						
		Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
1884 17662 Strongly disagree	2.7 2.6	5 2.0	5525 1.6	961 3.4	2366 3.5	4378 3.4	1460 3.0	68 3.1
69991 686568 Total	10.2 100.0	281877 41.1	60718 8.8	69994 10.2	126121 18.4	42758 6.2	2248 .3	32859 4.8

Number of Missing Observations: 80962

Q3 Safety takes a back seat to production by WORKLOC Location

Other	Count Col Pct	WORKLOC Location						
		Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
5349 34368 Strongly agree	7.7 5.0	1 3.4	9657 6.7	4074 6.2	4320 6.1	7691 3.9	1659 1.8	41 4.8
7201 68008 Agree	10.4 9.9	2 10.3	28857 8.7	5290 7.6	5270 12.3	15523 8.1	3468 .1	3 7.3
18419 148486 No opinion	26.6 21.7	3 60272 21.4	12815 21.2	15947 22.9	26604 21.1	7336 17.1	899 40.0	6194 18.8
24822 276179 Disagree	35.8 40.3	4 117766 41.9	23244 38.4	25301 36.3	50230 39.9	18689 43.6	910 40.5	15217 46.2
13963 157674 Strongly disagree	19.6 23.0	5 64564 23.0	15124 25.0	18906 27.1	25865 20.5	11738 27.4	395 17.6	7519 22.9
Column Total	10.1 100.0	281116 41.1	60547 8.8	69744 10.2	125913 18.4	42890 6.3	2248 .3	32903 4.8

Number of Missing Observations: 82815

Q4 Personnel revise safety & health practic by WORKLOC Location

Other	Count Col Pct	WORKLOC Location						
		Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
10150 94658 Strongly agree	14.8 14.0	1 12.5	34637 17.6	10570 17.4	12074 12.2	15292 15.8	6679 18.5	415 14.8

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23029	263688	2	110417	23141	26315	50514	16356	641	13274	
Agree			39.7	38.5	38.0	40.4	38.6	28.5	40.7	
33.7	38.9									
26863	234127	3	98137	19302	23355	39968	14252	1069	11179	
No opinion			35.3	32.1	33.7	32.0	33.7	47.6	34.2	
39.3	34.5									
6537	68298	4	30207	6193	5863	13240	3857	122	2279	
Disagree			10.9	10.3	8.5	10.6	9.1	5.4	7.0	
9.6	10.1									
1837	17358	5	4773	939	1612	5916	1204		1078	
Strongly disagree			1.7	1.6	2.3	4.7	2.8		3.3	
2.7	2.6									
Column			278172	60145	69220	124930	42348	2248	32650	
68417	678130	Total	41.0	8.9	10.2	18.4	6.2	.3	4.8	
10.1	100.0									

Number of Missing Observations: 89400

Q5 Supervisor maintain high safety standard by WORKLOC Location

16740	170282	1	63680	20147	22333	25269	13275	565	8273	
Strongly agree			22.7	33.2	32.0	20.0	31.0	25.1	25.1	
24.0	24.9									
27094	313490	2	135388	24401	28486	62707	19902	650	14861	
Agree			48.2	40.3	40.9	49.7	46.5	28.9	45.0	
38.8	45.8									
20570	163337	3	67987	12980	15264	29712	7760	971	8093	
No opinion			24.2	21.4	21.9	23.6	18.1	43.2	24.5	
29.5	23.8									
4029	24917	4	9123	1855	2507	5064	1208	53	1079	
Disagree			3.2	3.1	3.6	4.0	2.8	2.4	3.3	
5.8	3.6									
1399	13020	5	4612	1214	1109	3296	676	10	705	
Strongly disagree			1.6	2.0	1.6	2.6	1.6	.4	2.1	
2.0	1.9									
Column			280790	60596	69699	126049	42822	2248	33011	
69832	685046	Total	41.0	8.8	10.2	18.4	6.3	.3	4.8	
10.2	100.0									

Number of Missing Observations: 82484

Q6 Inspections made at regular intervals by WORKLOC Location

10798	103574	1	38494	10445	13256	16371	7696	511	6003	
Strongly agree			13.7	17.3	19.0	13.0	18.0	22.7	18.3	
15.6	15.1									
16628	241562	2	103930	22954	26637	43200	16803	440	10970	
Agree			36.9	38.0	38.3	34.3	39.3	19.6	33.4	
24.0	35.3									

33374	267851	3	110938	21840	23550	50681	13568	1145	12755	
No opinion			39.4	36.2	33.8	40.3	31.8	50.9	38.8	
48.1	39.1									
6323	54436	4	22605	4054	4495	10905	3642	152	2259	
Disagree			8.0	6.7	6.5	8.7	8.5	6.8	6.9	
9.1	8.0									
2300	16977	5	5349	1088	1649	4752	995		844	
Strongly disagree			1.9	1.8	2.4	3.8	2.3		2.6	
3.3	2.5									
Column			281316	60382	69588	125909	42705	2248	32831	
69422	684400	Total	41.1	8.8	10.2	18.4	6.2	.3	4.8	
10.1	100.0									

Number of Missing Observations: 83130

Q7 Leadership safety views seldom communicate by WORKLOC Location

12136	114248	2	50561	8340	10764	21752	6348	175	4172	
Agree			18.0	13.8	15.4	17.3	14.9	7.9	12.7	
17.4	16.7									
27906	187950	3	71103	17998	20060	33596	8007	1115	8166	
No opinion			25.3	29.8	28.7	26.7	18.8	50.6	24.9	
40.0	27.5									
17180	233379	4	101394	18239	21856	45140	16814	646	12110	
Disagree			36.1	30.2	31.3	35.8	39.4	29.3	37.0	
24.6	34.1									
6468	94810	5	40066	8488	9805	16372	8753	237	4621	
Strongly disagree			14.3	14.0	14.0	13.0	20.5	10.8	14.1	
9.3	13.9									
Column			280867	60475	69819	125973	42697	2204	32750	
69722	684507	Total	41.0	8.8	10.2	18.4	6.2	.3	4.8	
10.2	100.0									

Number of Missing Observations: 83023

Q8 Safety meetings held less often than necessary by WORKLOC Location

5729	41080	1	16440	4511	3869	7074	1744	82	1632	
Strongly agree			5.9	7.4	5.5	5.6	4.1	3.6	5.0	
8.2	6.0									
14795	132008	2	54978	10227	13744	26376	5568	215	6104	
Agree			19.7	16.9	19.7	21.0	13.0	9.6	18.9	
21.3	19.3									
29174	269948	3	113883	20764	25980	50561	14586	1147	13852	
No opinion			40.7	34.2	37.3	40.2	34.1	51.0	42.8	
42.0	39.6									

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	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
15887	194762	22.9	28.1	34.6	29.4	26.9	35.7	33.2	27.9	
3899	44585	5.6	6.8	8.1	6.2	13.0	2.6	5.4		
69484	682382	10.2	41.0	8.9	10.2	18.4	6.3	.3	4.7	

Number of Missing Observations: 85148

Q9 Good teamwork exists within unit by WORKLOC Location

	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
15388	158137	22.1	21.4	27.6	22.8	25.2	26.0	29.9	23.1	
28536	329872	41.0	51.6	46.1	46.6	47.9	49.9	34.6	49.2	
18486	128828	26.6	18.3	19.2	19.7	17.3	15.7	32.3	15.6	
4641	43746	6.7	6.6	4.9	7.2	6.0	6.3	2.8	8.0	
2495	18803	3.6	2.1	2.1	3.7	3.6	2.1	.4	3.9	
69545	679387	10.2	41.0	8.9	10.2	18.3	6.2	.3	4.8	

Number of Missing Observations: 88143

Q10 Leadership shows that it cares about saf by WORKLOC Location

	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
14235	164256	20.7	23.5	30.0	26.4	23.1	27.1	23.8	21.6	
26747	323359	38.8	50.5	44.0	44.7	48.7	47.0	34.5	52.1	
22545	145266	32.7	20.1	21.5	22.1	18.8	18.6	37.7	19.0	
3269	30307	4.7	4.5	2.9	3.9	5.3	4.5	3.6	4.1	

	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
2091	16170	3.0	1.4	1.5	3.0	4.1	2.8	.4	3.2	
68886	679358	10.1	40.9	8.9	10.3	18.4	6.3	.3	4.8	

Number of Missing Observations: 88172

Q11 My actions can protect other personnel by WORKLOC Location

	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
20612	229940	29.7	32.0	39.2	34.8	35.3	39.3	42.8	30.8	
31003	352861	44.7	54.9	46.8	49.6	51.3	51.2	28.6	57.4	
16636	89599	24.0	12.3	12.6	12.4	11.6	8.8	28.1	10.4	
691	6008	1.0	.6	1.0	1.5	1.1	.6	.5	1.0	
405	3711	.6	.3	.4	1.7	.7	.2		.5	
69346	682118	10.2	41.0	8.9	10.2	18.4	6.3	.3	4.8	

Number of Missing Observations: 85412

Q12 My supervisors behavior is unsafe by WORKLOC Location

	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
3390	22169	4.9	2.8	4.1	3.0	3.7	1.8	.9	2.8	
3559	43021	5.1	5.4	6.2	6.3	9.7	4.5	.6	6.8	
24611	154583	35.6	21.0	19.6	22.8	23.1	17.9	37.4	18.7	
24792	289167	35.8	44.2	41.1	42.6	42.6	40.7	50.3	45.0	
12845	172535	18.6	26.6	29.0	25.4	20.9	35.2	10.7	26.7	

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69198	681476	279383	60603	69966	125079	42491	2248	32509
10.2	100.0	41.0	8.9	10.3	18.4	6.2	.3	4.8

Number of Missing Observations: 86054

Q13 Des. personnel trained in emergency prac by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flight ne	Ship	Clinic/H ospital	
Row	8	1	2	3	4	5	6	7	
8	Total								
Q13									
10389	104558	1	38064	11386	11071	19252	7885	502	6008
15.0	15.4	13.7	18.8	15.8	15.5	18.6	22.7	18.6	
20662	268545	2	110196	24545	28065	51600	17916	440	15121
29.8	39.5	39.6	40.5	40.2	41.5	42.2	19.9	46.8	
31773	238615	3	102417	20054	24404	36557	13459	1081	8870
45.8	35.1	36.8	33.1	34.9	29.4	31.7	48.9	27.5	
4888	52963	4	22533	3780	4545	12911	2415	178	1713
7.0	7.8	8.1	6.2	6.5	10.4	5.7	8.0	5.3	
1736	15141	5	5288	848	1786	4140	755	10	578
2.5	2.2	1.9	1.4	2.6	3.3	1.8	.4	1.8	
69449	679823	Column	278498	60612	69873	124461	42430	2210	32290
10.2	100.0	Total	41.0	8.9	10.3	18.3	6.2	.3	4.7

Number of Missing Observations: 87707

Q14 Leadership published a written safety po by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flight ne	Ship	Clinic/H ospital	
Row	8	1	2	3	4	5	6	7	
8	Total								
Q14									
7794	113814	1	46974	11858	13224	18341	10207	451	4964
11.6	16.9	16.9	20.0	19.1	14.7	24.1	20.4	15.4	
19785	260182	2	114794	21660	26506	45066	19433	461	12477
29.4	38.6	41.4	36.6	38.2	36.2	45.9	20.8	38.7	
32156	236647	3	89868	20559	24537	45771	10672	1168	11916
47.8	35.1	32.4	34.7	35.4	36.8	25.2	52.8	36.9	
5056	46771	4	19201	4054	3599	10805	1679	123	2256
7.5	6.9	6.9	6.8	5.2	8.7	4.0	5.6	7.0	
2493	16984	5	6391	1125	1459	4453	393	10	660
3.7	2.5	2.3	1.9	2.1	3.6	.9	.4	2.0	
67283	674398	Column	277228	59256	69324	124436	42384	2213	32273
10.0	100.0	Total	41.1	8.8	10.3	18.5	6.3	.3	4.8

Number of Missing Observations: 93132

Q15 Near miss accidents are investigated by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flight ne	Ship	Clinic/H ospital	
Row	8	1	2	3	4	5	6	7	
8	Total								
Q15									
7932	93040	1	36727	10759	10148	15315	8031	221	3908
11.5	13.7	13.2	17.9	14.6	12.3	18.9	9.9	12.0	
19058	231440	2	95639	18469	25262	42043	18865	788	11315
27.5	34.1	34.5	30.7	36.3	33.8	44.3	35.2	34.7	
35680	291497	3	124217	25824	26925	50088	11862	1006	15895
51.5	43.0	44.8	43.0	38.7	40.2	27.9	45.0	48.7	
5051	49976	4	17811	4012	5859	12858	2890	214	1282
7.3	7.4	6.4	6.7	8.4	10.3	6.8	9.6	3.9	
1524	12311	5	3172	1010	1337	4148	903	10	207
2.2	1.8	1.1	1.7	1.9	3.3	2.1	.4	.6	
69244	678265	Column	277566	60074	69531	124452	42551	2239	32607
10.2	100.0	Total	40.9	8.9	10.3	18.3	6.3	.3	4.8

Number of Missing Observations: 89265

Q16 Personnel morale is poor by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flight ne	Ship	Clinic/H ospital	
Row	8	1	2	3	4	5	6	7	
8	Total								
Q16									
8994	56628	1	17524	5133	6795	11807	3660	75	2639
13.2	8.4	6.4	8.6	9.9	9.5	8.6	3.4	8.1	
10313	104138	2	43604	8865	9656	20454	6540	152	4554
15.1	15.5	15.9	14.8	14.0	16.5	15.5	6.9	14.0	
23754	184323	3	71087	17164	21823	29834	10853	882	8926
34.8	27.4	25.9	28.7	31.7	24.0	25.6	39.7	27.4	
18093	239775	4	104569	21226	22435	44551	15771	897	12232
26.5	35.6	38.1	35.5	32.6	35.9	37.3	40.4	37.5	
7177	88159	5	37915	7444	8214	17454	5496	216	4242
10.5	13.1	13.8	12.4	11.9	14.1	13.0	9.7	13.0	
68331	673023	Column	274699	59833	68923	124100	42321	2222	32594
10.2	100.0	Total	40.8	8.9	10.2	18.4	6.3	.3	4.8

Number of Missing Observations: 94507

Q17 Leadership does only what the law requir by WORKLOC Location

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Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q17																			
5473 33335 Strongly agree	7.9 4.9	10616 3.8	4124 6.9	3584 5.2	6487 5.2	1504 3.6	119 5.4	1427 4.4											
8616 100486 Agree	12.5 14.9	41909 15.2	9726 16.3	9812 14.3	20976 16.8	5670 13.4	243 11.1	3535 10.8											
34282 247495 No opinion	49.6 36.6	99510 36.0	19419 32.5	25295 36.9	42958 34.3	11686 27.6	1165 53.0	13179 40.3											
16694 226044 Disagree	24.2 33.4	95572 34.6	19076 31.9	22895 33.4	44033 35.2	16676 39.4	630 28.7	10468 32.0											
4000 68942 Strongly disagree	5.8 10.2	28835 10.4	7415 12.4	7021 10.2	10744 8.6	6799 16.1	40 1.8	4089 12.5											
Column 69064	676303	276442	59760	68606	125198	42336	2198	32699											
Total	100.0	40.9	8.8	10.1	18.5	6.3	.3	4.8											

Number of Missing Observations: 91227

Q18 Understand safety & health regulations by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q18																			
14419 166946 Strongly agree	21.1 24.6	61295 22.1	18411 30.7	19679 28.4	29538 23.6	14839 34.9	556 24.8	8210 25.0											
30177 371063 Agree	44.2 54.7	160955 57.9	31277 52.1	36102 52.0	70901 56.7	23222 54.6	822 36.7	17608 53.7											
21391 124318 No opinion	31.3 18.3	48451 17.4	9551 15.9	12498 18.0	21555 17.2	4215 9.9	861 38.4	5796 17.7											
1790 11373 Disagree	2.6 1.7	5493 2.0	593 1.0	538 .8	2114 1.7	206 .5		639 1.9											
540 4475 Strongly disagree	.8 .7	1594 .6	208 .3	547 .8	1015 .8	45 .1		526 1.6											
Column 68315	678174	277787	60039	69364	125123	42528	2239	32779											
Total	100.0	41.0	8.9	10.2	18.5	6.3	.3	4.8											

Number of Missing Observations: 89356

Q19 Supervisors enforce safe job procedures by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q21																			
9222 114919		45358 14.3	14353 14.3	14308 14.3	16515 16.5	9708 9.7	452 4.5	5003 5.0											

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q19																			
12930 145703 Strongly agree	18.7 21.5	55982 20.2	16433 27.4	17792 25.6	23762 18.9	11907 28.1	563 25.2	6335 19.4											
28672 341907 Agree	41.4 50.4	144572 52.1	27533 45.8	34233 49.3	67916 54.1	21530 50.8	715 31.9	16737 51.2											
25004 167409 No opinion	36.1 24.7	69776 25.2	13699 22.8	14860 21.4	27440 21.9	7842 18.5	952 42.5	7837 24.0											
2033 17797 Disagree	2.9 2.6	5627 2.0	1744 2.9	2097 3.0	4574 3.6	589 1.4		1133 3.5											
580 5962 Strongly disagree	.8 .9	1288 .5	662 1.1	427 .6	1773 1.4	550 1.3	10 .4	673 2.1											
Column 69219	678778	277245	60071	69409	125464	42418	2239	32713											
Total	100.0	40.8	8.8	10.2	18.5	6.2	.3	4.8											

Number of Missing Observations: 88752

Q20 Precautions used for hazardous mat. by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q20																			
13882 145280 Strongly agree	20.1 21.4	53833 19.4	16956 28.1	17663 25.5	22619 18.3	12198 28.8	563 25.2	7566 23.2											
24127 305106 Agree	35.0 45.0	126787 45.6	26037 43.2	31490 45.4	59378 47.9	20686 48.8	808 36.1	15793 48.4											
29290 210734 No opinion	42.4 31.1	92847 33.4	15799 26.2	17978 25.9	37554 30.3	8228 19.4	868 38.8	8171 25.0											
1464 11774 Disagree	2.1 1.7	3463 1.2	936 1.6	1583 2.3	2979 2.4	897 2.1		453 1.4											
269 4704 Strongly disagree	.4 .7	878 .3	521 .9	610 .9	1401 1.1	378 .9		647 2.0											
Column 69032	677598	277807	60249	69323	123932	42386	2239	32630											
Total	100.0	41.0	8.9	10.2	18.3	6.3	.3	4.8											

Number of Missing Observations: 89932

Q21 Adequate personnel to manage safety prog by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital	8 Total										
									1	2	3	4	5	6	7				
8 Total Q21																			
9222 114919		45358 14.3	14353 14.3	14308 14.3	16515 16.5	9708 9.7	452 4.5	5003 5.0											

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Strongly agree	16.4	24.4	20.8	13.2	22.9	20.2	15.3
13.5 17.0							
22658 283075	122575	22829	27730	52576	20227	585	13896
33.1 41.9	44.3	38.8	40.3	42.1	47.7	26.2	42.5
32064 232422	94678	17929	22196	43890	9096	1085	11482
46.8 34.4	34.2	30.5	32.3	35.2	21.5	48.5	35.1
3889 34525	11376	2617	3526	8719	2284	66	2069
5.6 5.1	4.1	4.5	5.1	7.0	5.4	2.9	6.3
732 10053	2799	1074	1017	3113	1048	50	221
1.1 1.5	1.0	1.8	1.5	2.5	2.5	2.2	.7
Column Total	276784	58802	68777	124812	42363	2239	32672
68544 674994	41.0	8.7	10.2	18.5	6.3	.3	4.8
10.2 100.0							

Number of Missing Observations: 92536

Q22 Award program does not promote safety by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
8 Total		1	2	3	4	5	6	7
4633 41567	15956	5697	5449	6067	1959		1805	
6.8 6.1	5.8	9.5	7.9	4.8	4.6		5.5	
9281 112378	46994	8963	11114	24314	6794	297	4621	
13.5 16.6	17.0	15.0	16.0	19.4	16.0	13.2	14.1	
39023 326449	133142	28088	31381	59595	17951	1176	16093	
57.0 48.2	48.0	46.9	45.3	47.6	42.2	52.3	49.0	
12075 158080	66691	13710	17080	27683	12376	706	7759	
17.6 23.3	24.1	22.9	24.7	22.1	29.1	31.4	23.6	
3489 39123	14334	3468	4246	7551	3409	69	2557	
5.1 5.8	5.2	5.8	6.1	6.0	8.0	3.1	7.8	
Column Total	277117	59927	69270	125210	42489	2248	32835	
68502 677598	40.9	8.8	10.2	18.5	6.3	.3	4.8	
10.1 100.0								

Number of Missing Observations: 89932

Q23 Performance standards higher than safety by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
8 Total		1	2	3	4	5	6	7
4039 34111	12976	3812	4587	6046	1441	82	1128	
5.9 5.0	4.7	6.4	6.6	4.8	3.4	3.6	3.5	
12397 121623	50729	10044	9450	25544	6173	335	6952	

Agree	18.3	16.7	13.6	20.4	14.6	14.9	21.3
18.0 17.9							
38426 339931	138829	29009	34845	62336	19456	1284	15745
55.8 50.1	50.0	48.4	50.2	49.8	45.9	57.1	48.2
11791 150012	62507	13311	16909	25580	12238	477	7198
17.1 22.1	22.5	22.2	24.3	20.4	28.9	21.2	22.1
2226 32536	12379	3804	3657	5686	3096	70	1618
3.2 4.8	4.5	6.3	5.3	4.5	7.3	3.1	5.0
68878 678211	277420	59981	69448	125192	42403	2248	32642
10.2 100.0	40.9	8.8	10.2	18.5	6.3	.3	4.8

Number of Missing Observations: 89319

Q24 Super. understand job safety problems by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
8 Total		1	2	3	4	5	6	7
8109 102520	38325	12253	13140	16610	9691	225	4168	
11.8 15.1	13.8	20.5	19.0	13.3	22.8	10.0	12.7	
26545 316234	126702	27895	34501	60619	22820	831	16322	
38.5 46.6	45.6	46.6	49.8	48.5	53.6	37.0	49.9	
30751 232367	103503	18026	18254	40806	8770	1117	11139	
44.6 34.3	37.3	30.1	26.4	32.7	20.6	49.7	34.0	
2743 19556	6986	1340	2523	4263	970	66	666	
4.0 2.9	2.5	2.2	3.6	3.4	2.3	2.9	2.0	
789 7529	2154	395	797	2649	291	10	444	
1.1 1.1	.8	.7	1.2	2.1	.7	.4	1.4	
Column Total	277669	59909	69214	124948	42543	2248	32739	
68937 678206	40.9	8.8	10.2	18.4	6.3	.3	4.8	
10.2 100.0								

Number of Missing Observations: 89324

Q25 Personnel follow lock./tagout procedures by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
8 Total		1	2	3	4	5	6	7
6222 71206	27015	10164	10270	8339	7014	332	1850	
9.1 10.6	9.8	17.0	14.9	6.7	16.6	14.8	5.7	
16557 180873	67545	20014	23334	30824	14521	634	7442	
24.3 26.8	24.5	33.4	33.7	24.7	34.4	28.2	22.9	
41090 377709	164523	26734	29508	75247	18434	1145	21090	

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No opinion	59.7	44.6	42.7	60.2	43.7	50.9	64.8
60.2 56.0							
3153 32152	4	11846	2478	4352	7134	1597	128 1464
Disagree	4.3	4.1	6.3	5.7	3.8	5.7	4.5
4.6 4.8							
1241 12794	5	4707	490	1678	3384	595	10 689
Strongly disagree	1.7	.8	2.4	2.7	1.4	.4	2.1
1.8 1.9							
68204 674733	Column Total	275635	59880	69142	124928	42161	2248 32534
10.1 100.0	40.9	8.9	10.2	18.5	6.2	.3	4.8

Number of Missing Observations: 92797

Q26 Safety training is part of orientation by WORKLOC Location

Other	Row	Count						
		Col Pct	Office	Shop	Mainten	Outdoors	Flight	li Ship
		ospital						
8 Total		1	2	3	4	5	6	7
Q26								
9051 111903	1	39097	15141	15279	15158	12053	560	5563
Strongly agree		14.2	25.4	22.3	12.2	28.4	24.9	16.9
13.2 16.6								
18602 250535	2	102109	23070	28646	46335	18266	489	13018
Agree		37.0	38.8	41.8	37.2	43.1	21.8	39.6
27.1 37.1								
31699 241943	3	104457	18619	19176	46279	9770	884	11059
No opinion		37.8	31.3	28.0	37.2	23.1	39.3	33.6
46.2 35.9								
7036 54780	4	24527	2092	4234	11976	2039	305	2572
Disagree		8.9	3.5	6.2	9.6	4.8	13.6	7.8
10.3 8.1								
2184 15569	5	5846	582	1235	4817	240	10	656
Strongly disagree		2.1	1.0	1.8	3.9	.6	.4	2.0
3.2 2.3								
68571 674730	Column Total	276037	59504	68570	124565	42368	2248	32867
10.2 100.0	40.9	8.8	10.2	18.5	6.3	.3	4.9	

Number of Missing Observations: 92800

Q27 Leadership is sincere about personnel sa by WORKLOC Location

Other	Row	Count						
		Col Pct	Office	Shop	Mainten	Outdoors	Flight	li Ship
		ospital						
8 Total		1	2	3	4	5	6	7
Q27								
11978 142872	1	56850	17341	15938	21840	12055	580	6291
Strongly agree		20.6	29.0	23.1	17.5	28.4	25.8	19.3
17.4 21.1								
25553 313844	2	134561	25055	32480	58615	20365	616	16599
Agree		48.7	41.9	47.0	46.9	48.0	27.4	50.8
37.1 46.4								
26114 185981	3	74729	15660	17198	35178	8110	1028	7964
No opinion		27.1	26.2	24.9	28.2	19.1	45.7	24.4
37.9 27.5								
4522 24134	4	7676	1174	2571	5606	1381	15	1189

Disagree	2.8	2.0	3.7	4.5	3.3	.7	3.6
6.6 3.6							
690 9388	5	2428	606	878	3659	508	10 609
Strongly disagree	.9	1.0	1.3	2.9	1.2	.4	1.9
1.0 1.4							
68858 676220	Column Total	276244	59837	69065	124898	42419	2248 32652
10.2 100.0	40.9	8.8	10.2	18.5	6.3	.3	4.8

Number of Missing Observations: 91310

Q28 Supervisors seldom act on worker sugg. by WORKLOC Location

Other	Row	Count						
		Col Pct	Office	Shop	Mainten	Outdoors	Flight	li Ship
		ospital						
8 Total		1	2	3	4	5	6	7
Q28								
3426 25005	1	9304	3637	3423	3305	1122	10	778
Strongly agree		3.4	6.1	5.0	2.7	2.7	.4	2.4
5.0 3.7								
5965 54524	2	20242	3687	5434	13523	2691	3	2978
Agree		7.4	6.2	8.0	11.0	6.4	.1	9.1
8.8 8.1								
35569 276419	3	113046	23512	25940	50900	12849	1609	12993
No opinion		41.1	39.3	38.2	41.6	30.5	71.6	39.7
52.4 41.3								
17257 233955	4	98380	20705	24980	42444	18196	437	11557
Disagree		35.8	34.6	36.8	34.7	43.2	19.4	35.3
25.4 34.9								
5696 80146	5	33974	8227	8148	12284	7221	189	4406
Strongly disagree		12.4	13.8	12.0	10.0	17.2	8.4	13.5
8.4 12.0								
67914 670049	Column Total	274947	59768	67924	122456	42079	2248 32713	
10.1 100.0	41.0	8.9	10.1	18.3	6.3	.3	4.9	

Number of Missing Observations: 97481

Q29 Emergency procedures rarely tested by WORKLOC Location

Other	Row	Count						
		Col Pct	Office	Shop	Mainten	Outdoors	Flight	li Ship
		ospital						
8 Total		1	2	3	4	5	6	7
Q29								
4402 32259	1	13291	3408	3085	6110	917	70	975
Strongly agree		4.8	5.7	4.5	4.9	2.2	3.1	3.0
6.4 4.8								
10809 99186	2	39004	7593	9306	24266	4730	220	3258
Agree		14.2	12.7	13.4	19.5	11.2	9.8	10.0
15.8 14.7								
37023 299706	3	120298	26703	30311	56097	14861	1084	13329
No opinion		43.7	44.8	43.8	45.1	35.2	48.2	41.0
54.1 44.5								
12799 192222	4	79675	17049	20868	32765	16988	746	11333
Disagree		29.0	28.6	30.2	26.3	40.3	33.2	34.8
18.7 28.5								
3375 50397	5	22878	4831	5616	5242	4700	128	3628

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Strongly disagree	8.3	8.1	8.1	4.2	11.1	5.7	11.2	4.9	7.5
Column Total	275147	59584	69187	124479	42195	2248	32524	68407	673771
Total	40.8	8.8	10.3	18.5	6.3	.3	4.8	10.2	100.0

Number of Missing Observations: 93759

Q80 Safety officer improves safety by WORKLOC Location

Other	Count Col Pct	Location							
		Office	Shop	Maintena nce /Field	Outdoors /Field	Flight	li Ship	Clinic/H ospital	
Row		1	2	3	4	5	6	7	
8 Total									
Q80									
1	32049 70810 6166 70810 9.1 10.5	32049	7291	8074	8662	5232	403	2935	
Strongly agree		11.6	12.2	11.7	7.0	12.3	18.0	9.1	
2	95589 230542 17608 230542 26.0 34.2	95589	20892	24273	40548	19349	484	11800	
Agree		34.7	34.8	35.1	32.6	45.6	21.6	36.4	
3	133251 329577 39228 329577 58.0 48.9	133251	28940	32426	63019	15237	1303	16173	
No opinion		48.3	48.3	46.9	50.7	35.9	58.3	49.9	
4	12226 34234 3935 34234 5.8 5.1	12226	2341	3688	8956	2016		1071	
Disagree		4.4	3.9	5.3	7.2	4.7		3.3	
5	2590 8788 745 8788 1.1 1.3	2590	510	628	3193	624	47	450	
Strongly disagree		.9	.9	.9	2.6	1.5	2.1	1.4	
Column Total	275706	59975	69089	124378	42457	2236	32429	67682	673952
Total	40.9	8.9	10.3	18.5	6.3	.3	4.8	10.0	100.0

Number of Missing Observations: 93578

Q81 Leadership sets fine safety example by WORKLOC Location

Other	Count Col Pct	Location							
		Office	Shop	Maintena nce /Field	Outdoors /Field	Flight	li Ship	Clinic/H ospital	
Row		1	2	3	4	5	6	7	
8 Total									
Q81									
1	42349 101697 9266 101697 13.7 15.1	42349	12544	12283	13037	6921	451	4844	
Strongly agree		15.4	20.9	17.7	10.5	16.3	20.1	14.9	
2	125034 298289 23274 298289 34.5 44.3	125034	23296	30686	60021	20580	612	14786	
Agree		45.4	38.9	44.3	48.4	48.5	27.2	45.4	
3	94698 231881 30127 231881 44.7 34.4	94698	21053	21825	41008	11348	1122	10700	
No opinion		34.4	35.1	31.5	33.1	26.7	49.9	32.9	
4	11216 30438 3614 30438 5.4 4.5	11216	2358	3479	5669	2668	12	1423	
Disagree		4.1	3.9	5.0	4.6	6.3	.5	4.4	
5	2232 11084 1151 11084 1.7 1.6	2232	695	1046	4213	909	50	787	
Strongly disagree		.8	1.2	1.5	3.4	2.1	2.2	2.4	
Column Total	275529	59946	69320	123949	42427	2248	32539	67432	673389

Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	10.0	100.0
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Number of Missing Observations: 94141

Q82 Supervisors fits safety into performance by WORKLOC Location

Other	Count Col Pct	Location							
		Office	Shop	Maintena nce /Field	Outdoors /Field	Flight	li Ship	Clinic/H ospital	
Row		1	2	3	4	5	6	7	
8 Total									
Q82									
1	39470 101546 8137 101546 12.1 15.1	39470	12116	13178	15208	8541	421	4476	
Strongly agree		14.4	20.3	19.0	12.3	20.2	18.7	13.8	
2	116830 291922 23915 291922 35.5 43.5	116830	25364	32111	56830	20892	610	15370	
Agree		42.5	42.4	46.4	46.0	49.4	27.1	47.5	
3	107634 245538 31180 245538 46.3 36.6	107634	19954	21321	42801	10880	1063	10706	
No opinion		39.1	33.4	30.8	34.6	25.7	47.3	33.1	
4	8871 24931 3286 24931 4.9 3.7	8871	1896	2126	5857	1411	144	1341	
Disagree		3.2	3.2	3.1	4.7	3.3	6.4	4.1	
5	2157 7829 824 7829 1.2 1.2	2157	438	465	2874	594	10	466	
Strongly disagree		.8	.7	.7	2.3	1.4	.4	1.4	
Column Total	274962	59768	69202	123570	42318	2248	32358	67341	671767
Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	10.0	100.0

Number of Missing Observations: 95763

Q83 Preventive maintenance operates poorly by WORKLOC Location

Other	Count Col Pct	Location							
		Office	Shop	Maintena nce /Field	Outdoors /Field	Flight	li Ship	Clinic/H ospital	
Row		1	2	3	4	5	6	7	
8 Total									
Q83									
1	9719 26597 3426 26597 5.1 4.0	9719	3292	3224	4647	1357	10	922	
Strongly agree		3.5	5.5	4.7	3.8	3.2	.4	2.8	
2	31379 81707 9725 81707 14.4 12.2	31379	5451	9101	17612	4243	101	4096	
Agree		11.4	9.1	13.2	14.2	10.0	4.5	12.6	
3	128259 291610 34775 291610 51.4 43.4	128259	23183	25273	49629	14269	1306	14917	
No opinion		46.7	38.8	36.6	40.1	33.7	58.1	46.1	
4	83016 211712 15605 211712 23.0 31.5	83016	21231	23853	40859	16859	728	9561	
Disagree		30.2	35.5	34.6	33.0	39.8	32.4	29.5	
5	22097 60160 4185 60160 6.2 9.0	22097	6644	7529	11051	5661	103	2890	
Strongly disagree		8.1	11.1	10.9	8.9	13.4	4.6	8.9	
Column Total	274469	59801	68979	123797	42389	2248	32386	67716	671785
Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	10.1	100.0

Number of Missing Observations: 95745

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Q34 Leadership participates in safety activities by WORKLOC Location

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q34								
1	32338 76215	8272	9396	9878	6370	374	3190	
Strongly agree	9.4 11.4	11.8	13.9	13.6	8.0	15.1	16.7	9.9
2	95244 220185	19311	22964	37213	16994	435	11596	
Agree	24.2 32.9	34.8	32.3	33.2	30.2	40.3	19.3	35.9
3	126240 318685	27522	32152	62855	15904	1170	14836	
No opinion	56.1 47.5	46.1	46.1	46.4	51.0	37.7	52.1	45.9
4	16310 43223	3270	3892	9748	1978	259	2018	
Disagree	8.5 6.4	6.0	5.5	5.6	7.9	4.7	11.5	6.2
5	3419 11928	1331	847	3519	931	10	664	
Strongly disagree	1.8 1.8	1.2	2.2	1.2	2.9	2.2	.4	2.1
Column Total	273551 670236	59706	69251	123213	42178	2248	32303	
Total	67787 100.0	40.8	8.9	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 97294

Q35 Safety officer has high status by WORKLOC Location

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q35								
1	30775 68419	8209	7873	6992	5588	337	2813	
Strongly agree	8.7 10.2	11.3	13.8	11.4	5.7	13.2	15.0	8.8
2	74433 181008	14547	19888	33842	14258	375	9893	
Agree	20.4 27.1	27.3	24.5	28.8	27.5	33.7	16.7	31.0
3	143253 349983	32350	35661	62967	18874	1326	15619	
No opinion	59.3 52.4	52.5	54.5	51.6	51.2	44.6	59.0	48.9
4	19300 50828	2945	4055	13477	2510	102	2826	
Disagree	8.3 7.6	7.1	5.0	5.9	11.0	5.9	4.6	8.9
5	5020 17840	1315	1657	5598	1131	108	768	
Strongly disagree	3.3 2.7	1.8	2.2	2.4	4.6	2.7	4.8	2.4
Column Total	272781 668077	59367	69134	122877	42362	2248	31920	
Total	67390 100.0	40.8	8.9	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 99453

Q36 Hazards not fixed quickly are ignored by WORKLOC Location

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q36								
1	8055 21111	3425	1700	3676	642	10	886	
Strongly agree	4.0 3.1	2.9	5.7	2.5	3.0	1.5	.4	2.7
2	26202 70966	5093	6639	19302	3238	75	2519	
Agree	11.6 10.6	9.5	8.5	9.6	15.6	7.6	3.4	7.8
3	118156 280806	24288	25498	51790	13889	1045	12901	
No opinion	49.0 41.8	43.0	40.6	36.8	41.9	32.7	47.4	39.8
4	98092 236670	19801	26986	39626	18939	1015	12856	
Disagree	28.5 35.2	35.7	33.1	38.9	32.1	44.6	46.0	39.7
5	24530 63025	7263	8480	9085	5728	60	3222	
Strongly disagree	6.9 9.4	8.9	12.1	12.2	7.4	13.5	2.7	9.9
Column Total	275034 672579	59870	69303	123479	42436	2205	32383	
Total	67870 100.0	40.9	8.9	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 94951

Q37 Personnel take part in accident investigation by WORKLOC Location

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q37								
1	25268 61183	6907	6589	9242	4547	68	2661	
Strongly agree	8.6 9.1	9.2	11.5	9.5	7.4	10.7	3.0	8.2
2	108452 259610	21145	27174	49605	18784	1076	13169	
Agree	29.6 38.6	39.5	35.3	39.3	39.9	44.3	47.9	40.8
3	130706 318800	28931	31265	57114	16646	1046	14459	
No opinion	56.6 47.4	47.6	48.3	45.3	45.9	39.2	46.5	44.8
4	8641 26586	2476	3296	6152	1728	49	1582	
Disagree	3.9 3.9	3.1	4.1	4.8	4.9	4.1	2.2	4.9
5	1612 7042	416	740	2304	721	10	393	
Strongly disagree	1.2 1.0	.6	.7	1.1	1.9	1.7	.4	1.2
Column Total	274679 673221	59876	69065	124416	42426	2248	32263	
Total	68249 100.0	40.8	8.9	10.3	18.5	6.3	.3	4.8

Number of Missing Observations: 94309

Q38 Training by supervisor helps job safety by WORKLOC Location

Other	Count Col Pct	Location						
		Office	Shop	Mainten	Outdoors	Flight	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7

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Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
8076 86554 Strongly agree 11.9 12.9	1	32634	11395	11272	11284	7677	382	3833
23640 296736 Agree 35.0 44.3	2	116318	25319	32690	61457	21647	697	14968
31317 254433 No opinion 46.3 38.0	3	114321	20633	20698	43539	11130	1094	11701
3995 26286 Disagree 5.9 3.9	4	8979	1979	2824	5849	1393	65	1202
573 6426 Strongly disagree .8 1.0	5	1581	438	722	1930	522	10	651
Column 67601		273833	59764	68206	124059	42370	2248	32354
670435 Total 10.1		40.8	8.9	10.2	18.5	6.3	.3	4.8

Number of Missing Observations: 97095

Q39 Medical facilities are sufficient by WORKLOC Location

Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
6749 81624 Strongly agree 10.0 12.1	1	31802	10026	7935	14692	4272	350	5798
19985 241419 Agree 29.6 35.9	2	104293	17505	24635	47528	14909	482	12081
31423 257657 No opinion 46.5 38.3	3	108168	25026	25707	43574	12492	1171	10097
6629 60564 Disagree 9.8 9.0	4	20628	4607	7342	12499	5627	174	3060
2761 31298 Strongly disagree 4.1 4.7	5	9543	2725	3757	6250	4968	70	1224
Column 67547		274434	59887	69376	124542	42268	2248	32259
672561 Total 10.0		40.8	8.9	10.3	18.5	6.3	.3	4.8

Number of Missing Observations: 94969

Q40 Leadership ignores safety during promoti by WORKLOC Location

Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
3380 25162 Strongly agree 4.9 3.7	1	8912	2899	2282	5760	996	10	925

Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
4958 61311 Agree 7.2 9.1	2	20670	6342	7727	16242	2769	188	2416
38379 310937 No opinion 56.1 46.2	3	125615	27252	30377	57041	17045	1156	14072
17328 205567 Disagree 25.3 30.5	4	88198	16756	21630	33829	15737	805	11283
4380 69948 Strongly disagree 6.4 10.4	5	31256	6362	7264	11671	5751	89	3175
Column 68425		274650	59611	69280	124542	42298	2248	31871
672925 Total 10.2		40.8	8.9	10.3	18.5	6.3	.3	4.7

Number of Missing Observations: 94605

Q41 Safety officer is readily available by WORKLOC Location

Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
7710 77818 Strongly agree 11.3 11.6	1	33364	8456	7851	9937	6820	377	3302
17154 223163 Agree 25.0 33.2	2	96193	18459	22045	39949	17677	343	11344
38327 314434 No opinion 55.9 46.8	3	126014	27654	33562	58520	14152	1325	14880
3892 42920 Disagree 5.7 6.4	4	15651	3504	4237	10901	2383	193	2159
1421 13767 Strongly disagree 2.1 2.0	5	3296	868	1610	4863	1225	10	475
Column 68504		274518	58941	69305	124169	42257	2248	32160
672103 Total 10.2		40.8	8.8	10.3	18.5	6.3	.3	4.8

Number of Missing Observations: 95427

Q42 This unit has a stable workforce by WORKLOC Location

Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	Li Ship	Clinic/H
4967 58951 Strongly agree 7.4 8.9	1	26792	6566	6385	7366	4004	395	2477
16912 228924 Agree 25.0 34.4	2	101020	18326	24512	42146	14957	560	10491

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Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H	
35745	290286	113187	27892	29110	53801	16655	1059	12838	
No opinion		41.5	47.2	42.5	44.1	39.6	47.1	41.3	
52.9	43.7								
7407	62104	23926	4399	5789	12808	3892	234	3649	
Disagree		8.8	7.4	8.5	10.5	9.3	10.4	11.7	
11.0	9.3								
2481	24580	7598	1923	2654	5785	2524		1614	
Strongly disagree		2.8	3.3	3.9	4.7	6.0		5.2	
3.7	3.7								
Column		272524	59106	68450	121906	42032	2248	31069	
67512	664845	Total	41.0	8.9	10.3	18.3	6.3	.3	4.7
10.2	100.0								

Number of Missing Observations: 102685

Q43 Personnel afraid to report problems by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H	
3663	20345	7158	3212	1348	3831	410	70	651	
Strongly agree		2.6	5.4	2.0	3.1	1.0	3.1	2.0	
5.3	3.0								
4958	40683	14285	2526	3829	12113	1769	18	1183	
Agree		5.2	4.3	5.6	9.8	4.2	.8	3.7	
7.2	6.1								
30506	233981	93436	20231	23739	44094	9764	958	11254	
No opinion		34.0	34.3	34.5	35.6	23.2	42.6	34.8	
44.4	34.8								
21451	281799	118483	23919	30168	50110	21985	788	14894	
Disagree		43.1	40.5	43.8	40.4	52.2	35.1	46.1	
31.2	41.9								
8131	95120	41305	9139	9752	13827	8208	414	4345	
Strongly disagree		15.0	15.5	14.2	11.2	19.5	18.4	13.4	
11.8	14.2								
Column		274668	59028	68837	123976	42136	2248	32327	
68709	671928	Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
10.2	100.0								

Number of Missing Observations: 95602

Q44 Supervisors always investigate accidents by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
6851	75930	30168	8675	9558	10371	7117	391	2800
Strongly agree		11.0	14.6	13.9	8.4	17.0	21.1	8.8
10.0	11.3							
22197	261348	106378	22520	26754	52262	18306	662	12269
Agree		38.8	37.9	38.9	42.3	43.6	35.7	38.5
32.5	39.0							
35458	297636	126049	25260	28487	52445	14009	743	15184
No opinion		46.0	42.5	41.4	42.4	33.4	40.1	47.6
51.9	44.4							

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H	
3370	27645	9243	2615	3468	5783	1939	47	1180	
Disagree		3.4	4.4	5.0	4.7	4.6	2.5	3.7	
4.9	4.1								
492	7377	2095	427	572	2751	589	10	442	
Strongly disagree		.8	.7	.8	2.2	1.4	.5	1.4	
.7	1.1								
Column		273932	59498	68838	123612	41960	1852	31875	
68368	669936	Total	40.9	8.9	10.3	18.5	6.3	.3	4.8
10.2	100.0								

Number of Missing Observations: 97594

Q45 Environmental cond. kept at good levels by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H	
7344	79620	31572	9795	10754	11149	5477	362	3167	
Strongly agree		11.5	16.3	15.6	9.0	12.9	16.4	9.8	
10.7	11.8								
25728	309673	132572	25379	29892	58599	21663	622	15219	
Agree		48.2	42.2	43.3	47.2	51.1	28.2	47.0	
37.4	45.9								
30126	231113	90564	20114	23643	42975	11459	1033	11199	
No opinion		32.9	33.5	34.2	34.6	27.0	46.8	34.6	
43.8	34.3								
4282	41483	16214	3581	3796	8772	2591	190	2057	
Disagree		5.9	6.0	5.5	7.1	6.1	8.6	6.4	
6.2	6.2								
1277	12168	3951	1209	994	2784	1215		738	
Strongly disagree		1.4	2.0	1.4	2.2	2.9		2.3	
1.9	1.8								
Column		274874	60078	69079	124280	42405	2207	32379	
68757	674058	Total	40.8	8.9	10.2	18.4	6.3	.3	4.8
10.2	100.0								

Number of Missing Observations: 93472

Q46 Personnel dont use necessary PPE by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
2904	19903	8049	2421	2278	2816	790	70	576
Strongly agree		2.9	4.0	3.3	2.3	1.9	3.1	1.8
4.2	2.9							
8724	80845	28303	7988	8738	19427	4124	266	3275
Agree		10.2	13.3	12.6	15.6	9.7	11.8	10.2
12.7	12.0							
33636	271403	117804	21716	24248	49988	11374	907	11729
No opinion		42.6	36.3	35.1	40.2	26.7	40.3	36.5
48.9	40.2							
17783	234647	95671	19773	26868	40917	20362	639	12634
Disagree		34.6	33.0	38.8	32.9	47.9	28.4	39.3
25.9	34.7							

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5690	68609	5	26429	7945	7041	11305	5878	366	3954
Strongly disagree		9.6	13.3	10.2	9.1	13.8	16.3	12.3	
8.3	10.2								

68738	675408	Column Total	276257	59843	69174	124453	42528	2248	32167
10.2	100.0		40.9	8.9	10.2	18.4	6.3	.3	4.8

Number of Missing Observations: 92122

Q47 Job stress is significant problem for me by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance /Field	Outdoors	Flightline	Ship	Clinic/Hospital
8 Total		1	2	3	4	5	6	7

3776	22085	1	8570	2436	2056	3776	570	901	
Strongly agree		3.1	4.1	3.0	3.0	1.3		2.8	
5.5	3.3								

4912	53769	2	21172	3373	4660	14420	2528	43	2661
Agree		7.7	5.6	6.7	11.6	6.0	1.9	8.3	
7.2	8.0								

35020	281094	3	114154	25587	28704	48856	13927	1252	13594
No opinion		41.4	42.8	41.2	39.2	33.0	55.7	42.3	
51.1	41.6								

15728	230676	4	101008	18586	25797	39469	18666	526	10896
Disagree		36.6	31.1	37.0	31.7	44.2	23.4	33.9	
22.9	34.2								

9112	87464	5	31103	9748	8432	17987	6551	427	4104
Strongly disagree		11.3	16.3	12.1	14.4	15.5	19.0	12.8	
13.3	13.0								

68548	675087	Column Total	276007	59730	69649	124509	42242	2248	32155
10.2	100.0		40.9	8.8	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 92443

Q48 Leadership insists supervisor think safe by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance /Field	Outdoors	Flightline	Ship	Clinic/Hospital
8 Total		1	2	3	4	5	6	7

10040	114577	1	44530	13748	13873	17889	9506	510	4480
Strongly agree		16.1	22.9	20.0	14.4	22.4	22.8	13.9	
14.6	17.0								

24765	305132	2	126857	24318	30422	60963	21569	772	15467
Agree		45.9	40.6	43.9	49.0	50.7	34.5	47.9	
36.0	45.2								

29990	232410	3	97085	20262	23054	40178	10052	935	10853
No opinion		35.2	33.8	33.3	32.3	23.6	41.8	33.6	
43.6	34.4								

3466	17879	4	5940	1119	1330	3832	1036	12	1144
Disagree		2.2	1.9	1.9	3.1	2.4	.5	3.5	
5.0	2.6								

589	5705	5	1755	506	598	1584	344	10	318
Strongly disagree		.6	.8	.9	1.3	.8	.4	1.0	
.9	.8								

68849	675702	Column Total	276168	59953	69278	124446	42507	2238	32262
10.2	100.0		40.9	8.9	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 91828

Q49 Leadership sets goals-hold all accountable by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance /Field	Outdoors	Flightline	Ship	Clinic/Hospital
8 Total		1	2	3	4	5	6	7

7045	71714	1	28757	9740	7936	8513	5846	415	3461
Strongly agree		10.4	16.2	11.4	6.9	13.8	18.5	10.8	
10.3	10.6								

15010	205668	2	87249	15707	23025	39180	14081	403	11012
Agree		31.6	26.1	33.2	31.5	33.2	17.9	34.4	
21.9	30.5								

40796	338893	3	137384	30173	32402	62878	18750	1129	15380
No opinion		49.8	50.2	46.7	50.6	44.2	50.2	48.0	
59.6	50.2								

4051	44800	4	18402	3417	4868	9968	2430	228	1438
Disagree		6.7	5.7	7.0	8.0	5.7	10.1	4.5	
5.9	6.6								

1513	13747	5	4238	1063	1146	3699	1292	72	723
Strongly disagree		1.5	1.8	1.7	3.0	3.0	3.2	2.3	
2.2	2.0								

68414	674822	Column Total	276030	60100	69377	124238	42400	2248	32014
10.1	100.0		40.9	8.9	10.3	18.4	6.3	.3	4.7

Number of Missing Observations: 92708

Q50 Personnel rarely dev. safety requirement by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance /Field	Outdoors	Flightline	Ship	Clinic/Hospital
8 Total		1	2	3	4	5	6	7

4341	25950	1	10339	1997	3075	4013	1173	10	1002
Strongly agree		3.7	3.4	4.5	3.2	2.8	.4	3.1	
6.3	3.9								

6699	84211	2	32011	7788	8339	20978	4419	420	3555
Agree		11.6	13.2	12.1	16.9	10.4	18.7	11.0	
9.8	12.5								

38374	326428	3	137224	28662	30032	58066	17654	973	15442
No opinion		49.8	48.6	43.5	46.7	41.7	43.3	47.9	
55.9	48.5								

16297	192587	4	76989	16085	22224	35513	14920	506	10054
Disagree		27.9	27.3	32.2	28.6	35.3	22.5	31.2	
23.7	28.6								

2975	44405	5	19193	4437	5356	5760	4138	339	2208
Strongly disagree		7.0	7.5	7.8	4.6	9.8	15.1	6.8	
4.3	6.6								

68686	673580	Column Total	275756	58970	69025	124330	42304	2248	32260
10.2	100.0		40.9	8.8	10.2	18.5	6.3	.3	4.8

Number of Missing Observations: 93950

Appendix H – Response Distributions by Reserve Component

Q1 Personnel identify hazards by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army	Nat Army	Reserve	Navy Reserve	Marine Corps
6	Total	Q1						
25758	265877	Strongly agree	38.6 37.7	1 114125	2 55321	3 21904	4 9211	5 39559
30358	304155	Agree	45.5 43.1	1 121762	2 70805	3 24143	4 14177	5 42909
8575	110241	No opinion	12.9 15.6	1 46954	2 27559	3 8080	4 7655	5 11418
1702	21645	Disagree	2.6 3.1	1 8893	2 6316	3 1654	4 1128	5 1951
279	3964	Strongly disagree	.4 .6	1 1249	2 1195	3 255	4 397	5 590
66672	705882	Total	9.4 100.0	Column 292983	161196	56037	32568	96426

Number of Missing Observations: 61648

Q2 Frequent contact between personnel and 1 by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army	Nat Army	Reserve	Navy Reserve	Marine Corps
6	Total	Q2						
16504	181746	Strongly agree	24.8 25.8	1 78750	2 36250	3 16199	4 7140	5 26902
31556	317978	Agree	47.4 45.2	1 129181	2 72710	3 26358	4 13947	5 44226
12051	125297	No opinion	18.1 17.8	1 48074	2 32995	3 8814	4 8222	5 15140
4780	60660			1 28575	2 14253	3 3331	4 2607	5 7113

Disagree	9.8	8.9	6.0	8.0	7.4
7.2 8.6					
1636	17995	5	7398	4633	1077
2.5 2.6	2.5	2.9	1.9	2.0	2.7
66528	703676	Column 291978	160842	55780	32583
9.5	100.0	Total 41.5	22.9	7.9	4.6

Number of Missing Observations: 63854

Q3 Safety takes a back seat to production by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army	Nat Army	Reserve	Navy Reserve	Marine Corps
6	Total	Q3						
2117	36120	Strongly agree	3.2 5.2	1 19307	2 7729	3 1600	4 1655	5 3712
4917	70191	Agree	7.4 10.0	1 33068	2 18465	3 4212	4 4181	5 5347
11884	152301	No opinion	17.9 21.7	1 66763	2 36317	3 10223	4 10021	5 17093
27869	282649	Disagree	42.1 40.3	1 112582	2 65143	3 24216	4 11432	5 41406
19464	159839	Strongly disagree	29.4 22.8	1 59228	2 32299	3 15231	4 5188	5 28430
66251	701100	Total	9.4 100.0	Column 290949	159953	55482	32478	95988

Number of Missing Observations: 66430

Q4 Personnel revise safety & health practice by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army	Nat Army	Reserve	Navy Reserve	Marine Corps
6	Total							

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Q4							
9198	97904	1	42911	20645	7487	3567	14096
Strongly agree			15.0	13.0	13.5	11.0	14.9
14.0	14.1						
25799	269519	2	106677	62324	22464	11715	40541
Agree			37.2	39.2	40.5	36.2	42.8
39.2	38.8						
22686	239209	3	100043	54088	18898	12632	30861
No opinion			34.9	34.0	34.1	39.0	32.6
34.5	34.5						
6487	69966	4	29755	17158	5590	3250	7725
Disagree			10.4	10.8	10.1	10.0	8.2
9.9	10.1						
1568	17426	5	7421	4704	965	1225	1543
Strongly disagree			2.6	3.0	1.7	3.8	1.6
2.4	2.5						
65737	694024	Column	286808	158919	55406	32388	94766
Total			41.3	22.9	8.0	4.7	13.7
9.5	100.0						
Number of Missing Observations: 73506							

Q5 Supervisor maintain high safety standard by XSRRC		Recode- Member Component						
Forc	Reserv	Row	Count					
			Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat
6	Total			1	2	3	4	5
18572	174226	1	72309	34489	13904	6877	28075	
Strongly agree			24.8	21.6	24.9	21.2	29.3	
28.1	24.9							
30590	320741	2	131558	74680	25152	14163	44597	
Agree			45.2	46.8	45.1	43.8	46.5	
46.2	45.8							
13567	167227	3	69958	40598	14409	9474	19221	
No opinion			24.0	25.4	25.8	29.3	20.1	
20.5	23.9							
2100	25643	4	11431	6419	1701	1500	2492	
Disagree			3.9	4.0	3.0	4.6	2.6	
3.2	3.7							
1318	13022	5	5822	3492	597	349	1443	
Strongly disagree			2.0	2.2	1.1	1.1	1.5	
2.0	1.9							
66148	700859	Column	291078	159679	55763	32364	95828	
Total			41.5	22.8	8.0	4.6	13.7	
9.4	100.0							
Number of Missing Observations: 66671								

Q6 Inspections made at regular intervals by XSRRC		Recode- Member Component						
Forc	Reserv	Row	Count					
			Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat
6	Total			1	2	3	4	5
12166	106132	1	43495	18597	7752	4203	19918	
Strongly agree			15.0	11.6	14.0	13.0	20.9	
18.4	15.2							
27081	247852	2	99132	50679	19181	10687	41093	
Agree			34.2	31.6	34.6	32.9	43.0	
40.9	35.4							
23467	272667	3	113257	70072	23954	13849	28068	
No opinion			39.1	43.7	43.2	42.7	29.4	
35.5	39.0							
2672	55800	4	25871	15961	3336	3067	4893	
Disagree			8.9	10.0	6.0	9.5	5.1	
4.0	8.0							
779	17147	5	8049	4909	1269	644	1497	
Strongly disagree			2.8	3.1	2.3	2.0	1.6	
1.2	2.5							
66166	699598	Column	289803	160218	55491	32451	95469	
Total			41.4	22.9	7.9	4.6	13.6	
9.5	100.0							
Number of Missing Observations: 67932								

Q7 Leadership safety views seldom comunicat by XSRRC		Recode- Member Component						
Forc	Reserv	Row	Count					
			Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat
6	Total			1	2	3	4	5
4455	55928	1	27276	12136	3233	2344	6483	
Strongly agree			9.4	7.6	5.8	7.2	6.8	
6.7	8.0							
8530	119239	2	55804	27311	9145	5774	12675	
Agree			19.2	17.2	16.5	17.8	13.2	
12.9	17.1							
14836	190718	3	83000	45658	14828	11003	21393	
No opinion			28.6	28.7	26.7	33.8	22.3	
22.4	27.3							
24183	236529	4	90371	55403	20125	9654	36793	

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Disagree	31.1	34.9	36.3	29.7	38.4
36.5 33.8					
5	33818	18346	8110	3746	18427
14208 96654					
Strongly disagree	11.7	11.5	14.6	11.5	19.2
21.5 13.8					
Column	290270	158854	55441	32520	95771
66212 699068					
Total	41.5	22.7	7.9	4.7	13.7
9.5 100.0					

Number of Missing Observations: 68462

Q8 Safety meetings held less often than nec by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Army ional	Nat Gu	Army erve	Res erve	Navy erve	Res erve	Marine orps	C Res	Air onal	Nati Gua	Air e
		6 Total		1	2	3	4	5						
Q8		1	20808 41532	7.2	6.3	5.2	4.3	4.5						
		2	63721 134541	22.2	20.6	19.1	13.4	15.5						
		3	109817 276575	38.3	42.5	41.9	49.2	36.8						
		4	77589 197992	27.0	25.6	27.4	26.5	33.8						
		5	15099 44731	5.3	5.0	6.4	6.6	9.4						
		Column	287033	159242	55440	31954	95658							
		Total	41.3	22.9	8.0	4.6	13.8							
		9.5 100.0												

Number of Missing Observations: 72158

Q9 Good teamwork exists within unit by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Army ional	Nat Gu	Army erve	Res erve	Navy erve	Res erve	Marine orps	C Res	Air onal	Nati Gua	Air e
		6 Total		1	2	3	4	5						
Q9		1	68383 161431	23.9	19.7	26.2	24.4	26.7						
		2	14178 161431	21.6	23.3									

Number of Missing Observations: 75437

2	137024	74810	27770	14179	48226
34372 1336381					
Agree	48.0	47.0	50.3	44.7	50.8
52.4 48.6					
3	55165	33698	8962	7537	14147
11807 131316					
No opinion	19.3	21.2	16.2	23.8	14.9
18.0 19.0					
4	17393	13898	3124	1505	4917
3532 44368					
Disagree	6.1	8.7	5.7	4.7	5.2
5.4 6.4					
5	7797	5441	838	764	2308
1719 18866					
Strongly disagree	2.7	3.4	1.5	2.4	2.4
2.6 2.7					

Column	285761	159208	55173	31721	94891
65608 692362					
Total	41.3	23.0	8.0	4.6	13.7
9.5 100.0					

Number of Missing Observations: 75168

Q10 Leadership shows that it cares about saf by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Army ional	Nat Gu	Army erve	Res erve	Navy erve	Res erve	Marine orps	C Res	Air onal	Nati Gua	Air e
		6 Total		1	2	3	4	5						
Q10		1	70084 167175	24.5	20.2	26.0	21.9	28.1						
		2	132983 330936	46.4	48.6	49.1	44.8	50.1						
		3	60682 147197	21.2	23.8	20.0	27.8	16.9						
		4	14020 30608	4.9	5.0	3.5	3.4	3.8						
		5	8660 16177	3.0	2.4	1.3	2.1	1.1						
		Column	286429	158228	54921	31913	94807							
		Total	41.4	22.9	7.9	4.6	13.7							
		9.5 100.0												

Number of Missing Observations: 75437

Q11 My actions can protect other personnel by XSRRC Recode- Member Component

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		Count							
Forc	Row	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard	Air
6	Total		1	2	3	4	5		
24153	235649		34.7	30.5	35.4	29.8	35.9		
36.5	33.9								
34791	359018		50.8	52.3	51.2	47.7	54.3		
52.6	51.7								
6521	90077		13.0	15.4	12.2	21.1	8.5		
9.9	13.0								
498	6091		.8	1.1	.6	.9	1.0		
.8	.9								
159	3711		.6	.7	.5	.5	.3		
.2	.5								
66124	694545		41.2	23.0	8.0	4.6	13.8		
9.5	100.0								

Number of Missing Observations: 72985

Q12 My supervisors behavior is unsafe by XSRRC Recode- Member Component

		Count							
Forc	Row	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard	Air
6	Total		1	2	3	4	5		
981	22453		4.6	3.0	1.9	1.9	2.0		
1.5	3.2								
2605	43650		8.1	5.9	3.6	8.0	4.1		
3.9	6.3								
11685	156071		23.4	25.6	21.1	29.8	16.3		
17.7	22.5								
27727	295871		42.7	43.6	42.3	39.4	42.7		
41.9	42.6								
23117	176018		60.830	34.859	17.144	6.682	33.385		

		Count							
Forc	Row	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard	Air
6	Total		1	2	3	4	5		
66114	694062		41.3	22.9	8.0	4.6	13.7		
9.5	100.0								

Number of Missing Observations: 73468

Q13 Des. personnel trained in emergency prac by XSRRC Recode- Member Component

		Count							
Forc	Row	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard	Air
6	Total		1	2	3	4	5		
12061	108240		16.5	10.2	15.5	12.9	21.3		
18.3	15.6								
29360	272427		37.3	37.0	39.5	36.9	46.4		
44.6	39.4								
20085	242198		35.2	39.9	36.2	40.7	26.5		
30.5	35.0								
3225	54107		8.6	10.0	6.6	7.6	4.6		
4.9	7.8								
1059	15315		2.4	2.8	2.1	1.9	1.2		
1.6	2.2								
65791	692288		41.2	23.0	8.0	4.6	13.7		
9.5	100.0								

Number of Missing Observations: 75242

Q14 Leadership published a written safety po by XSRRC Recode- Member Component

		Count							
Forc	Row	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard	Air
6	Total		1	2	3	4	5		
13467	115536		16.5	13.4	15.6	13.7	22.8		
20.6	16.8								
28639	265874		37.5	39.1	35.2	28.7	43.5		
43.7	38.7								

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		3	4	5			
19874	240556	99302	58438	20633	15327	26982	
No opinion		35.2	37.1	37.4	48.2	28.5	
30.3	35.0						
2491	47498	21690	12376	4805	2184	3952	
Disagree		7.7	7.9	8.7	6.9	4.2	
3.8	6.9						
1046	17125	8662	4024	1661	832	900	
Strongly disagree		3.1	2.6	3.0	2.6	1.0	
1.6	2.5						
Column Total		281949	157580	55114	31826	94603	
65516	686589	41.1	23.0	8.0	4.6	13.8	
9.5	100.0						

Number of Missing Observations: 80941

Q15 Near miss accidents are investigated by XSRRC Recode- Member Component

		1	2	3	4	5
11513	94325	36283	15985	8440	3512	18592
Strongly agree		12.8	10.1	15.4	11.1	19.6
17.5	13.7					
26442	233945	89177	49558	18915	10354	39500
Agree		31.4	31.4	34.6	32.7	41.7
40.2	34.0					
24135	297131	124869	76862	24971	14573	31721
No opinion		44.0	48.7	45.7	46.1	33.5
36.7	43.2					
2952	50722	27281	12219	1891	2256	4123
Disagree		9.6	7.7	3.5	7.1	4.4
4.5	7.4					
730	12318	6363	3097	467	942	719
Strongly disagree		2.2	2.0	.9	3.0	.8
1.1	1.8					
Column Total		283973	157722	54684	31636	94654
65771	688440	41.2	22.9	7.9	4.6	13.7
9.6	100.0					

Number of Missing Observations: 79090

Q16 Personnel morale is poor by XSRRC Recode- Member Component

		1	2	3	4	5
9028	69538	25136	12833	5883	2528	14131
Strongly disagree		8.9	8.2	10.8	8.0	15.0
13.8	10.1					
Column Total		283812	156832	54464	31616	94249
65489	686462	41.3	22.8	7.9	4.6	13.7
9.5	100.0					

		1	2	3	4	5
5666	57072	25843	12664	2534	2733	7631
Strongly agree		9.2	8.1	4.7	8.6	8.1
8.7	8.4					
9306	104831	45528	24716	7185	3688	14407
Agree		16.1	15.8	13.2	11.7	15.3
14.3	15.3					
17476	187358	73482	48906	13541	11133	22821
No opinion		26.0	31.3	24.9	35.2	24.3
26.9	27.4					
23639	244095	102442	53154	21396	10406	33058
Disagree		36.3	34.1	39.4	32.9	35.2
36.3	35.7					
8948	89959	34909	16652	9686	3650	16115
Strongly disagree		12.4	10.7	17.8	11.5	17.1
13.8	13.2					
Column Total		282204	156093	54341	31610	94032
65035	683316	41.3	22.8	8.0	4.6	13.8
9.5	100.0					

Number of Missing Observations: 84214

Q17 Leadership does only what the law requires by XSRRC Recode- Member Component

		1	2	3	4	5
2203	33612	17241	7674	1818	1090	3586
Strongly agree		6.1	4.9	3.3	3.4	3.8
3.4	4.9					
8242	102622	46566	24108	7350	4314	12041
Agree		16.4	15.4	13.5	13.6	12.8
12.6	14.9					
22324	250220	102965	62151	20094	13875	28811
No opinion		36.3	39.6	36.9	43.9	30.6
34.1	36.5					
23691	230469	91904	50066	19318	9809	35680
Disagree		32.4	31.9	35.5	31.0	37.9
36.2	33.6					
9028	69538	25136	12833	5883	2528	14131
Strongly disagree		8.9	8.2	10.8	8.0	15.0
13.8	10.1					
Column Total		283812	156832	54464	31616	94249
65489	686462	41.3	22.8	7.9	4.6	13.7
9.5	100.0					

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Number of Missing Observations: 81068

Q18 Understand safety & health regulations by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
20240	170581	Strongly agree	30.8 24.8	70134 24.7	31780 20.2	13099 23.9	6803 21.5	28524 30.1
36345	376214	Agree	55.3 54.7	153635 54.0	85802 54.6	30316 55.4	15351 48.4	54765 57.8
8452	125173	No opinion	12.9 18.2	52473 18.4	34863 22.2	10143 18.5	8766 27.7	10476 11.1
517	11709	Disagree	.8 1.7	5918 2.1	3274 2.1	912 1.7	524 1.7	564 .6
132	4645	Strongly disagree	.2 .7	2340 .8	1300 .8	233 .4	257 .8	383 .4
65686	688321	Total	9.5 100.0	284499 41.3	157020 22.8	54702 7.9	31701 4.6	94713 13.8

Number of Missing Observations: 79209

Q19 Supervisors enforce safe job procedures by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
18059	147741	Strongly agree	27.6 21.4	57964 20.3	27286 17.3	11434 20.9	6175 19.5	26822 28.3
32557	347901	Agree	49.8 50.5	143953 50.5	79807 50.7	27642 50.5	14728 46.5	49215 52.0
13357	168979	No opinion	20.4 24.5	71041 24.9	43321 27.5	13943 25.5	10175 32.1	17141 18.1

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
4	9990	Disagree	1.2 2.7	3.5	3.0	2.3	1.5	1.1
5	1996	Strongly disagree	.9 .9	.7	1.5	.8	.4	.5
65383	688928	Total	9.5 100.0	284944 41.4	157430 22.9	54744 7.9	31693 4.6	94733 13.8

Number of Missing Observations: 78602

Q20 Precautions used for hazardous mat. by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
18014	148522	Strongly agree	27.6 21.6	62319 22.0	25446 16.2	10582 19.3	6209 19.6	25951 27.4
29735	309765	Agree	45.5 45.0	123656 43.6	69951 44.4	25089 45.8	13272 42.0	48062 50.7
16721	212673	No opinion	25.6 30.9	90251 31.8	56624 36.0	17917 32.7	11586 36.6	19574 20.6
468	11943	Disagree	.7 1.7	6060 2.1	3244 2.1	960 1.8	510 1.6	701 .7
442	4706	Strongly disagree	.7 .7	1305 .5	2138 1.4	253 .5	60 .2	506 .5
65380	687608	Total	9.5 100.0	283592 41.2	157404 22.9	54802 8.0	31637 4.6	94794 13.8

Number of Missing Observations: 79922

Q21 Adequate personnel to manage safety prog by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
14586	117126	Strongly agree	12.4 10.0	46380 39.6	20526 17.6	9741 8.3	5046 4.3	20848 17.8

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Strongly agree		16.4	13.1	17.9	16.0	22.0
22.4 17.1						

-----+						
30862	287233	2	109943	63990	23488	12128 46822
Agree		39.0	40.7	43.2	38.5	49.5
47.4 41.9						

-----+						
16613	235496	3	105333	59549	18453	13044 22503
No opinion		37.3	37.9	33.9	41.4	23.8
25.5 34.4						

-----+						
2168	34949	4	15984	9862	2214	1154 3566
Disagree		5.7	6.3	4.1	3.7	3.8
3.3 5.1						

-----+						
882	10226	5	4378	3334	525	166 941
Strongly disagree		1.6	2.1	1.0	.5	1.0
1.4 1.5						

-----+						
65111	685030	Column Total	282019	157261	54420	31538 94680
9.5		100.0	41.2	23.0	7.9	4.6 13.8

Number of Missing Observations: 82500

Q22 Award program does not promote safety by XSRRRC Recode- Member Component

Count		Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Forc	Reserv	Row	1	2	3	4	5	

-----+								
2797	41815	1	22284	7929	2447	1562	4796	
Strongly agree		7.9	5.0	4.5	5.0	5.1		
4.3 6.1								

-----+								
8754	113014	2	53871	25163	6608	4342	14276	
Agree		19.1	16.0	12.1	13.8	15.1		
13.4 16.5								

-----+								
30402	331166	3	135319	79857	26163	17984	41441	
No opinion		47.9	50.8	48.0	57.1	44.0		
46.5 48.3								

-----+								
18309	160225	4	57440	37115	14774	6090	26496	
Disagree		20.3	23.6	27.1	19.3	28.1		
28.0 23.4								

-----+								
5182	39543	5	13816	7259	4512	1544	7231	
Strongly disagree		4.9	4.6	8.3	4.9	7.7		
7.9 5.8								

-----+								
65444	685763	Column Total	282730	157323	54504	31522	94240	
9.5		100.0	41.2	22.9	7.9	4.6	13.7	

Number of Missing Observations: 81767

Q23 Performance standards higher than safety by XSRRRC Recode- Member Component

Count		Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Forc	Reserv	Row	1	2	3	4	5	

-----+								
2472	34330	1	17273	7526	2451	1291	3317	
Strongly agree		6.1	4.8	4.5	4.1	3.5		
3.8 5.0								

-----+								
9637	122584	2	57757	28280	8343	5199	13369	
Agree		20.4	18.0	15.3	16.6	14.1		
14.8 17.9								

-----+								
29972	344768	3	142092	81633	26993	18483	45594	
No opinion		50.2	51.8	49.7	59.1	48.2		
46.1 50.3								

-----+								
18298	151407	4	55165	33737	13749	5094	25364	
Disagree		19.5	21.4	25.3	16.3	26.8		
28.1 22.1								

-----+								
4670	32614	5	10740	6272	2830	1220	6882	
Strongly disagree		3.8	4.0	5.2	3.9	7.3		
7.2 4.8								

-----+								
65050	685703	Column Total	283026	157448	54366	31287	94527	
9.5		100.0	41.3	23.0	7.9	4.6	13.8	

Number of Missing Observations: 81827

Q24 Super. understand job safety problems by XSRRRC Recode- Member Component

Count		Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Forc	Reserv	Row	1	2	3	4	5	

-----+								
13969	103369	1	42151	15057	7969	3593	20629	
Strongly agree		14.9	9.6	14.7	11.4	21.8		
21.5 15.1								

-----+								
31231	318572	2	129014	72332	23415	13456	49124	
Agree		45.7	45.9	43.1	42.7	52.0		
48.0 46.5								

-----+								
17887	236477	3	99943	62250	21090	13366	21940	
No opinion		35.4	39.5	38.8	42.4	23.2		
27.5 34.5								

-----+								
1201	19713	4	8257	5853	1663	619	2119	
Disagree		2.9	3.7	3.1	2.0	2.2		
1.8 2.9								

-----+								

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815	7531	5	3204	2167	215	461	669
Strongly disagree		1.1	1.4	.4	1.5	.7	
1.3	1.1						
Column		282569	157660	54351	31496	94482	
65104	685662	Total	41.2	23.0	7.9	4.6	13.8
9.5	100.0						

Number of Missing Observations: 81868

Q25 Personnel follow lock./tagout procedures by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
6	Total			1	2	3	4	5	
Q25									
10189	71831	1	26772	8903	7335	2311	16321		
Strongly agree			9.5	5.7	13.5	7.4	17.4		
15.8	10.5								
20077	182407	2	66084	36702	16454	6976	36114		
Agree			23.4	23.4	30.4	22.5	38.5		
31.0	26.7								
32183	382654	3	167429	97179	28292	19721	37850		
No opinion			59.4	62.1	52.2	63.5	40.3		
49.8	56.1								
1528	32383	4	15414	9759	1532	1255	2895		
Disagree			5.5	6.2	2.8	4.0	3.1		
2.4	4.7								
687	12813	5	6122	4021	539	788	655		
Strongly disagree			2.2	2.6	1.0	2.5	.7		
1.1	1.9								
Column		281822	156565	54151	31051	93835			
64663	682087	Total	41.3	23.0	7.9	4.6	13.8		
9.5	100.0								

Number of Missing Observations: 85443

Q26 Safety training is part of orientation by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
6	Total			1	2	3	4	5	
Q26									
17718	113554	1	39769	17888	8788	3589	25803		
Strongly agree			14.2	11.4	16.2	11.6	27.3		
27.3	16.7								
30041	252535	2	92856	52220	21523	10215	45681		

Agree		33.1	33.3	39.8	32.9	48.4			
46.3	37.0								
Column		114207	63038	19148	14061	19634			
15050	245138	Total	40.7	40.2	35.4	45.3	20.8		
23.2	35.9								
1381	55150	4	26159	18933	3610	2540	2527		
Disagree			9.3	12.1	6.7	8.2	2.7		
2.1	8.1								
632	15588	5	7948	4568	1040	653	747		
Strongly disagree			2.8	2.9	1.9	2.1	.8		
1.0	2.3								
Column		280938	156647	54110	31058	94392			
64820	681966	Total	41.2	23.0	7.9	4.6	13.8		
9.5	100.0								

Number of Missing Observations: 85564

Q27 Leadership is sincere about personnel sa by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
6	Total			1	2	3	4	5	
Q27									
18475	144104	1	54407	27983	11450	5411	26379		
Strongly agree			19.3	17.8	21.3	17.3	28.0		
28.4	21.1								
31262	317091	2	126329	71039	27400	13326	47736		
Agree			44.8	45.3	50.9	42.6	50.6		
48.0	46.4								
13110	188361	3	85421	47133	13428	11279	17991		
No opinion			30.3	30.0	24.9	36.0	19.1		
20.1	27.6								
1397	24406	4	11152	8291	1234	830	1502		
Disagree			4.0	5.3	2.3	2.7	1.6		
2.1	3.6								
821	9390	5	4686	2429	357	449	649		
Strongly disagree			1.7	1.5	.7	1.4	.7		
1.3	1.4								
Column		281996	156874	53869	31294	94256			
65064	683352	Total	41.3	23.0	7.9	4.6	13.8		
9.5	100.0								

Number of Missing Observations: 84178

Q28 Supervisors seldom act on worker sugg. by XSRRC Recode-
Member Component

Count |

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Forc	Col	Pct	Army	Nat Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e	
6	Total											
Q28												
1739	25247	1	13773	4904	1312	1123	2396					
2.7	3.7		4.9	3.2	2.4	3.6	2.6					
3733	55029	2	25733	14105	3129	2201	6127					
5.8	8.1		9.2	9.1	5.8	7.1	6.5					
23148	280668	3	123648	67660	22175	16769	27269					
35.9	41.4		44.3	43.5	41.2	54.4	29.1					
24450	235242	4	88181	54356	20043	8010	40201					
37.9	34.7		31.6	35.0	37.2	26.0	42.9					
11446	80951	5	27586	14358	7153	2745	17664					
17.7	12.0		9.9	9.2	13.3	8.9	18.9					
64515	677137	Column	278921	155384	53812	30848	93658					
9.5	100.0	Total	41.2	22.9	7.9	4.6	13.8					

Number of Missing Observations: 90393

Q29 Emergency procedures rarely tested by XSRRRC Recode- Member Component

Forc	Col	Pct	Army	Nat Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e	
6	Total											
Q29												
1410	32437	1	17886	7379	1850	1414	2497					
2.2	4.8		6.4	4.8	3.4	4.5	2.7					
6134	100042	2	44736	29115	6737	4787	8532					
9.5	14.8		16.0	18.8	12.5	15.4	9.1					
23654	301053	3	133443	73877	23473	17573	29032					
36.5	44.4		47.8	47.7	43.5	56.5	31.0					
25490	193752	4	68527	37273	17264	5876	39322					
39.3	28.6		24.5	24.0	32.0	18.9	42.0					
8158	50751	5	14860	7345	4646	1466	14276					
12.6	7.5		5.3	4.7	8.6	4.7	15.2					

Forc	Col	Pct	Army	Nat Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e	
64847	678035	Column	279453	154988	53970	31117	93658					
9.6	100.0	Total	41.2	22.9	8.0	4.6	13.8					

Number of Missing Observations: 89495

Q30 Safety officer improves safety by XSRRRC Recode- Member Component

Forc	Col	Pct	Army	Nat Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e	
6	Total											
Q30												
8475	71430	1	30108	11311	5803	2704	13029					
13.0	10.5		10.8	7.3	10.8	8.7	13.9					
25669	232327	2	85286	52769	19031	9449	40123					
39.5	34.3		30.6	33.9	35.3	30.4	42.9					
28963	330832	3	140591	80546	26659	17768	36305					
44.6	48.8		50.4	51.8	49.4	57.1	38.8					
1282	34458	4	18605	8136	2077	1003	3355					
2.0	5.1		6.7	5.2	3.8	3.2	3.6					
604	8960	5	4205	2874	385	203	689					
.9	1.3		1.5	1.8	.7	.7	.7					
64992	678007	Column	278794	155636	53955	31127	93502					
9.6	100.0	Total	41.1	23.0	8.0	4.6	13.8					

Number of Missing Observations: 89523

Q31 Leadership sets fine safety example by XSRRRC Recode- Member Component

Forc	Col	Pct	Army	Nat Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e	
6	Total											
Q31												
11813	102342	1	41401	18735	8579	3487	18328					
18.2	15.1		14.9	12.0	15.9	11.2	19.6					
31522	299569	2	116048	68693	25501	13054	44751					
48.6	44.2		41.7	44.2	47.2	42.1	47.8					
18501	232879	3	100308	57292	18045	12937	25796					

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No opinion	36.1	36.8	33.4	41.7	27.6	
28.5 34.4						
4	15535	7584	1465	854	3845	
2084 31368						
Disagree	5.6	4.9	2.7	2.8	4.1	
3.2 4.6						
5	4946	3215	464	685	813	
999 11123						
Strongly disagree	1.8	2.1	.9	2.2	.9	
1.5 1.6						
Column	278238	155520	54054	31016	93533	
64920 677280						
Total	41.1	23.0	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 90250

Q32 Supervisors fits safety into performance by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				ional	Gu	erve	erve	orps
6	Total			1	2	3	4	5
13073 102210								
Strongly agree	15.2	11.1	14.2	11.8	19.8			
20.2 15.1								
30192 293253								
Agree	40.9	43.8	42.2	39.4	50.0			
46.6 43.4								
19553 247302								
No opinion	38.7	38.8	39.0	43.8	27.2			
30.2 36.6								
1465 25143								
Disagree	4.2	4.3	3.8	3.7	2.5			
2.3 3.7								
561 7831								
Strongly disagree	1.0	2.0	.7	1.4	.5			
.9 1.2								
Column	277361	155237	53973	31132	93192			
64844 675740								
Total	41.0	23.0	8.0	4.6	13.8			
9.6 100.0								

Number of Missing Observations: 91790

Q33 Preventive maintenance operates poorly by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				ional	Gu	erve	erve	orps
6	Total			1	2	3	4	5

Q33	1	14137	5241	1720	1139	2524	
1990 26751							
Strongly agree	5.1	3.4	3.2	3.7	2.7		
3.1 4.0							
5840 82794							
Agree	13.9	13.0	9.7	11.8	10.0		
9.0 12.3							
26363 292958							
No opinion	43.4	47.3	49.6	48.1	33.4		
40.8 43.4							
22939 212391							
Disagree	29.4	30.5	28.5	28.3	39.0		
35.5 31.4							
7462 60629							
Strongly disagree	8.2	5.9	9.0	8.2	14.8		
11.6 9.0							
Column	278165	154260	54037	31052	93415		
64595 675524							
Total	41.2	22.8	8.0	4.6	13.8		
9.6 100.0							

Number of Missing Observations: 92006

Q34 Leadership participates in safety activi by XSRRC Recode-
Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				ional	Gu	erve	erve	orps
6	Total			1	2	3	4	5
9952 76832								
Strongly agree	11.7	7.5	11.6	8.1	15.1			
15.4 11.4								
25235 221824								
Agree	28.8	33.5	34.4	27.1	40.9			
38.9 32.9								
25672 320077								
No opinion	50.0	50.1	47.2	58.1	37.8			
39.6 47.5								
2914 43271								
Disagree	7.4	7.0	5.7	5.1	4.6			
4.5 6.4								
1029 11930								
Strongly disagree	2.0	2.0	1.0	1.6	1.5			
1.6 1.8								
Column	276499	154508	53940	30998	93187			
64801 673934								
Total	41.0	22.9	8.0	4.6	13.8			
9.6 100.0								

Number of Missing Observations: 93596

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Q35 Safety officer has high status by XSRRC Recode- Member Component

		Count					
Forc	Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6	Total						
Q35							
8393	69390	1	28273	11104	5766	2645	13210
	Strongly agree		10.3	7.2	10.7	8.6	14.2
13.0	10.3						
19918	182357	2	68142	40683	13452	7117	33045
	Agree		24.8	26.3	25.0	23.1	35.5
31.0	27.1						
30999	351274	3	146574	86295	29702	17912	39791
	No opinion		53.3	55.8	55.2	58.1	42.7
48.2	52.3						
3913	50940	4	22452	12692	3903	2231	5747
	Disagree		8.2	8.2	7.3	7.2	6.2
6.1	7.6						
1121	17841	5	9654	3749	994	925	1398
	Strongly disagree		3.5	2.4	1.8	3.0	1.5
1.7	2.7						
64344	671801	Column Total	275095	154524	53817	30830	93191
9.6	100.0		40.9	23.0	8.0	4.6	13.9

Number of Missing Observations: 95729

Q36 Hazards not fixed quickly are ignored by XSRRC Recode- Member Component

		Count					
Forc	Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6	Total						
Q36							
970	21267	1	13897	3351	1028	861	1160
	Strongly agree		5.0	2.2	1.9	2.8	1.2
1.5	3.1						
5090	71009	2	34249	18318	3338	2874	7139
	Agree		12.3	11.8	6.2	9.2	7.7
7.9	10.5						
23172	282077	3	121666	69213	23880	15378	28770
	No opinion		43.7	44.7	44.3	49.3	30.9
35.8	41.7						
26424	238275	4	87007	52669	20150	9664	42361

Disagree	31.2	34.0	37.4	31.0	45.5
40.8	35.2				
5	21614	11251	5543	2442	13695
9078	63623				
Strongly disagree	7.8	7.3	10.3	7.8	14.7
14.0	9.4				
Column Total	278433	154801	53938	31220	93124
64734	676250				
9.6	100.0	41.2	22.9	8.0	4.6

Number of Missing Observations: 91280

Q37 Personnel take part in accident invest. by XSRRC Recode- Member Component

		Count					
Forc	Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6	Total						
Q37							
6826	61822	1	28081	9400	5002	2537	9977
	Strongly agree		10.1	6.1	9.3	8.1	10.7
10.6	9.1						
26099	261292	2	101038	60795	20204	10330	42826
	Agree		36.2	39.3	37.4	33.1	45.9
40.4	38.6						
28513	320167	3	135913	75698	26616	16727	36700
	No opinion		48.7	49.0	49.3	53.5	39.4
44.1	47.3						
2709	26586	4	10889	6828	1847	1304	3009
	Disagree		3.9	4.4	3.4	4.2	3.2
4.2	3.9						
502	7042	5	3315	1819	301	352	753
	Strongly disagree		1.2	1.2	.6	1.1	.8
.8	1.0						
64648	676909	Column Total	279236	154540	53970	31249	93265
9.6	100.0		41.3	22.8	8.0	4.6	13.8

Number of Missing Observations: 90621

Q38 Training by supervisor helps job safety by XSRRC Recode- Member Component

		Count					
Forc	Col Pct	Army	Nat Army	Res Navy	Res Marine	C Air	Nati Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6	Total						
Q38							
10670	87177	1	37525	13520	6388	3101	15974
	Strongly agree		13.5	8.8	11.8	9.9	17.1
16.5	12.9						

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		Count					
Forc	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard
31058	298635	2	114277	67936	23102	13482	48780
Agree			41.3	44.0	42.9	43.2	52.4
48.0	44.3						
20813	255507	3	110687	62897	22257	13062	25791
No opinion			40.0	40.8	41.3	41.9	27.7
32.2	37.9						
1474	26366	4	11878	8164	1609	1162	2079
Disagree			4.3	5.3	3.0	3.7	2.2
2.3	3.9						
660	6428	5	2574	1746	552	367	529
Strongly disagree			.9	1.1	1.0	1.2	.6
1.0	1.0						
Column Total			276942	154262	53908	31174	93152
64676	674113		41.1	22.9	8.0	4.6	13.8
9.6	100.0						

Number of Missing Observations: 93417

		Count					
Forc	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard
9231	82943	1	37687	16298	7109	3357	9261
Strongly agree			13.5	10.5	13.2	10.8	9.9
14.2	12.3						
21893	242429	2	98034	59610	23358	11797	27736
Agree			35.2	38.5	43.2	37.8	29.8
33.8	35.8						
21221	258673	3	112009	63239	18021	12727	31456
No opinion			40.2	40.9	33.4	40.8	33.7
32.8	38.3						
7900	60810	4	21319	11113	3827	2339	14311
Disagree			7.7	7.2	7.1	7.5	15.4
12.2	9.0						
4541	31399	5	9351	4399	1703	951	10453
Strongly disagree			3.4	2.8	3.2	3.1	11.2
7.0	4.6						
Column Total			278401	154660	54018	31172	93217
64786	676254		41.2	22.9	8.0	4.6	13.8
9.6	100.0						

Number of Missing Observations: 91276

Q40 Leadership ignores safety during promoti by XSRRC Recode- Member Component

		Count					
Forc	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard
1293	25529	1	15282	4375	1437	953	2189
Strongly agree			5.5	2.8	2.7	3.1	2.4
2.0	3.8						
4188	61392	2	29604	14547	3451	3175	6428
Agree			10.6	9.4	6.4	10.2	6.9
6.5	9.1						
26980	312658	3	134437	72771	24708	16833	36928
No opinion			48.2	47.1	45.8	54.0	39.7
41.7	46.2						
21649	206096	4	75309	50168	17605	8129	33236
Disagree			27.0	32.5	32.6	26.1	35.7
33.4	30.5						
10664	70881	5	24452	12596	6761	2107	14300
Strongly disagree			8.8	8.2	12.5	6.8	15.4
16.5	10.5						
Column Total			279084	154457	53962	31198	93081
64774	676557		41.3	22.8	8.0	4.6	13.8
9.6	100.0						

Number of Missing Observations: 90973

		Count					
Forc	Col Pct	Army	Nat Army	Reserve	Navy Reserve	Marine Corps	Air National Guard
10117	78477	1	32374	11746	6042	3134	15065
Strongly agree			11.6	7.6	11.2	10.1	16.2
15.7	11.6						
26950	223701	2	79275	49900	17660	8896	41021
Agree			28.5	32.2	32.7	28.6	44.0
41.8	33.1						
23902	316863	3	138378	79241	26380	16849	32114
No opinion			49.8	51.2	48.9	54.1	34.5
37.0	46.9						
2611	43000	4	21097	11098	2904	1798	3493
Disagree			7.6	7.2	5.4	5.8	3.8
4.0	6.4						
966	13769	5	7017	2887	993	465	1440

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Strongly disagree	2.5	1.9	1.8	1.5	1.5
1.5	2.0				
Column Total	278140	154872	53980	31140	93133
64546	675811				
9.6	100.0	41.2	22.9	8.0	4.6
					13.8

Number of Missing Observations: 91719

Q42 This unit has a stable workforce by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
6900	59533	1	25162	9588	4969	2424	10491	
10.8	8.9		9.2	6.3	9.3	7.8	11.4	
23485	230381	2	88828	48759	20177	8970	40162	
36.6	34.5		32.4	31.8	37.7	28.8	43.6	
24662	291746	3	126579	70410	21149	16777	32170	
38.5	43.6		46.1	45.9	39.5	53.9	34.9	
6055	62182	4	23964	17921	5330	2379	6534	
9.4	9.3		8.7	11.7	10.0	7.6	7.1	
2995	24662	5	9757	6703	1914	578	2715	
4.7	3.7		3.6	4.4	3.6	1.9	2.9	
64098	668505	Column Total	274290	153381	53537	31128	92071	
9.6	100.0		41.0	22.9	8.0	4.7	13.8	

Number of Missing Observations: 99025

Q43 Personnel afraid to report problems by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
938	20501	1	12773	3776	1015	933	1066	
1.4	3.0		4.6	2.4	1.9	3.0	1.1	
2524	40720	2	20034	9853	2090	2540	3679	
3.9	6.0		7.2	6.4	3.9	8.1	4.0	

18530	235768	3	104289	58769	17377	13868	22935	
28.7	34.9		37.5	38.0	32.1	44.4	24.7	
30799	283069	4	106524	64413	24263	10960	46110	
47.6	41.9		38.3	41.7	44.9	35.1	49.6	
11884	95521	5	34367	17779	9336	2953	19201	
18.4	14.1		12.4	11.5	17.3	9.4	20.6	
64675	675578	Column Total	277987	154590	54081	31254	92991	
9.6	100.0		41.1	22.9	8.0	4.6	13.8	

Number of Missing Observations: 91952

Q44 Supervisors always investigate accidents by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air
6	Total			1	2	3	4	5
9294	76435	1	30006	13109	6745	2867	14414	
14.4	11.3		10.8	8.5	12.5	9.2	15.6	
26999	263403	2	106322	58808	20343	10162	40768	
41.9	39.1		38.2	38.3	37.8	32.4	44.1	
25474	298602	3	126039	72535	24459	16794	33301	
39.5	44.3		45.3	47.2	45.5	53.6	36.0	
2126	27715	4	12863	6551	1853	1255	3068	
3.3	4.1		4.6	4.3	3.4	4.0	3.3	
536	7379	5	2803	2571	376	243	850	
.8	1.1		1.0	1.7	.7	.8	.9	
64429	673534	Column Total	278032	153575	53776	31321	92401	
9.6	100.0		41.3	22.8	8.0	4.7	13.7	

Number of Missing Observations: 93996

Q45 Environmental cond. kept at good levels by XSRRC Recode- Member Component

Forc	Reserv	Row	Count Col Pct	Component				
				Army Nat	Army Res	Navy Res	Marine C	Air Nati Air

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Reserv	Row	6 Total	Component				
			1	2	3	4	5
Q45							
9488	80690	Strongly agree	11.9	9.9	12.0	8.6	14.3
31793	311006	Agree	43.0	46.1	47.5	40.1	53.1
17901	232103	No opinion	36.9	36.2	34.0	44.1	24.5
3936	41502	Disagree	6.5	5.8	5.3	6.1	6.2
1796	12260	Strongly disagree	1.7	2.0	1.2	1.0	1.8
Column			278828	155373	54083	31300	93062
64914	677561	Total	41.2	22.9	8.0	4.6	13.7
9.6	100.0						

Number of Missing Observations: 89969

Q46 Personnel dont use necessary PPE by XSRRC Recode- Member Component

Reserv	Row	6 Total	Component				
			1	2	3	4	5
Q46							
1227	19905	Strongly agree	4.2	2.4	2.2	2.6	1.3
4555	81034	Agree	14.7	11.9	8.6	10.4	9.7
20847	273106	No opinion	43.0	43.6	40.8	46.5	29.7
28097	235826	Disagree	29.8	34.3	36.3	33.1	44.1
10283	69035	Strongly disagree	8.5	7.7	12.0	7.5	15.2
Column			279589	155520	54069	31325	93395
65010	678907	Total	41.3	22.9	8.0	4.6	13.8
9.5	100.0						

Total 41.2 22.9 8.0 4.6 13.8

9.6 100.0

Number of Missing Observations: 88623

Q47 Job stress is significant problem for me by XSRRC Recode- Member Component

Reserv	Row	6 Total	Component				
			1	2	3	4	5
Q47							
989	22085	Strongly agree	4.9	2.5	1.9	3.1	1.8
3995	53778	Agree	8.9	9.2	6.1	8.5	4.9
22619	283143	No opinion	44.0	45.5	40.6	46.7	32.3
26483	231607	Disagree	30.0	32.6	37.4	32.2	43.1
10610	87832	Strongly disagree	12.1	10.3	14.0	9.5	17.9
Column			279988	155163	53962	31261	93375
64696	678445	Total	41.3	22.9	8.0	4.6	13.8
9.5	100.0						

Number of Missing Observations: 89085

Q48 Leadership insists supervisor think safe by XSRRC Recode- Member Component

Reserv	Row	6 Total	Component				
			1	2	3	4	5
Q48							
13725	115922	Strongly agree	17.0	14.2	16.6	14.1	20.6
31548	306214	Agree	43.0	45.1	44.1	39.4	51.5
17908	233301	No opinion	36.1	36.4	36.4	44.5	25.7

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Guard & Reserve Safety Perception Survey Results 2007

		Count					
		Col	Pct	Army Nat	Army Res	Navy Res	Marine C
Forc	Row	1	2	3	4	5	
1232	17879	4	7958	5392	1143	439	1716
Disagree			2.8	3.5	2.1	1.4	1.8
1.9	2.6						
497	5707	5	2874	1411	397	173	355
Strongly disagree			1.0	.9	.7	.6	.4
.8	.8						
Column		279857	155178	54099	31397	93580	
64910	679022	Total					
9.6	100.0	41.2	22.9	8.0	4.6	13.8	

Number of Missing Observations: 88508

Q49 Leadership sets goals-hold all accountab by XSRRRC Recode-
Member Component

		Count					
		Col	Pct	Army Nat	Army Res	Navy Res	Marine C
Forc	Row	1	2	3	4	5	
8491	72837	1	30506	11944	6130	2760	13004
Strongly agree			10.9	7.7	11.3	8.8	13.9
13.1	10.7						
23377	206653	2	75677	49794	16269	7504	34031
Agree			27.1	32.1	30.1	23.9	36.4
36.1	30.5						
28459	340074	3	149026	77324	27632	18431	39202
No opinion			53.3	49.9	51.2	58.7	42.0
44.0	50.1						
3306	44825	4	17746	12503	3428	2189	5652
Disagree			6.3	8.1	6.3	7.0	6.1
5.1	6.6						
1041	13748	5	6777	3387	559	489	1495
Strongly disagree			2.4	2.2	1.0	1.6	1.6
1.6	2.0						
Column		279733	154953	54019	31373	93385	
64674	678136	Total					
9.5	100.0	41.3	22.8	8.0	4.6	13.8	

Number of Missing Observations: 89394

Q50 Personnel rarely dev. safety requirement by XSRRRC Recode-
Member Component

		Count					
		Col	Pct	Army Nat	Army Res	Navy Res	Marine C
Forc	Row	1	2	3	4	5	
1439	26866	1	16947	3900	1532	869	2178
Strongly agree			6.1	2.5	2.8	2.8	2.3
2.2	4.0						
6749	84393	2	37584	21433	5937	3366	9323
Agree			13.5	13.8	11.0	10.7	10.0
10.4	12.5						
28098	327620	3	139076	77870	26625	18495	37456
No opinion			50.0	50.2	49.4	59.0	40.2
43.4	48.4						
22012	193318	4	70017	44436	15502	6798	34554
Disagree			25.2	28.6	28.8	21.7	37.0
34.0	28.6						
6508	44659	5	14736	7532	4298	1825	9759
Strongly disagree			5.3	4.9	8.0	5.8	10.5
10.0	6.6						
Column		278361	155172	53894	31353	93269	
64807	676856	Total					
9.6	100.0	41.1	22.9	8.0	4.6	13.8	

Number of Missing Observations: 90674

Appendix I – Acronyms

ADUSD (ESOH)	Assistant Deputy Under Secretary of Defense (Environmental Safety, and Occupational Health)
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DSOC	Defense Safety Oversight Council
DUSD(R)	Deputy Under Secretary of Defense for Readiness
MACOM	Major Command (Army)
MAJCOM	Major Command (Air Force)
NCO	Non-commissioned Officer
NSC	National Safety Council
OIG	Office of Inspector General (DoD)
ORM	Operational Risk Management
OSD	Office of the Secretary of Defense
P&R	Personnel and Readiness
SecDef	Secretary of Defense
USD (P&R)	Under Secretary of Defense for Personnel and Readiness

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Department of the Navy

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Senate Subcommittee on Defense
Senate Committee on Armed Services
Senate Committee on Governmental Affairs
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House Committee on Armed Services
House Committee on Government Reform
House Committee on the Judiciary
House Subcommittee on National Security, Emerging Threats, and International Relations,
Committee on Government Reform
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